



★ ★ ★  
GOVERNMENT OF THE DISTRICT OF COLUMBIA  
MURIEL BOWSER, MAYOR

**FY 2018**

**PROPOSED BUDGET  
AND FINANCIAL PLAN**

# DC VALUES IN ACTION



*a roadmap to inclusive prosperity*

## VOLUME 2

### AGENCY BUDGET CHAPTERS PART I

Governmental Direction and Support,  
Economic Development and Regulation,  
and Public Safety and Justice

Submitted to the  
CONGRESS OF THE UNITED STATES  
by the  
GOVERNMENT OF THE DISTRICT OF COLUMBIA  
July 19, 2017



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WE ARE  
WASHINGTON  
DC



Government of the District of Columbia  
**FY 2018 Proposed Budget and Financial Plan**  
**Congressional Submission**

**DC VALUES IN ACTION**  
*A roadmap to inclusive prosperity*

**Volume 2**  
**Agency Budget Chapters - Part I**  
(Governmental Direction and Support, Economic Development and  
Regulation, and Public Safety and Justice)

Submitted to the  
**Congress of the United States**

by the  
**Government of the District of Columbia**  
July 19, 2017





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**District of Columbia Government**

**District of Columbia**

For the Fiscal Year Beginning

**October 1, 2016**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to District of Columbia Government, District of Columbia, for its annual budget for the fiscal year beginning October 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is the sixteenth in the history of the District of Columbia.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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# Government of the District of Columbia

**Muriel Bowser, Mayor**

**Rashad M. Young**

City Administrator

**Kevin Donahue**

Deputy City Administrator

and Deputy Mayor for Public Safety and Justice

**HyeSook Chung**

Deputy Mayor for Health and

Human Services

**Brian Kenner**

Deputy Mayor for Planning and

Economic Development

**Jennifer C. Niles**

Deputy Mayor for Education

**Courtney Snowden**

Deputy Mayor for Greater Economic Opportunity

**John Falcicchio**

Chief of Staff

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**Jeffrey S. DeWitt**

Chief Financial Officer

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## Members of the Council

**Phil Mendelson**

Chairman

**Anita Bonds**.....At-Large  
**David Grosso** .....At-Large  
**Elissa Silverman** .....At-Large  
**Robert C. White, Jr.** .....At-Large  
**Brianne K. Nadeau** .....Ward 1  
**Jack Evans** .....Ward 2  
**Mary M. Cheh** .....Ward 3  
**Brandon T. Todd** .....Ward 4  
**Kenyan R. McDuffie** .....Ward 5  
**Charles Allen**.....Ward 6  
**Vincent C. Gray** .....Ward 7  
**Trayon White, Sr.**.....Ward 8

**Jennifer Budoff**

Budget Director

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# Office of the Chief Financial Officer

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## **Angell Jacobs**

Deputy Chief Financial Officer and Chief of Staff

### **Jeffrey Barnette**

Deputy Chief Financial Officer  
Office of Finance and Treasury

### **Keith Richardson**

Deputy Chief Financial Officer  
Office of Tax and Revenue

### **Fitzroy Lee**

Deputy Chief Financial Officer  
Office of Revenue Analysis

### **Bill Slack**

Deputy Chief Financial Officer  
Office of Financial Operations and Systems

### **David Tseng**

General Counsel

### **Patricia Gracyalny**

Assistant General Counsel

### **Aaron Droller**

Assistant General Counsel

## **Associate Chief Financial Officers**

### **Delicia V. Moore**

Human Support Services

### **Cyril Byron, Jr.**

Economic Development and Regulation

### **George Dines**

Government Services

### **Angelique Hayes Rice**

Public Safety and Justice

### **Mohamed Mohamed**

Government Operations

### **Deloras Shepherd**

Education

## **Office of the CIO**

### **Ranabir Dey, Chief Information Officer**

Sandra M. Pinder, Director  
Narayan Ayyagari, IT Manager

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# Office of the Chief Financial Officer

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## Office of Budget and Planning

**Gordon McDonald**  
Deputy Chief Financial Officer

Lakeia Williams, Executive Assistant

**James Spaulding**  
Associate Deputy Chief Financial Officer

### **OPERATING BUDGET**

Eric Cannady, Director  
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Stacy-Ann White, Manager  
Renee Alford, Executive Assistant

#### **Operating Budget Advisors**

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Ernest Chukwuma  
Randall Myers  
William Powell  
Charles Pryor

#### **Senior Operating Budget Analysts**

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Lee Hayward  
Melissa Lavasani  
Robin Moore  
SebleWengel Mulaw  
Oluwatosin Onifade  
Naila Tengra

#### **Operating Budget Analysts**

Alex Akporji  
Michelle Duong  
Cynthia Holman  
Benjamin Iyun

### **FINANCIAL PLANNING, ANALYSIS, AND MANAGEMENT SERVICES**

Leticia Stephenson, Director  
Samuel Terry, Manager  
Tayloria Stroman, Budget Controller

#### **Senior Financial Systems Analysts**

Robert Johnson  
Carlotta Osorio  
Sue Taing

#### **Financial Systems Analyst**

Darryl Miller

#### **Senior Cost Analyst**

Duane Smith

### **CAPITAL BUDGET/CIP**

David Clark, Director  
Sherrie Greenfield, Manager  
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#### **Senior Capital Budget Analysts**

Omar Herzi  
Bharat Kothari  
Alex Tessema

### **OPERATIONS**

Margaret Myers, Office and Production Manager  
Sharon Nelson, Staff Assistant

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# Office of the City Administrator

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## Office of Budget and Finance

**Matthew T. Brown**  
Director

**Justin Constantino**  
Deputy Director and  
General Counsel

**John McGaw**  
Director  
Capital Improvements Program

**Chris Murray**  
Senior Budget Analyst

**Alexis Griffin**  
Senior Budget Analyst

**Daniel Kornfield**  
Senior Budget Analyst

**Anthony Gamblin**  
Budget Analyst

**Erik Belmont**  
Capital City Fellow

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# Council of the District of Columbia

## Office of the Budget Director

**Jennifer Budoff**  
Budget Director

**Angela D. Joyner**  
Deputy Budget Director

**Adrian Jordan**  
Senior Budget Analyst

**Anne Phelps**  
Budget Counsel

**Averil Carraway**  
Senior Budget Analyst

**Joseph Wolfe**  
Senior Capital Budget Analyst

**John McNeil**  
Senior Budget Analyst

**Susanna Groves**  
Senior Budget Analyst

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# **District of Columbia Organization Chart**





# GOVERNMENT OF THE DISTRICT OF COLUMBIA



## RESIDENTS

## EXECUTIVE BRANCH

MAYOR

City Administrator

Mayor's Office of Legal Counsel

Office of the Inspector General

Office of the Attorney General

Office of the Senior Advisor

Executive Office of the Mayor

Office of Budget and Finance

Deputy Mayor for Greater Economic Opportunity

Deputy Mayor for Education

Deputy Mayor for Planning and Economic Development

Deputy Mayor for Health and Human Services

Deputy City Administrator/  
Deputy Mayor for Public Safety and Justice

Department of Small and Local Business Development  
Department of Employment Services  
Office of African-American Affairs  
Commission on Fathers, Men, and Boys

