
Office of Campaign Finance

www.ocf.dc.gov
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Table CJ0-1

Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved	FY 2022 Approved	% Change from FY 2021
OPERATING BUDGET	\$3,535,594	\$7,166,754	\$8,577,340	\$23,439,115	173.3
FTEs	34.4	36.1	38.0	38.0	0.0
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Office of Campaign Finance (OCF) is to regulate and provide public disclosure of the conduct, activities, and financial operations of candidates, political committees, political action committees, independent expenditure committees, and constituent service and statehood fund programs to ensure public trust in the integrity of the election process and government service. The Office of Campaign Finance must also fairly administer and enforce the provisions of the Fair Elections Amendment Act of 2018, which provides for the public financing of campaign operations.

Summary of Services

The Office of Campaign Finance processes and facilitates the public disclosure of financial reports, which are required by law to be filed with the OCF; performs desk reviews and develops statistical reports and summaries of the financial reports; encourages voluntary compliance by providing information and guidance on the application of the District of Columbia Campaign Finance Act of 2011 (the Act), as amended, through educational seminars, interpretative opinions, and the OCF website; and enforces the Act through the conduct of audits, investigations, and the informal hearing process. The Office of Campaign Finance is also responsible for certifying and auditing all participating candidates and committees in the Fair Elections Program, and for enforcing the Fair Elections Amendment Act of 2018 through investigations and the informal hearing process.

The agency's FY 2022 approved budget is presented in the following tables:

FY 2022 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table CJ0-2 contains the approved FY 2022 budget by revenue type compared to the FY 2021 approved budget. It also provides FY 2019 and FY 2020 actual data.

Table CJ0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021	% Change*	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021	% Change
GENERAL FUND												
Local Funds	3,536	7,167	8,577	23,439	14,862	173.3	34.4	36.1	38.0	38.0	0.0	0.0
TOTAL FOR GENERAL FUND	3,536	7,167	8,577	23,439	14,862	173.3	34.4	36.1	38.0	38.0	0.0	0.0
GROSS FUNDS	3,536	7,167	8,577	23,439	14,862	173.3	34.4	36.1	38.0	38.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2022 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2022 Approved Operating Budget, by Comptroller Source Group

Table CJ0-3 contains the approved FY 2022 budget at the Comptroller Source Group (object class) level compared to the FY 2021 approved budget. It also provides FY 2019 and FY 2020 actual expenditures.

Table CJ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021	Percentage Change*
11 - Regular Pay - Continuing Full Time	2,197	2,758	3,137	3,217	80	2.6
12 - Regular Pay - Other	23	0	0	0	0	N/A
13 - Additional Gross Pay	8	1	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	481	647	726	782	56	7.7
15 - Overtime Pay	1	0	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	2,710	3,406	3,863	3,999	136	3.5
20 - Supplies and Materials	33	0	34	10	-24	-70.8
31 - Telecommunications	0	1	0	0	0	N/A
40 - Other Services and Charges	73	351	140	66	-74	-53.0
41 - Contractual Services - Other	252	172	224	146	-78	-35.0
50 - Subsidies and Transfers	369	3,209	4,257	19,219	14,962	351.5
70 - Equipment and Equipment Rental	100	28	59	0	-59	-100.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	826	3,761	4,714	19,440	14,726	312.4
GROSS FUNDS	3,536	7,167	8,577	23,439	14,862	173.3

*Percent change is based on whole dollars.

FY 2022 Approved Operating Budget and FTEs, by Division/Program and Activity

Table CJ0-4 contains the approved FY 2022 budget by division/program and activity compared to the FY 2021 approved budget. It also provides FY 2019 and FY 2020 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table CJ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021
(1000) AGENCY MANAGEMENT										
(1010) Personnel	207	218	210	224	14	3.0	3.1	3.0	3.0	0.0
(1015) Training and Development	115	120	113	114	1	1.0	1.0	1.0	1.0	0.0
(1040) Information Technology	62	2	0	0	0	1.0	1.0	0.0	0.0	0.0
(1090) Performance Management	193	200	224	232	8	1.0	1.0	1.0	1.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	577	539	547	569	22	5.9	6.2	5.0	5.0	0.0
(2000) OVERSIGHT SUPPORT SERVICES										
(2010) Public Information and Record Management	1,158	603	918	786	-133	8.8	4.1	6.0	7.0	1.0
(2020) Report Analysis and Audit Division	856	1,149	1,130	1,126	-4	12.8	13.4	12.0	11.0	-1.0
(2030) Office of the General Counsel	616	649	822	850	28	6.9	7.2	7.0	7.0	0.0
SUBTOTAL (2000) OVERSIGHT SUPPORT SERVICES	2,629	2,401	2,870	2,762	-108	28.5	24.7	25.0	25.0	0.0
(3000) FAIR ELECTIONS FUND										
(3010) Fair Elections Fund	330	4,228	5,160	20,108	14,948	0.0	5.2	8.0	8.0	0.0
SUBTOTAL (3000) FAIR ELECTIONS FUND	330	4,228	5,160	20,108	14,948	0.0	5.2	8.0	8.0	0.0
TOTAL APPROVED OPERATING BUDGET	3,536	7,167	8,577	23,439	14,862	34.4	36.1	38.0	38.0	0.0

(Change is calculated by whole numbers and numbers may not add up due to rounding)

Note: For more detailed information regarding the approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2022 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Campaign Finance operates through the following 3 programs:

Oversight Support Services – provides desk analysis reviews, investigations, hearings, field audits, statistical reports, recommendations, and summaries of all financial reports submitted by candidates, political committees, political action committees, independent expenditure committees, and constituent service and statehood fund programs that focus efforts on ensuring accurate reporting and full disclosure, pursuant to the Campaign Finance Laws, so that the public is well informed and confident in the integrity of the electoral process and government services. The program also provides public information and educational seminars.

This program contains the following 3 activities:

- **Public Information and Record Management** – provides public information and educational seminars, registers candidates and committees, receives electronically-submitted financial reports, enters financial reports received by hard copy, and compiles summary contribution and expenditure information for publication at the OCF website, so that the public is well informed and confident in the integrity of the electoral process and government service;
- **Report Analysis and Audit Division** – provides desk analysis reviews, field audits, statistical reports, and summaries of all financial reports submitted by candidates, committees, and constituent service and statehood fund programs that focus efforts on ensuring accurate reporting and full disclosure, pursuant to the Campaign Finance Laws; and
- **Office of the General Counsel** – provides enforcement by conducting investigations and hearings, and issuing recommendations for decisions on charges of violations of the Campaign Finance Act. The Office of the General Counsel drafts regulations and interpretive opinions that focus efforts on promoting voluntary compliance with the Campaign Finance Act.

Fair Elections – provides audit and verification of the financial reports submitted under the Fair Elections Program to qualify for the public funding of campaign operations, recommends the disbursement of base amounts and matching fund payments from the Elections Fund to qualified candidates, and coordinated educational outreach to candidates participating in the Program and the general public concerning the requirements of the Program.

Agency Management – provides for administrative support and the required tools to achieve operational and programmatic results. This program is standard for all agencies using performance-based budgeting.

Program Structure Change

The Office of Campaign Finance has no program structure changes in the FY 2022 approved budget.

FY 2021 Approved Budget to FY 2022 Approved Budget, by Revenue Type

Table CJ0-5 itemizes the changes by revenue type between the FY 2021 approved budget and the FY 2022 approved budget. For a more comprehensive explanation of changes, please see the FY 2022 Approved Budget Changes section, which follows the table.

Table CJ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2021 Approved Budget and FTE		8,577	38.0
Removal of One-Time Costs	Oversight Support Services	-100	0.0
LOCAL FUNDS: FY 2022 Recurring Budget		8,477	38.0
Increase: To support operational requirements	Multiple Programs	11,487	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	136	0.0
Decrease: To offset projected adjustments in personal services costs	Multiple Programs	-136	0.0
LOCAL FUNDS: FY 2022 Mayor's Proposed Budget		19,965	38.0
Enhance: To support the fair election projected cost	Fair Elections Fund	3,549	0.0
Reduce: To realize savings in nonpersonal services	Fair Elections Fund	-75	0.0
LOCAL FUNDS: FY 2022 District's Approved Budget		23,439	38.0
GROSS FOR CJ0 - OFFICE OF CAMPAIGN FINANCE		23,439	38.0

(Change is calculated by whole numbers and numbers may not add up due to rounding)

FY 2022 Approved Operating Budget Changes

Table CJ0-6 contains the approved FY 2022 budget by fund compared to the FY 2021 approved budget.