DC Public Schools  
Office of the State Superintendent of Education  
Department of Parks and Recreation

DC Public Library  
Public Charter School Board  
Public Charter Schools\*\*  
State Board of Education  
University of the District of Columbia (including UDC Community College)

Department of Housing and Community Development  
Department of Consumer and Regulatory Affairs  
Department of Transportation  
Office of Planning  
Department of Energy and Environment  
Department of Insurance, Securities, and Banking  
Office of Cable Television, Film, Music, and Entertainment  
Commission on the Arts and Humanities  
Department of For-Hire Vehicles

Department of Health  
Department of Human Services  
Child and Family Services Agency  
Department of Disability Services  
Department of Behavioral Health  
Department of Youth Rehabilitation Services  
Department of Health Care Finance  
Office on Aging

Health Benefit Exchange Authority  
Not-for-Profit Hospital Corporation

Metropolitan Police Department  
Fire and Emergency Medical Services Department  
Homeland Security and Emergency Management Agency  
Department of Corrections  
Department of Forensic Sciences  
Office of Unified Communications  
Office of the Chief Medical Examiner  
Office of Victim Services and Justice Grants  
DC National Guard (DC)

Corrections Information Council  
Criminal Justice Coordinating Council  
Office of Police Complaints  
Uniform Law Commission

Department of Human Resources  
Department of Public Works  
Department of General Services  
Office of the Chief Technology Officer  
Office of Contracting and Procurement  
Department of Motor Vehicles  
Office of Risk Management  
Office of Disability Rights  
Office of Human Rights

Board of Elections\* (including the Office of Campaign Finance)  
Board of Ethics and Government Accountability (including the Office of Open Government)  
Contract Appeals Board  
DC Retirement Board  
Office of Administrative Hearings  
Office of Employee Appeals  
Public Employee Relations Board

Office of Policy and Legislative Affairs  
Office of Federal and Regional Affairs  
Office of the Secretary

New Columbia Statehood Commission†  
Office of the Statehood Delegation

Office of the General Counsel:  
Office of Partnerships and Grants  
Office of Communications:  
Mayor's Correspondence Unit  
Mayor's Office of Talent and Appointments  
Office of Scheduling and Advance  
Mayor's Office of Community Affairs:  
Clean City Office  
Mayor's Office of Community Relations and Services  
ServeDC  
Mayor's Office on African Affairs  
Mayor's Office on Asian and Pacific Islander Affairs  
Mayor's Office of LGBTQ Affairs  
Mayor's Office on Latino Affairs  
Mayor's Office of Religious Affairs  
Mayor's Office of Veteran Affairs  
Mayor's Office on Returning Citizens Affairs  
Mayor's Office on Women's Policy and Initiatives

## JUDICIAL BRANCH

DC Court of Appeals

DC Superior Court

Joint Committee on Judicial Administration

Commission on Judicial Disabilities and Tenure

Judicial Nomination Commission

Sentencing and Criminal Code Revision Commission

## LEGISLATIVE BRANCH

Council of the District of Columbia

DC Auditor

Advisory Neighborhood Commissions

### REGIONAL BODIES

- Metropolitan Washington Council of Governments
- National Capital Planning Commission (federal)
- Washington Metropolitan Area Transit Authority
- Washington Metropolitan Area Transit Commission
- Washington Metropolitan Airports Authority

### NOTES

Entities enclosed within dashed boxes are independent agencies or entities. They appear on this organizational chart in proximity to the Executive Branch cluster with which their functions most align.

\* Agencies marked with an asterisk are Charter independent agencies.

\*\* Entities marked with two asterisks are non-governmental entities.

† The New Columbia Statehood Commission is co-chaired by the Mayor and the Council Chairman.





# Transmittal Letters





MURIEL BOWSER  
MAYOR

July 19, 2017

The Honorable Donald J. Trump  
President of the United States  
1600 Pennsylvania Avenue, NW  
Washington, DC 20500

Dear Mr. President:

I am pleased to submit to you the District of Columbia Fiscal Year 2018 Budget and Financial Plan, "DC Values in Action: A Roadmap to Inclusive Prosperity." This proposal is the District of Columbia's twenty-second consecutive balanced budget. The budget before you reflects the ideas and priorities of District residents to ensure that they have a *roadmap to inclusive prosperity*.

From again investing \$100 million in the Housing Production Trust Fund to allocating over \$1 billion in full-scale school modernizations, this budget continues to move the District of Columbia forward. This budget also maintains critical investments to build a safer, stronger DC and to ensure our residents have access to job training programs that keep them on pathways to the middle class. Below, I have highlighted a few of the key investments proposed in the FY 2018 Budget and Financial Plan.

### **High-Quality Education**

Rising enrollment in our traditional public and public charter schools, and increasing student achievement, demonstrate that school reform in the District is working. The FY 2018 budget makes the largest investment in public education in the history of the District of Columbia:

- Committing an additional \$121 million to increase the per student rate and meet the needs of a growing student body;
- Increasing charter school facilities by 2.2% to \$3,193/student for non-residential charter programs and \$8,580/student for residential charter schools;
- Improving technology to help parents navigate and engage in public education;

- Increasing University of the District of Columbia (UDC) and the Community College of the District of Columbia funds for the staff and programs by \$7.2 million;
- \$19.5 million of enhancements in the Office of the State Superintendent of Education budget for early childcare. Three sites in District-owned buildings will be leased to private childcare providers helping us expand the available slots for kids. 300 DC residents will gain certification as educators for infants and toddlers over the next three years. This will enable them to enter the childcare profession immediately and begin on a pathway to advanced credentials - and it will help ensure staffing is available to support the expanded number of childcare seats; and
- Investing \$1.3 billion for school modernization over 6 years to ensure that schools in line for modernization under established, defined criteria are budgeted for necessary improvements.

### **Safer, Stronger DC**

The District is committed to ensuring that those in all neighborhoods feel—and are—safe, providing an environment in which residents and businesses can thrive. To that end, the FY 2018 budget includes the following investments:

- \$8.9 million in enhancements focused on recruiting and retaining MPD officers, as well as ensuring that as many officers as can be are returned to patrol-related duties. This will be accomplished through: a new public relations campaign; expansion of the police cadet program; expanded housing assistance and student loan forgiveness for officers; and further civilianization of administrative positions;
- \$2.3 million for the creation of a *Returning Citizens Portal* to be managed by the Department of Corrections. This will be a physical office offering services from various agencies to help returning citizens successfully transition back into the community. Vital post-release services include: housing, employment, education, health care, job training and placement, and substance use/mental health;
- \$1 million for the establishment of a nurse triage collaborative pilot program between Fire and Emergency Medical Services (FEMS) and the Office of Unified Communications (OUC) with a goal to improve access to medical services for callers into 911 by offering nurses who can speak to non-emergency callers and help them make an appointment at a same-day clinic;
- \$20 million for essential upgrades to 311/911 hardware and software, including major upgrades to our secondary facility on McMillan Drive NW;
- \$39.7 million for the purchase of new MPD fleet vehicles; and
- \$83.7 million for the purchase of new FEMS fleet vehicles, and \$45 million for the construction of a new fleet maintenance facility.