Table CJ0-6

Appropriated Fund	FY 2021 Approved	FY 2022 Approved	% Change from FY 2021
Local Funds	\$8,577,340	\$23,439,115	173.3
GROSS FUNDS	\$8,577,340	\$23,439,115	173.3

Recurring Budget

The FY 2022 proposed budget for OCF includes a reduction of \$100,000 to account for the removal of one-time funding appropriated in FY 2021 for costs related to filing system updates.

Mayor's Proposed Budget

Increase: OCF's FY 2022 Local funds budget proposal includes an increase of \$11,487,331 Fair Elections program to support expenses related to the fair elections activities. Additionally, the Local budget increased by \$135,717 across multiple programs to align personal service budget with projected salary, step, and Fringe Benefit costs.

Decrease: OCF's FY 2022 proposed Local funds budget reflects a net decrease of \$135,717 in nonpersonal services across multiple programs to offset the increase in personal services.

District's Approved Budget

Enhance: OCF's approved budget includes an increase of \$3,549,444 to support costs associated with the Fair Elections Clarification Amendment Act of 2021.

Reduce: OCF's approved budget reflects a reduction of \$75,000 to realize programmatic cost savings in nonpersonal services.

Agency Performance Plan

The Office of Campaign Finance (OCF) has the following strategic objectives for FY 2022:

Strategic Objectives

Strategic Objectives describe what the agency will do, at a high level, to achieve its mission. These are action-based sentences that define what an agency does for its customers, whether the customers are residents or other District agencies, and how that improves the District.

Objectives

1. Provide fair, effective, and timely enforcement programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act.
2. Provide high quality educational outreach services (entrance conferences, training seminars, publications, and online tutorials) to increase full disclosure and voluntary compliance with the Campaign Finance Act.
3. Provide fair, effective, and efficient audit programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act.
4. Provide a high quality web-internet based public disclosure system to receive the online submission of financial reports, and to ensure the availability of campaign finance data and information in a manner that is easy to navigate, search, sort, and retrieve at the OCF Website.
5. Provide a fair, effective, and efficient public financing program for candidates who qualify to participate in the program and agree to abide by its requirements
6. Create and maintain a highly efficient, transparent, and responsive District government.

ACTIVITIES

Activities include the work that happens on a daily basis to help achieve the Strategic Objectives. Activity names come from the budget line items. This is further divided into “daily services” (ex. sanitation disposal), and long-term “key projects” that are high profile, one-time and span several years, (ex. redevelopment of Walter Reed Army Medical Center). Many agencies will mostly have daily services, whereas some agencies that have more of their budget come from capital funding will have several key projects.

1. Provide fair, effective, and timely enforcement programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act. (1 Activity)

Activity Title	Activity Description	Type of Activity
Enforcement Program	The Office of the General Counsel provides legal advice and enforcement through the conduct of investigations and informal hearings, and the recommendation of decisions on charges of violations of the Campaign Finance Act; the issuance of interpretative opinions and expedited legal advice; the drafting of regulations and the review of OCF Forms for changes; the conduct of training seminars to promote voluntary compliance; and the coordination of site visits to the election precincts and early vote centers operated by the Board of Elections, and to campaign offices.	Daily Service

2. Provide high quality educational outreach services (entrance conferences, training seminars, publications, and online tutorials) to increase full disclosure and voluntary compliance with the Campaign Finance Act. (1 Activity)

Activity Title	Activity Description	Type of Activity
Educational Outreach Services	The OCF Educational Outreach Program assists with the coordination of the mandatory training conferences for new registrants, the onsite training seminars, the development of online brochures, interactive tutorials, and online tutorials, and the employee training program. The OCF Training Program also manages and utilizes the OCF Facebook Page as a training tool to disseminate information to the public. The Training Program distributes and evaluates surveys to training participants to assess the content and performance of the trainer.	Daily Service

3. Provide fair, effective, and efficient audit programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act. (1 Activity)

Activity Title	Activity Description	Type of Activity
Audit Programs	The Reports Analysis and Audit Division conducts audit analysis and reviews of all financial reports and statements received in the Agency; issues requests for additional information to filers where deficiencies are noted during the desk review process; conducts full field audits of the campaign operations of newly elected public officials, investigative audits of financial operations based on the receipt of complaints or based upon desk reviews; conducts periodic random audits of the reports filed by the constituent service programs, committees active during an election cycle, and continuing committees; and recommends the issuance of final audit reports based on the findings of full field and random periodic audits. Participates in site visits to election precincts, early voting centers, and to the offices of principal campaign committees.	Daily Service

4. Provide a high quality web-internet based public disclosure system to receive the online submission of financial reports, and to ensure the availability of campaign finance data and information in a manner that is easy to navigate, search, sort, and retrieve at the OCF Website. (1 Activity)

Activity Title	Activity Description	Type of Activity
Public Information collection and dissemination online and onsite	The Public Information and Records Management Division publishes campaign finance data and information online at the OCF Website, and makes information available in the OCF Offices; compiles listings and reports of contribution and expenditure information published at the website and in the Biennial Report; manages the electronic filing and data entry of financial reports; oversees the registration of new candidates and committees, and coordinates the mandatory training of the new registrants; oversees the OCF e-mail subscription service; makes all public reports and statements available for the public online within 24 hours of receipt; and conducts the Filer Pre-Notification and Failure to File Programs.	Daily Service

5. Provide a fair, effective, and efficient public financing program for candidates who qualify to participate in the program and agree to abide by its requirements (1 Activity)

Activity Title	Activity Description	Type of Activity
Fair Elections Program	The Fair Elections Program Division provides public financing to candidates who elect to participate in the program; determines whether candidates qualify for certification and public funds based on the verification of threshold requirement; authorizes the distribution of base amount payments and matching payments; and conducts post-election audits of all campaign operations for compliance with the Fair Elections Amendment Act.	Daily Service

KEY PERFORMANCE INDICATORS

Key Performance Indicators measure how well an agency is achieving its Strategic Objectives. They are outcome-oriented and should be used to answer the question, “What does the agency need to measure to determine success?”

1. Provide fair, effective, and timely enforcement programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of Interpretative Opinions issued within thirty (30) days	No	100%	100%	100%	100%	100%
Percent of expedited advice for time-sensitive election related matters issued within fifteen (15) days of request	No	100%	100%	100%	100%	100%
Percent of informal hearings conducted and closed before the next filing deadline	No	1225%	100%	100%	100%	100%

2. Provide high quality educational outreach services (entrance conferences, training seminars, publications, and online tutorials) to increase full disclosure and voluntary compliance with the Campaign Finance Act. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of new candidates and treasurers who receive mandatory training	No	100%	100%	100%	100%	100%

3. Provide fair, effective, and efficient audit programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of financial reports reviewed, evaluated, and analyzed before the next filing deadline	No	100%	100%	100%	100%	100%
Percent of periodic random audits conducted within sixty (60) days of initiation	No	100%	100%	100%	100%	100%

4. Provide a high quality web-internet based public disclosure system to receive the online submission of financial reports, and to ensure the availability of campaign finance data and information in a manner that is easy to navigate, search, sort, and retrieve at the OCF Website. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of financial reports filed electronically	No	100%	100%	100%	100%	100%

5. Provide a fair, effective, and efficient public financing program for candidates who qualify to participate in the program and agree to abide by its requirements (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of Base Amount and Matching Payments authorized for disbursement within five (5) business days of the certification of a candidate into the Fair Elections Program	No	New in 2021	New in 2021	New in 2021	New in 2021	100%
Percent of candidates determined to meet requirements for certification by OCF within ten (10) business days of filing the affidavit declaring compliance with the Fair Elections Program.	No	100%	100%	100%	100%	100%
Percent of matching payments directed for disbursement to participating candidates within five (5) business days after the receipt of financial reports	No	New in 2021	New in 2021	New in 2021	New in 2021	100%

6. Create and maintain a highly efficient, transparent, and responsive District government. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of investigative matters closed within ninety (90) days of opening	No	100%	100%	100%	100%	100%

WORKLOAD MEASURES

Workload Measures, also called inputs or outputs, quantify an activity, effort or process that is necessary to make progress towards the Strategic Objectives. They help answer the question; “How much are we doing?”

1. Fair Elections Program

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Total number of candidates certified as participating candidates in the Fair Elections Program	No	New in 2020	New in 2020	36
Total number of pre-election and post election audits completed by the Fair Elections Division	No	New in 2020	New in 2020	0

2. Educational Outreach Services

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Total number of mandatory training conferences conducted	No	197	45	145

3. Enforcement Program

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Total number of informal hearings conducted	No	83	165	102
Total number of Interpretative Opinions and Expedited Advice issued	No	8	1	20
Total number of investigations completed within 90 days	No	No Applicable Incidents	3	5

4. Audit Programs

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Total number of financial reports reviewed, evaluated, and analyzed for the reporting period	No	818	1274	767
Total number of periodic random and full field audits completed by the Audit Division	No	13	19	15

5. Public Information collection and dissemination online and onsite

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Total number of financial reports filed	No	508	1047	800
Total number of financial reports filed electronically	No	632	1015	800

Performance Plan Endnotes:

*For more information about the structure and components of FY 2021 draft performance plans, please see the FY 2022 Approved Budget and Financial Plan, Volume 1, Appendix E.