### **Affordable Housing**

My Administration is committed to producing, preserving and protecting affordable housing in the District of Columbia. This is demonstrated in this budget through the commitment of another \$100 million contribution to the Housing Production Trust Fund. This investment will continue our shared goal to support grants and loans, thus yielding more affordable housing for DC families.

Additionally, this budget provides funds for affordable housing in these projects:

- \$16 million for the redevelopment of Walter Reed;
- \$103 million for the redevelopment of St. Elizabeths; and
- \$85 million for the New Communities Initiative.

### **Pathways to the Middle Class**

Maintaining a strong, diverse, and resilient District of Columbia requires that every resident has a fair shot, and a pathway to the middle class. We accomplish this by supporting our most vulnerable families and residents; providing job training that leads to real employment opportunities; and by nurturing our small businesses to ensure their growth and success. Some ways the FY 2018 Budget provides Pathways to the Middle Class are:

- Continuing the District's investment in our youth through the Mayor Marion Barry Summer Youth Employment Program by budgeting almost \$20 million;
- Serving as a regional leader by again fully funding the District's share of the WMATA budget, adding a new express bus line on 14<sup>th</sup> Street NW in Wards 1 and 4, and expanding capacity of existing bus service in Wards 7 and 8;
- Ensuring that the Department of Small and Local Business Development's Certified Business Enterprise system continues to help our local businesses grow and obtain government contracts, and work on government funded projects by fully funding the program with \$0.2 million;
- Funding \$16.8 million towards the Washington D.C. Infrastructure Academy at Saint Elizabeths East Campus. This new facility will focus on occupational skills training and work-based learning initiatives related to the infrastructure industry, including utility, energy efficiency, transportation, and logistics sectors. At the Academy, industry partners, training providers such as UDC, labor unions and trade associations, will offer a diverse skills training allowing District residents the tools to begin and sustain careers in the infrastructure industry; and
- Advancing DDOT's Vision Zero goals through \$2.8 million for (20) new Traffic Control Operators along with (26) new School Crossing Guards.

### **Health and Human Services**

Investing in the health and well-being of District residents remains a priority of my Administration. Ensuring residents are able to provide for their families, and connecting these families with valuable care and supportive programs when they need it most, ensures they have a fair shot at success in the future. The FY 2018 budget includes:

- Funding the next phase of the Homeward DC plan with \$15.2 million;
- Funding \$10.2 million for a new Temporary Assistance for Needy Families (TANF) policy that will help the District's neediest families;

- Supplementing the Department of Health's budget with \$0.9 million to reduce the number of active opioid users in the District, reduce overdoses and overdose fatalities, and improve health and economic outcomes for District residents with a history of substance use;
- Funding the Alternatives to Court Experience (ACE) and Parent and Adolescent Support Services (PASS) programs with \$3.3 million; and
- Providing \$1 million for the Joyful Foods initiative.

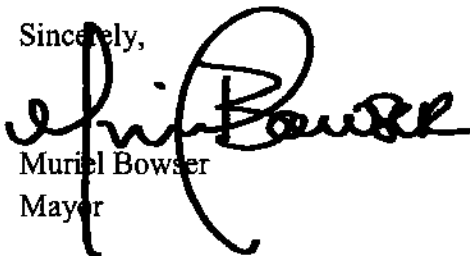
### **Government Operations**

Building a government that works for the residents of the District Columbia streamlines processes and improves efficiency. The FY 2018 budget supports these improvements by:

- Ensuring that the District's share of WMATA's operating and capital subsidies is fully funded;
- Right-sizing the District's snow budget with a \$3.8 million budget increase; and
- Expanding the Department of Public Works' grounds maintenance and leaf collection efforts by \$1.5 million.

In a city as prosperous as ours, we can and should make all of these critical investments to ensure that residents in all 8 wards can benefit from our **inclusive prosperity**.

Sincerely,



Muriel Bowser  
Mayor



**COUNCIL OF THE DISTRICT OF COLUMBIA**

THE JOHN A. WILSON BUILDING  
1350 PENNSYLVANIA AVENUE, N.W.  
WASHINGTON, D.C. 20004

The Honorable Paul D. Ryan  
Speaker of the House  
U.S. House of Representatives  
Room H-209  
United States Capitol  
Washington, D.C. 20515

Re: Transmittal of D.C. Act for Congressional Review

Dear Mr. Speaker:

D.C. Act 22-99, Fiscal Year 2018 Local Budget Act of 2017, is transmitted in accordance with section 602(c)(1) of the District of Columbia Self-Government and Governmental Reorganization Act, P.L. 93-198, as amended. The committee report for the act is also enclosed. The authority for this transmittal rests with the Local Budget Autonomy Amendment Act of 2012 (D.C. Law 19-321), upheld in *Council of the District of Columbia, et al. v. Jeffrey S. DeWitt* (Case No. 2014 CA 2371 B, DC Superior Court; March 18, 2016).

Our enactment maintains critical investments that make our communities safer and stronger and the District an attractive location for residents, businesses, and visitors. Our record of sound financial management is strong and reflects in the continued revenue growth supporting the attached budget. In many respects our financial health is unparalleled among jurisdictions across the United States.

To begin the count of the 30-day review by Congress, please acknowledge your receipt of these documents on the copy attached.

Sincerely,

Phil Mendelson  
Chairman of the Council

Encl.

Receipt Acknowledged:

\_\_\_\_\_  
Name - PLEASE PRINT

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date







**COUNCIL OF THE DISTRICT OF COLUMBIA**

THE JOHN A. WILSON BUILDING  
1350 PENNSYLVANIA AVENUE, N.W.  
WASHINGTON, D.C. 20004

The Honorable Michael R. Pence  
President of the Senate  
United States Senate  
Room S-212  
United States Capitol  
Washington, D.C. 20516

Re: Transmittal of D.C. Act for Congressional Review

Dear Mr. President:

D.C. Act 22-99, Fiscal Year 2018 Local Budget Act of 2017, is transmitted in accordance with section 602(c)(1) of the District of Columbia Self-Government and Governmental Reorganization Act, P.L. 93-198, as amended. The committee report for the act is also enclosed. The authority for this transmittal rests with the Local Budget Autonomy Amendment Act of 2012 (D.C. Law 19-321), upheld in *Council of the District of Columbia, et al. v. Jeffrey S. DeWitt* (Case No. 2014 CA 2371 B, DC Superior Court; March 18, 2016).

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To begin the count of the 30-day review by Congress, please acknowledge your receipt of these documents on the copy attached.

Sincerely,

Phil Mendelson  
Chairman of the Council

Encl.