**Key performance indicators that are new may not have historical data and may only have FY 2022 targets.

***To view the final versions of agency FY 2022 performance plans when they become available in December 2021, see the OCA website at <https://oca.dc.gov/>

Agency Performance Plan

The Office of Campaign Finance (OCF) has the following strategic objectives for FY 2022

Strategic Objectives

Strategic Objectives describe what the agency will do, at a high level, to achieve its mission. These are action-based sentences that define what an agency does for its customers, whether the customers are residents or other District agencies, and how that improves the District.

Objectives

1. Provide fair, effective, and timely enforcement programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act.
2. Provide high quality educational outreach services (entrance conferences, training seminars, publications, and online tutorials) to increase full disclosure and voluntary compliance with the Campaign Finance Act.
3. Provide fair, effective, and efficient audit programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act.
4. Provide a high quality web-internet based public disclosure system to receive the online submission of financial reports, and to ensure the availability of campaign finance data and information in a manner that is easy to navigate, search, sort, and retrieve at the OCF Website.
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1. Provide fair, effective, and timely enforcement programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act. (1 Activity)

Activity Title	Activity Description	Type of Activity
Enforcement Program	The Office of the General Counsel provides legal advice and enforcement through the conduct of investigations and informal hearings, and the recommendation of decisions on charges of violations of the Campaign Finance Act; the issuance of interpretative opinions and expedited legal advice; the drafting of regulations and the review of OCF Forms for changes; the conduct of training seminars to promote voluntary compliance; and the coordination of site visits to the election precincts and early vote centers operated by the Board of Elections, and to campaign offices.	Daily Service

2. Provide high quality educational outreach services (entrance conferences, training seminars, publications, and online tutorials) to increase full disclosure and voluntary compliance with the Campaign Finance Act. (1 Activity)

Activity Title	Activity Description	Type of Activity
Educational Outreach Services	The OCF Educational Outreach Program assists	Daily Service

2. Provide high quality educational outreach services (entrance conferences, training seminars, publications, and online tutorials) to increase full disclosure and voluntary compliance with the Campaign Finance Act. (1 Activity)

Activity Title	Activity Description	Type of Activity
	with the coordination of the mandatory training conferences for new registrants, the onsite training seminars, the development of online brochures, interactive tutorials, and online tutorials, and the employee training program. The OCF Training Program also manages and utilizes the OCF Facebook Page as a training tool to disseminate information to the public. The Training Program distributes and evaluates surveys to training participants to assess the content and performance of the trainer.	

3. Provide fair, effective, and efficient audit programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act. (1 Activity)

Activity Title	Activity Description	Type of Activity
Audit Programs	The Reports Analysis and Audit Division conducts audit analysis and reviews of all financial reports and statements received in the Agency; issues requests for additional information to filers where deficiencies are noted during the desk review process; conducts full field audits of the campaign operations of newly elected public officials, investigative audits of financial operations based on the receipt of complaints or based upon desk reviews; conducts periodic random audits of the reports filed by the constituent service programs, committees active during an election cycle, and continuing committees; and recommends the issuance of final audit reports based on the findings of full field and random periodic audits. Participates in site visits to election precincts, early voting centers, and to the offices of principal campaign committees.	Daily Service

4. Provide a high quality web-internet based public disclosure system to receive the online submission of financial reports, and to ensure the availability of campaign finance data and information in a manner that is easy to navigate, search, sort, and retrieve at the OCF Website. (1 Activity)

Activity Title	Activity Description	Type of Activity
Public Information collection and dissemination online and onsite	The Public Information and Records Management Division publishes campaign finance data and information online at the OCF Website, and makes information available in the OCF Offices; compiles listings and reports of contribution and expenditure information published at the website and in the Biennial Report; manages the electronic filing and data entry of financial reports; oversees the registration of new candidates and committees, and coordinates the mandatory training of the new registrants; oversees the OCF e-mail subscription service; makes all public reports and statements available for the public online within 24 hours of receipt; and conducts the Filer Pre-Notification and Failure to File Programs.	Daily Service

5. Provide a fair, effective, and efficient public financing program for candidates who qualify to participate in the program and agree to abide by its requirements (1 Activity)

Activity Title	Activity Description	Type of Activity
Fair Elections Program	The Fair Elections Program Division provides public financing to candidates who elect to participate in the program; determines whether candidates qualify for certification and public funds based on the verification of threshold requirement; authorizes the distribution of base amount payments and matching payments; and conducts post-election audits of all campaign operations for compliance with the Fair Elections Amendment Act.	Daily Service

KEY PERFORMANCE INDICATORS

Key Performance Indicators measure how well an agency is achieving its Strategic Objectives. They are outcome-oriented and should be used to answer the question, “What does the agency need to measure to determine success?”

1. Provide fair, effective, and timely enforcement programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of Interpretative Opinions issued within thirty (30) days	No	100%	100%	100%	100%	100%
Percent of expedited advice for time-sensitive election related matters issued within fifteen (15) days of request	No	100%	100%	100%	100%	100%
Percent of informal hearings conducted and closed before the next filing deadline	No	1225%	100%	100%	100%	100%

2. Provide high quality educational outreach services (entrance conferences, training seminars, publications, and online tutorials) to increase full disclosure and voluntary compliance with the Campaign Finance Act. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of new candidates and treasurers who receive mandatory training	No	100%	100%	100%	100%	100%

3. Provide fair, effective, and efficient audit programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of financial reports reviewed, evaluated, and analyzed before the next filing deadline	No	100%	100%	100%	100%	100%
Percent of periodic random audits	No	100%	100%	100%	100%	100%

3. Provide fair, effective, and efficient audit programs and activities to increase and support the full, accurate, and complete disclosure of documents and actions relevant to the Campaign Finance Act. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
conducted within sixty (60) days of initiation						

4. Provide a high quality web-internet based public disclosure system to receive the online submission of financial reports, and to ensure the availability of campaign finance data and information in a manner that is easy to navigate, search, sort, and retrieve at the OCF Website. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of financial reports filed electronically	No	100%	100%	100%	100%	100%

5. Provide a fair, effective, and efficient public financing program for candidates who qualify to participate in the program and agree to abide by its requirements (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of Base Amount and Matching Payments authorized for disbursement within five (5) business days of the certification of a candidate into the Fair Elections Program	No	New in 2021	New in 2021	New in 2021	New in 2021	100%
Percent of candidates determined to meet requirements for certification by OCF within ten (10) business days of filing the affidavit declaring compliance with the Fair Elections Program.	No	100%	100%	100%	100%	100%
Percent of matching payments directed for disbursement to participating candidates within five (5) business days after the receipt of financial reports	No	New in 2021	New in 2021	New in 2021	New in 2021	100%

6. Create and maintain a highly efficient, transparent, and responsive District government. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of investigative matters closed within ninety (90) days of opening	No	100%	100%	100%	100%	100%

WORKLOAD MEASURES

Workload Measures, also called inputs or outputs, quantify an activity, effort or process that is necessary to make progress towards the Strategic Objectives. They help answer the question; “How much are we doing?”

1. Fair Elections Program

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Total number of candidates certified as participating candidates in the Fair Elections Program	No	New in 2020	New in 2020	36
Total number of pre-election and post election audits completed by the Fair Elections Division	No	New in 2020	New in 2020	0

2. Educational Outreach Services

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Total number of mandatory training conferences conducted	No	197	45	145

3. Enforcement Program

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Total number of informal hearings conducted	No	83	165	102
Total number of Interpretative Opinions and Expedited Advice issued	No	8	1	20
Total number of investigations completed within 90 days	No	No Applicable Incidents	3	5

4. Audit Programs

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Total number of financial reports reviewed, evaluated, and analyzed for the reporting period	No	818	1274	767
Total number of periodic random and full field audits completed by the Audit Division	No	13	19	15

5. Public Information collection and dissemination online and onsite

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Total number of financial reports filed	No	508	1047	800
Total number of financial reports filed electronically	No	632	1015	800

Performance Plan Endnotes:

*For more information about the structure and components of FY 2021 draft performance plans, please see the FY 2022 Approved Budget and Financial Plan, Volume 1, Appendix E.

**Key performance indicators that are new may not have historical data and may only have FY 2022 targets.

***To view the final versions of agency FY 2022 performance plans when they become available in December 2021, see the OCA website at <https://oca.dc.gov/>