Receipt Acknowledged:

\_\_\_\_\_  
Name - PLEASE PRINT

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date







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Volume 4 - FY 2018 Proposed Budget and Financial Plan - *Agency Budget Chapters - Part III*

Volume 5 - FY 2018 Proposed Budget and Financial Plan - *FY 2018 - FY 2023 Capital Improvements Plan (Including Highway Trust Fund)*

**Web Only:** Volume 6 - FY 2018 Proposed Budget and Financial Plan - *Operating Appendices*



# **How to Read the FY 2018 Proposed Budget and Financial Plan**



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# How to Read the FY 2018 Proposed Budget and Financial Plan

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The District of Columbia's FY 2018 Proposed Budget and Financial Plan is a communication tool that presents and explains policy priorities, agency operations, including programmatic/organizational structures, and performance measures in the context of the Financial Plan, which shows the District's sources of revenue and planned expenditures. The Budget and Financial Plan includes forecasts of economic and financial conditions, current and planned long-term debt financing, policy decisions, and other important financial information for the District's government, all of which are essential elements for accurate financial reporting and sound management of public resources.

This chapter, *How to Read the Budget and Financial Plan*, is a guide for understanding the sections of this budget volume that define the budget priorities for the District. These sections are consistent with the National Advisory Council on State and Local Budgeting's recommended budget practices, which call for a presentation of information to provide readers with a guide to government programs and organizational structure. Additionally, these sections are consistent with the standards of the Government Finance Officers Association for the Distinguished Budget Presentation Award.

The FY 2018 Budget and Financial Plan is presented in six volumes summarized as follows:

**Executive Summary (Volume 1)** – provides a high-level summary of the budget and financial information, including sections describing new initiatives within the District's proposed budget, the transmittal letters from the Mayor and the Chairman of the Council of the District of Columbia, the District's five-year financial plan, detailed information on the District's projected revenues and expenditures, and summary information about the Capital Improvements Plan. In addition, this volume includes information about the District's budgetary and financial management policies, a glossary of budget terms, budget summary tables by agency and fund type, and the Budget Act legislation that serves as the basis for the District's federal appropriations act.

**Agency Budget Chapters (Volumes 2, 3, and 4)** – describe, by appropriation title, the operating budgets for each of the District's agencies. Appropriation titles categorize the general areas of services provided by the District on behalf of its citizens and are listed in the table of contents. Examples are Economic Development and Regulation, Public Safety and Justice, and Human Support Services.

**Capital Improvements Plan (Including Highway Trust Fund) (Volume 5)** – describes the District’s proposed six-year Capital Improvements Plan for all of the District’s agencies. The Highway Trust Fund describes the District’s proposed FY 2018 to FY 2023 planned transportation projects including federal highway grants.

**Operating Appendices (Volume 6)** – includes detailed supporting tables displaying the proposed expenditures and full-time equivalents in the operating budgets that are described in Volumes 2, 3, and 4. Please note: This volume is available exclusively on the Government of the District of Columbia website at <http://cfo.dc.gov/>.

Detailed information on the chapter contents of each volume include:

## **Volume 1: Executive Summary**

Includes the following sections:

### **Introduction: FY 2018 Proposed Budget and Financial Plan**

This chapter is a narrative and graphic summary of the proposed budget and financial plan. It describes the overall proposed budget, including the sources and uses of public funds, and compares the prior year’s approved budget to the current one. The chapter also explains the budget development process and budget formulation calendar for FY 2018.

### **Financial Plan**

The Financial Plan summarizes planned revenues and expenditures from FY 2016 through FY 2021. This chapter includes financing sources, uses, and the assumptions used to derive the District’s short-term and long-term economic outlook.

### **Revenue**

This chapter shows current revenue projections for each revenue type as certified by the Office of the Chief Financial Officer. It also details the District’s revenue sources, provides an overview of the District’s and regional economy and economic trends, and describes the revenue outlook for FY 2018 through FY 2021.

### **Operating Expenditures**

This chapter describes the District’s recent Local funds expenditures. It includes analysis of expenditures between FY 2013 and FY 2016, both by agency and by expense category, e.g., personnel, supplies, and fixed costs.

### **Capital Improvements Plan (CIP)**

This chapter describes the overall CIP, including the sources and uses of Capital funds.

### **Appendices**

The last section of the Executive Summary includes explanations of items specific to the District’s budget:

- The D.C. Comprehensive Financial Management Policy provides a framework for fiscal decision-making by the District to ensure that financial resources are available to meet the present and future needs of District citizens;
- The Basis of Budgeting and Accounting section describes the basis of budgeting and accounting, enabling the readers to understand the presentation methods of the District’s finances;

- The Fund Structure and relationship to the Budget Structure section relates the District's fund structure to its budget presentation;
- The Current Services Funding Level (CSFL) Development section describes how the CSFL was developed for the Local funds budget;
- The Agency Performance Plans section describes how the Office of the City Administrator evaluates government agencies, services, and operations; contains details on major plan revisions or changes in the assessment process; and directs readers to the agency plans, including performance measures, on the District's website;
- The Summary Tables detail the District's proposed operating budget by agency and fund type for both budgeted dollars and positions;
- The Glossary of Budget Terms section describes unique budgeting, accounting, and District terms that may not be known by the general reader;
- The Local Budget Act is the legislation that the District uses to enact the District's budget via local law, and is transmitted to Congress in accordance with procedures for all District legislation; and
- The Federal Portion Budget Request Act is the legislation that conveys the District's request for federal payments, to be enacted into law by the United States Congress and the President through the federal appropriations process.

## **Volumes 2, 3, and 4: Agency Budget Chapters - Part I, II, and III**

These volumes include agency chapters that describe available resources, their uses, and the achieved and anticipated outcomes as a result of these expenditures. Chapters in these volumes are grouped by appropriation title and each chapter contains the following sections, as applicable:

### **Header Information:**

- Agency name and budget code;
- Website address and telephone; and
- FY 2018 proposed operating budget table.

### **Introduction:**

- Agency Mission; and
- Summary of Services.

### **Financial and Program Information:**

- Proposed Funding and Full-Time Equivalents by Source table;
- Proposed Expenditure by Comptroller Source Group table;
- Division/Program descriptions;
- Proposed Expenditure by Division/Program table;
- FY 2018 Proposed Budget Changes; and
- FY 2017 Approved Budget to FY 2018 Proposed Budget reconciliation table.

## **FY 2018 Proposed Budget Changes**

The FY 2018 Proposed Budget Changes section within each agency chapter provides a comprehensive explanation of the FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type table that appears in nearly every chapter. Please see the Current Services Funding Level (CSFL) Development appendix in this volume for more information about the CSFL methodology, which is only applied to agencies with Local funds. This section

includes major changes within the agency budget by program, fund, and full-time equivalents, from the initial request through the policy decisions made by the Mayor. The FY 2018 Proposed Budget Changes section uses the following terms to describe budgetary or programmatic changes:

**Actions with an impact on services:**

- **Enhance:** More funding to improve the quality or quantity of an existing service (e.g., Funding to support the new DMV service center in Georgetown).
- **Create:** New funding for new programs that previously didn't exist (e.g., Establish Permanent Supportive Housing program to transition vulnerable individuals from homeless to stable housing).
- **Reduce:** Reduction, but not elimination of an existing service (e.g. Close a service center and provide services at other locations; Realign staffing in the Fleet Management division).
- **Eliminate:** Total elimination of an existing service, with no anticipation of the service being provided by another entity (e.g. Eliminate unfunded vacant FTEs for staffing realignment).

**Actions with no service impact:**

- **Increase:** Additional funds necessary to continue service at current levels (e.g., Fund recurring operating cost of Automated Traffic Enforcement).
- **Decrease:** Reduction in cost without a service impact (e.g., Align energy budget with revised DGS estimate).
- **Transfer-In:** Shift of an existing program, operation, or personnel from another District agency (e.g., Transfer the Central Cell Block Security activity from MPD to DOC).
- **Transfer-Out:** Shift of an existing program, operation, or personnel to another District agency (e.g., Transfer APRA division from DOH to establish DBH).
- **Shift:** Shift an existing program or operation from one Fund type to another (e.g., Shift from Special Purpose Revenue to Local funds to support telecommunications for the D.C. Lottery).
- **Technical Adjustment:** An increase or decrease to the budget that is required because of a legislative mandate or to correct an error or omission.
- **No Change:** The agency has no changes in funding and/or budget structures from the FY 2017 approved budget to the FY 2018 proposed budget.

An example of an agency narrative is at the end of this chapter to help the reader navigate the Agency Budget Chapter volume. The example shows an agency with a performance plan. Call-out boxes highlight the features discussed above.

### **Agency Performance Plans**

The Office of the City Administrator (OCA) is building a robust performance management program across the District. This process includes making several updates to the format and submission process for annual agency performance plans.

Under the new process, agencies had the opportunity to update major components of their performance plan for FY 2018 including: objectives, key performance indicators and workload measures. Ultimately, the revised performance plans will be able to communicate more effectively the important work each agency plans to do over the coming year and how each agency will work to improve its performance. First drafts of the high level components of each agency's performance plan (objectives, key performance indicators, and operations) are published with the budget volumes and other budget materials at [www.cfo.dc.gov](http://www.cfo.dc.gov).

## Volume 5: Capital Improvements Plan (Including Highway Trust Fund)

This volume covers the District's FY 2018 - FY 2023 Capital Improvements Plan (CIP) and the Highway Trust Fund. The capital volume includes:

- An **Introduction chapter** that describes the overall CIP, including the sources and uses of capital funds, the District's policies and procedures for its capital budget and debt, and the FY 2018 planning process;
- **Project Description Forms** that comprise the major portion of the capital volume. The project description forms provide details on capital projects funded by general obligation bonds, Pay-As-You-Go (Paygo) capital, federal grants, and the Local Street Maintenance Fund. Each page shows one project's planned allotments for FY 2018 through FY 2023, including a description, its annual operating impact, milestone data, and its location; and
- **Appendices** that provide supporting tables and a glossary about the District's capital budget, including:
  - The FY 2018 Appropriated Budget Authority Request table that summarizes proposed new projects and changes (increase or decrease) for ongoing projects by agency, project, and funding source;
  - The FY 2018 - FY 2023 Planned Expenditures from New Allotments table that summarizes the new allotments planned for FY 2018 - FY 2023 expenditures by agency and project;
  - The FY 2018 - FY 2023 Planned Funding table that summarizes the FY 2018 and six-year funding sources for all new allotments by agency, project, and funding source;
  - The Capital Budget Authority and Allotment Balances table that summarizes the lifetime budget authority and allotment, life-to-date expenditures, total commitments, and balance of budget authority and allotment for all ongoing capital projects by agency, project, and the amount of the authority request;
  - The Capital Project Cost Estimate Variances table displays changes of 5 percent or greater to project costs compared to the FY 2017 approved budget;
  - FY 2017 year-to-date budget actions; and
  - Rescissions, Redirections, and Reprogrammings that occurred between June 15, 2016 (the cut-off date for last year's budget book) and September 30, 2016 (the end of FY 2016).

### Highway Trust Fund

This appendix covers the District's FY 2018 through FY 2023 proposed Highway Trust Fund expenditures, including:

- An **Introduction** chapter, which describes the Highway Trust Fund program, including the sources and uses of the funds, the District's policies and procedures for the trust fund, and the FY 2018 planning process;
- The **Project Description Forms**, which show planned allotments, for FY 2018 through FY 2023 and descriptions for Highway Trust Fund master projects;
- **Appendices** that provide supporting tables for the District's Highway Trust Fund program; and
- An overview of the District of Columbia's Water and Sewer Authority's FY 2017 - FY 2026 Capital Improvements Plan.

## Volume 6: Operating Appendices

This volume provides supporting tables to each agency's proposed operating budget. The tables generally include FY 2016 actual expenditures, the FY 2017 approved budget, the FY 2018 proposed budget, and the change from FY 2017 to FY 2018 (unless noted).

The following tables are provided:

**Schedule 30-PBB** - dollars summarized by program, activity, and governmental fund (governmental fund breakout is for FY 2017 only and includes general fund detail);

**Schedule 40-PBB** - dollars summarized by program, comptroller source group, and governmental fund;

**Schedule 40G-PBB** - dollars summarized by program, comptroller source group, and appropriated fund within the General Fund;

**Schedule 41** - dollars and FTEs summarized by comptroller source group and governmental fund;

**Schedule 41G** - dollars and FTEs summarized by comptroller source group and appropriated fund within the General Fund; and

**Schedule 80** - dollars and FTEs summarized by appropriated fund, with specific revenue source (for the FY 2018 Proposed Budget only).

Agency name, website address and telephone number (if applicable)

(FB0)

Agency budget code

# Fire and Emergency Medical Services Department

www.fems.dc.gov  
Telephone: 202-673-3320

This shows the agency's FY 2016 actual expenditures, FY 2017 approved budget, the FY 2018 proposed budget, and the percent variance from FY 2018 to FY 2017. This includes the agency's operating budget and FTEs.

Table FB0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$244,689,022	\$254,287,508	\$254,177,502	0.0
FTEs	2,144.6	2,104.0	2,157.0	2.5

The mission of the Fire and Emergency Medical Services Department (FEMS) is to preserve life and promote health and safety through excellent pre-hospital fire prevention, fire suppression, rescue, and homeland security awareness.

This section describes the agency's mission and purpose.

## Summary of Services

The Fire and Emergency Medical Services Department (FEMS) provides emergency medical services (EMS), fire suppression, technical rescue, special hazards rescue, marine rescue, firefighting, and other emergency services to preserve life and protect property in the District of Columbia. FEMS is the primary first-response public safety agency for managing consequences resulting from natural disasters or all other hazards and catastrophic events potentially impacting the national capital region. FEMS provides a number of community risk reduction services including homeland security preparedness; health and fire safety education for schools, young children and senior adults; and fire inspection and code enforcement programs. FEMS is a leading provider of public safety information by social media and operates public outreach and other community services. Key objectives include:

A Summary of Services is a concise explanation of the agency's key functions.

- Ensuring that our facilities, vehicles, equipment, and processes remain capable of supporting service delivery requirements;
- Building collaborative relationships within our community to improve service delivery; and
- Delivering timely, high quality, and effective services to better serve the needs of our community.

The agency's FY 2018 proposed budget is presented in the following tables:

### FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FB0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FB0-2**

(dollars in thousands)

Dollars										
Appropriated Fund	Actual FY 2016	Approved FY 2017	Proposed FY 2018	FTEs FY 2016	FTEs FY 2017	FTEs FY 2018	Revenue FY 2016	Revenue FY 2017	Revenue FY 2018	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	239,097	249,840								2.5
SPECIAL PURPOSE REVENUE FUNDS	572	1,025	1,836	811	79.1		0.0	0.0	1.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>239,669</b>	<b>250,865</b>	<b>251,124</b>	<b>258</b>	<b>0.1</b>		<b>2,014.2</b>	<b>2,062.0</b>	<b>2,115.0</b>	<b>2.6</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	95	3,022	3,054	32	1.0		18.8	42.0	42.0	0.0
<b>TOTAL FEDERAL RESOURCES</b>	<b>95</b>	<b>3,022</b>	<b>3,054</b>	<b>32</b>	<b>1.0</b>		<b>18.8</b>	<b>42.0</b>	<b>42.0</b>	<b>0.0</b>
<b>TOTAL GROSS OPERATING BUDGET</b>	<b>240,114</b>	<b>253,887</b>	<b>254,178</b>	<b>290</b>	<b>1.1</b>		<b>2,033.0</b>	<b>2,104.0</b>	<b>2,157.0</b>	<b>2.5</b>

This table presents the agency's total operating budget and Full-Time Equivalent (FTE) positions, comparing the FY 2016 actual, FY 2017 approved, FY 2018 proposed budgets and the dollar and FTE changes.

This table also shows the agency's total operating budget from each funding source (Local, Dedicated Taxes, Special Purpose Revenue, Federal Payments, Federal Grants, Medicaid, Private Grants, or Intra-District sources).

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

### FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FB0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FB0-3**

(dollars in thousands)

Comptroller Source Group	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	Change FY 17-18	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME						0.2
12 - REGULAR PAY - OTHER						-37.1
13 - ADDITIONAL GROSS PAY	8,022	7,492	8,031	8,019	-12	-0.1
14 - FRINGE BENEFITS - CURRENT PERSONNEL	25,779	26,536	29,324	28,196	-1,128	-3.8
15 - OVERTIME PAY	12,384	22,164	14,891	16,504	1,613	10.8
99 - UNKNOWN PAYROLL POSTINGS	1	0	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>195,845</b>	<b>207,267</b>	<b>211,126</b>	<b>211,276</b>	<b>150</b>	<b>0.1</b>

This table lists the agency's total operating expenditures for FY 2015 and FY 2016, the FY 2017 approved budget, and the FY 2018 proposed budget at the Comptroller Source Group level.

**Table FB0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
20 - SUPPLIES AND MATERIALS	4,279	4,305	4,642	5,049	407	8.8
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	135	59	0	0	0	N/A
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	16	30	16	62	46	289.6
40 - OTHER SERVICES AND CHARGES	4,510	7,561	6,266	6,754	488	7.8
41 - CONTRACTUAL SERVICES - OTHER	6,549	13,809	19,783	19,978	195	1.0
50 - SUBSIDIES AND TRANSFERS	10,796	10,796	10,993	10,796	-197	-1.8
70 - EQUIPMENT AND EQUIPMENT RENTAL	1,070	862	1,462	262	-1,200	-82.1
91 - EXPENSE NOT BUDGETED OTHERS	0	0	0	0	0	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>27,354</b>	<b>37,422</b>	<b>43,161</b>	<b>42,901</b>	<b>-260</b>	<b>-0.6</b>
<b>GROSS FUNDS</b>	<b>223,200</b>	<b>244,689</b>	<b>254,288</b>	<b>254,178</b>	<b>-110</b>	<b>0.0</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table FB0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) ADMINISTRATIVE SUPPORT</b>								
(1010) PERSONNEL	2,173	593	0	-593	5.8	5.0	0.0	-5.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	216	0	0	0	0.0	0.0	0.0	0.0
(1020) CONTRACTING AND PROCUREMENT	1,677	1,794	800	-994	0.0	0.0	0.0	0.0
(1030) PROPERTY MANAGEMENT	10,800	0	0	0	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	2,100	0	0	0	0.0	0.0	0.0	-11.0
(1055) RISK MANAGEMENT	2,000	0	0	0	0.0	0.0	0.0	-6.0
(1060) LEGAL SERVICES	700	0	0	0	0.0	0.0	0.0	-6.0
(1070) FLEET MANAGEMENT	0	0	0	0	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	600	0	0	0	0.0	0.0	0.0	-7.0
(1090) PERFORMANCE MANAGEMENT	4,200	0	0	0	0.0	0.0	0.0	-33.0
NO ACTIVITY ASSIGNED	0	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) ADMINISTRATIVE SUPPORT</b>	<b>24,900</b>	<b>2,187</b>	<b>800</b>	<b>-1,387</b>	<b>16.8</b>	<b>5.0</b>	<b>0.0</b>	<b>-68.0</b>

This table provides an overall budgeted funding level and number of approved FTEs for the FY 2016 actuals, the FY 2017 approved budget, and the FY 2018 proposed budget for specific programs (or divisions) and activities.

## Program Description

The Fire and Emergency Medical Services Department (FEMS) operates through the following 8 programs:

**Chief of Fire and Emergency Medical Services** – responsible for leadership, executive management, and administration of all Department emergency and business operations.

This program contains the following 7 activities:

- **Administrative Office (Chief of Staff)** – provides management, administration, and coordination of executive office activities for the Fire and EMS Chief, along with other activities supporting Department emergency and business operations;
- **General Counsel Office** – provides administration and coordination of legal services to support Department emergency and business operations, including policies, procedures, and FOIA requests, and employment and personnel services including compliance with laws, regulations, rules, and administrative personnel;
- **Human Resources** – provides services activities to support Department emergency and business operations with policies, procedures, and public information and outreach activities including media relations and website content;
- **Communications** – provides administration and coordination of planning activities to support Department emergency and business operations including data and analytics for evaluation and decision making, along with contract administration for the patient account management services contract;
- **EEO and Diversity Office** – provides administration and coordination of equal employment opportunity (EEO) activities and respect for racial, gender, and LGBT diversity by Department employees, respect for employee rights, and assuring compliance with laws, regulations, rules, policies and procedures published by the District and federal governments; and
- **Labor Relations Office** – provides administration and coordination of labor/management relationships and collective bargaining agreements to support Department emergency and business operations.

**This indicates the specific programs (or divisions) and activities within an agency. It contains detailed descriptions of their purpose and how they contribute to the lives of District residents and visitors.**

**Operations Bureau (OB)** – responsible for the management and administration of emergency operations including emergency medical services (EMS), fire suppression, technical rescue, special hazards, marine rescue and firefighting, and homeland security preparedness.

This program contains the following 4 activities:

- **Administrative Office (Assistant Fire Chief of Operations)** – provides management, administration, and coordination of Operations Bureau activities by the Assistant Fire Chief of Operations, along with other activities supporting Department emergency and business operations;
- **Operations (Deputy Fire Chief of Operations)** – provides across four platoons management, administration and coordination of emergency operations activities including command of emergency incidents and operational personnel, first response to EMS and fire suppression incidents, mitigation and management of EMS and fire suppression incidents, EMS response and transport of BLS patients, along with other activities supporting Department emergency and business operations;
- **Special Operations (Deputy Fire Chief of Special Operations)** – provides management, administration and coordination of special operations activities including command of special

alarms, children and senior adult education, after-fire investigation services, in addition to State Safety Oversight (SSO) for the DC Streetcar rail transportation system, along with other activities supporting Department emergency and business operations;

- **Information Technology (Information Technology Manager)** – provides management, administration and coordination of information technology (IT) activities including technical support services for equipment, software applications, networks, mobile networks, inventory management services, and administration of IT contracts with vendors, along with other activities supporting Department emergency and business operations; and
- **Emergency Communications Office** – provides administration and coordination of radio and data communication activities including EMS and Fire Liaison Officers at the Office of Unified Communications (OUC) 911 call taking and communications center, support for the Advanced Quality Assurance (AQUA) automated 911 call taking case review software application, and technical support services for Department operated radio equipment, along with other activities supporting Department emergency and business operations.

**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.

**Agency Financial Operations** – provides for comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all agencies using performance-based budgeting.

### Program Structure Change

The Fire and Emergency Medical Services Department has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FB0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FB0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>249,840</b>	<b>2,062.0</b>
Removal of One-Time Funding	Multiple Programs	-15,286	0.0
Other CSFL Adjustments	Multiple Programs	352	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>234,907</b>	<b>2,062.0</b>
Increase: To align resources with operational spending goals	Multiple Programs	141	0.0
Increase: To align Fixed Costs with proposed estimates			
Decrease: To adjust the Contractual Services budget			
Decrease: To align personal services and Fringe Benefits			
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>			
Enhance: To support a third-party ambulance provider			
Enhance: To support additional FTEs for dual role F			
Enhance: To support fleet maintenance costs			
Enhance: To support the nurse triage line pilot			
Enhance: To support the purchase of 10 medical dispensing units (one-time)	Support Services Bureau	130	0.0
Transfer-In: From OSSE to serve as the AED Program Coordinator for DCPS	E Medical Director	113	1.0
Transfer-In/Enhance: From MPD to support cancer treatment initiatives	Support Services Bureau	775	1.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>249,288</b>	<b>2,114.0</b>

Typically referred to as Table 5, the *FY 2017 Approved Budget compared to FY 2018 Proposed Budget, by Revenue Type* table describes the changes made to an agency from the Current Services Funding Level (CSFL) to the policy decisions, by fund, and by program/division.

**Table FB0-5**  
(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>3,022</b>	<b>42.</b>
Increase: To align budget with projected grant awards	Operations Bureau	32	0.
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>3,054</b>	<b>42.</b>
No Change		0	0.
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>3,054</b>	<b>42.</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,025</b>	<b>0.</b>
Increase: To adjust the Contractual Services budget	Ems Operations Bureau	983	0.
Increase: To support additional FTE, WMATA primary fire liaison	Operations Bureau	325	1.
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-497	0.
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,836</b>	<b>1.</b>
No Change		0	0.
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,836</b>	<b>1.</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>254,287,508</b>	<b>1,000</b>
Decrease: To adjust the Contractual Services budget		-1,016	0.
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>254,286,492</b>	<b>1,000</b>
No Change		0	0.
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>254,286,492</b>	<b>1,000</b>
<b>GROSS FOR FB0 - FIRE AND EMERGENCY MEDICAL SERVICES DEPARTMENT</b>		<b>257,342,994</b>	<b>2,001</b>

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

The FY 2018 Proposed Budget Changes section provides a comprehensive explanation of Table 5; it includes major internal changes within the budget including CSFL changes, changes to the initial adjusted budget, and policy initiatives.

## FY 2018 Proposed Budget Changes

The Fire and Emergency Medical Services Department's (FEMS) proposed FY 2018 gross budget is \$254,177,502, which represents a less than 1.0 percent decrease from its FY 2017 approved gross budget of \$254,287,508. The budget is comprised of \$249,288,047 in Local funds, \$3,053,770 in Federal Grant funds, and \$1,835,684 in Special Purpose Revenue funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the next fiscal year. The CSFL is used to make adjustments to the FY 2017 Local funds budget are described in the CSFL Development section within Volume 2. Please see the CSFL Development section within Volume 2 regarding the methodology used and components that comprise the CSFL.

FEMS' FY 2018 CSFL budget is \$234,906,923, a decrease from the FY 2017 approved Local funds budget of \$234,906,923.

CSFL assumptions are presented separately within the budget. For more detail on the CSFL, please see the appendix in this volume.

## CSFL Assumptions

The FY 2018 CSFL calculated for FEMS included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$202,254 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$326,881 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for FEMS includes a reduction of \$15,285,864 to account for the removal of one-time funding appropriated in FY 2017 as follows: \$12,000,000 for a third-party Emergency Medical Services provider contract for ambulance services; \$1,952,712 to purchase Personal Protective Equipment (PPE), which includes 1,285 sets of gear; \$1,009,152 to address core deficiencies such as assistance with the dispatching of units and the transporting of patients, support for preventive maintenance costs for a training pilot program for UDC, and the purchase of automated external defibrillators (AEDs) for schools; and \$324,000 to improve WI-FI in fire stations and for signal boosters in locations where signals are weak. Additionally, an increase of \$227,796 for the Fixed Costs Inflation Factor reflects estimates for Fleet services.

### Agency Budget Submission

For FY 2018, the Fire and Emergency Medical Services Department (FEMS) has implemented a performance-based budgeting strategy to better reflect the agency's programmatic activities. As part of this initiative, FEMS changed 6 program names as follows: "Fire Prevention and Education" changed to "Chief of Fire and Emergency Medical Services"; "Field Operations" changed to "Operations Bureau"; "Employee Preparedness" changed to "Emergency Medical Services Operations Bureau"; "Operations Support" changed to "Emergency Medical Services Medical Director"; "Public and Patient Services" changed to "Support Services Bureau"; and "State Safety" changed to "State Safety Bureau." Additionally, the agency realigned its personnel needs.

This section describes the changes made to an agency during the overall budget formulation process by fund and by program (or division).

**Increase:** In Local funds, FEMS' proposed budget includes an increase of \$2,000,000 in nonpersonal services, which includes an increase of \$2,000,000 in Other Services and Charges and \$200,000 in Equipment costs. An increase of \$45,938 in Fixed Costs supports projected increases in the telecommunications estimates across multiple programs. Additionally, the proposed budget reflects an increase of 2.0 Full-Time Equivalent (FTE) positions to support the agency's personnel needs.

In Federal Grant funds, the proposed budget reflects a net increase of \$31,626 in the Operations Bureau program, which is funded by the Staffing for Adequate Fire and Emergency Response (SAFER) grant. The increase supports projected salary and Fringe Benefits costs.

Special Purpose Revenue (SPR) funds increased by \$983,000, to support the Affordable Emergency Transportation and Pre-Hospital Medical Services Amendment Act of 2017, Bill 22-183; and \$324,684 to support 1.0 additional FTE, Fringe Benefits, and Overtime pay in the Operations Bureau.

**Decrease:** In Local funds, to align budget with the agency's spending priorities and goals across multiple programs, a proposed reduction of \$185,071 was made to the contractual services costs related to a contract for information technology services. Additionally, a net decrease of \$4,870,908 was made to support adjustments made to Fringe Benefits and Overtime across multiple programs.

In SPR funds, the proposed budget decreased by \$497,000 in nonpersonal services for adjustments made to supplies, Other Services and Charges, and Equipment across multiple programs as a result of decline in revenue estimates and to offset the increase in personal services.

In Intra-District funds, the proposed budget reflects a decrease of \$400,000 in Contractual Services in the Emergency Medical Services Operations Bureau. The contract supports Emergency Medical Technician (EMT) instruction for the Department of Employment Services' employees and clients.

### Mayor's Proposed Budget

**Enhance:** In Local funds, the Fire and Emergency Medical Services Department (FEMS) proposes increases of: \$11,017,000 (one-time funding) to support the contract with American Medical Response (AMR) for its third-party ambulance initiative to improve unit availability, reduce FEMS response times, improve the condition of the fleet, and allow providers more training hours; \$4,915,439 to hire an additional 48.0 Full-Time Equivalent (FTEs) dual-role firefighters to achieve the maximum staffing level, which will consequently enable the agency to avoid covering positions that are vacant due to leave and

## Agency Performance Plan

Fire and Emergency Medical Services Department has the following strategic objectives for FY 2018:

### 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. Embrace a supportive work environment focused on creating a safe, competent, and professional workforce team.
2. Ensure that our facilities, vehicles, equipment, and processes remain capable of supporting service delivery requirements.
3. Build collaborative relationships within our community.
4. Deliver timely, high quality and effective services to our community.
5. Create and maintain a highly efficient, transparent, and accountable organization.

**The Agency Performance Plans describes specific agency Strategic Objectives, Activities and key performance indicators.**

### 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. Embrace a supportive work environment focused on creating a safe, competent, and professional workforce team. (7 Activities)

Activity Title	Activity Description	Type of Activity
Personnel	Attract, recruit, and retain high performing and diverse workforce team members.	Daily Service
Training and Employee Development	Train and develop our workforce team members to become competent professionals.	Daily Service
Training and Employee Development	Train and develop our workforce team members to become professional leaders.	Daily Service
Performance Management	Continually strengthen our organizational culture to value community involvement and public service by our workforce team members.	Daily Service
Risk Management	Continually strengthen our organizational culture to improve the safety and health of our workforce team members.	Daily Service
Performance Management	Continually strengthen our organizational culture to recognize and appreciate the contributions made by our workforce team members.	Daily Service
Performance Management	Continually strengthen our labor/management partnership to collaboratively achieve organizational success.	Daily Service

#### 2. Ensure that our facilities, vehicles, equipment, and processes remain capable of supporting service delivery requirements. (6 Activities)

Activity Title	Activity Description	Type of Activity
Property Management	Ensure that our buildings and facilities meet acceptable health, occupational, living and working requirements.	Daily Service

# **Agency Budget Chapters**

**A - Governmental Direction and Support**

**B - Economic Development and Regulation**

**C - Public Safety and Justice**



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# How to Read the Agency Chapters

The agency chapters describe available resources for an agency, how the agency will spend them, and the achieved and anticipated outcomes as a result of these expenditures. For a detailed explanation of the fiscal tables and narrative sections, please see the “How to Read the Budget and Financial Plan” chapter in *Volume 1: Executive Summary*.

Each chapter contains the following, if applicable:

The first page of each agency chapter displays the agency name and budget code, website address, and telephone number. The page also shows a table that contains the agency’s gross funds, or total operating, budget. The table shows the Fiscal Year (FY) 2016 actual expenditures and Full-time Equivalents (FTEs); the FY 2017 Approved budget and FTEs; the FY 2018 Proposed budget and FTEs; and the percent change from the previous year for the budget and FTEs. Lastly, this page typically contains the agency mission statement and a summary of its services.

Subsequent pages reflect agency fiscal and programmatic levels and changes. The information varies by agency but typically contains the following financial tables and narrative sections:

- ***Proposed Funding by Source and Full-Time Equivalents table*** displays the agency FY 2016 actuals, the FY 2017 Approved, and the FY 2018 Proposed dollars by fund type.
- ***Proposed Expenditure by Comptroller Source Group (CSG) table*** identifies the gross fund changes by CSG, which is a type of budgetary classification that identifies category spending within personal services (personnel costs, such as salaries and fringe benefits) and nonpersonal services (operational costs, such as contracts, supplies, and subsidy payments).
- ***Proposed Operating Budget and FTEs, by Division/Program and Activity table*** shows the gross fund changes by dollars and FTEs. The Division/Program descriptions section that follows this table explains the purpose of the divisions/programs and activities funded in the FY 2018 Proposed budget.
- ***FY 2017 Approved Budget to FY 2018 Proposed Budget reconciliation table*** shows the FY 2018 Proposed budget and FTE changes, by division or program, from the FY 2017 Approved budget. This table also includes a brief description of the change. A detailed narrative of the changes is found in the FY 2018 Proposed Budget Changes section that precedes this table.
- ***Agency Performance Plan Strategic Objectives*** and the accompanying Agency Performance Measures table show the agency-level plan that contains the agency’s mission, summary of services, objectives, initiatives, and performance measures for a set period of time. For some agencies, the initiatives and performance measures are grouped by division/program.



# Agency Budget Chapters - Part I

## *(by Appropriation Title)*

### **A. Governmental Direction and Support**

1. Council of the District of Columbia (AB0) .....	A-1
2. Office of the District of Columbia Auditor (AC0).....	A-9
3. Advisory Neighborhood Commissions (DX0) .....	A-15
4. Uniform Law Commission (AL0).....	A-21
5. Office of the Mayor (AA0) .....	A-25
6. Mayor's Office of Legal Counsel (AH0).....	A-33
7. Office of the Senior Advisor (AI0) .....	A-41
8. Office of the Secretary (BA0).....	A-49
9. Office of the City Administrator (AE0) .....	A-59
10. Office of the Deputy Mayor for Greater Economic Opportunity (EM0) .....	A-71
11. D.C. Office of Risk Management (RK0).....	A-81
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15. Office of Finance and Resource Management (AS0) .....	A-127
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17. Purchase Card Transactions (PX0).....	A-147
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20. Contract Appeals Board (AF0) .....	A-191
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22. Office of Campaign Finance (CJ0).....	A-211
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26. Office of the Attorney General for the District of Columbia (CB0) .....	A-245
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29. Office of the Inspector General (AD0) .....	A-275
30. Office of the Chief Financial Officer (AT0) .....	A-287



# Council of the District of Columbia

www.dccouncil.us

Telephone: 202-724-8000

**Table AB0-1**

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$21,295,122	\$24,032,435	\$25,373,058	5.6
FTEs	181.0	197.5	197.5	0.0

The Council of the District of Columbia is the legislative branch of the District of Columbia government. The Council enacts laws; reviews and approves the government's annual operating and capital budgets; and conducts oversight of the performance of agencies, boards, and commissions.

The agency's FY 2018 proposed budget is presented in the following tables:

## **FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type**

Table AB0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table AB0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	21,174	24,002	25,338	1,336	5.6	181.0	197.5	197.5	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>21,174</b>	<b>24,002</b>	<b>25,338</b>	<b>1,336</b>	<b>5.6</b>	<b>181.0</b>	<b>197.5</b>	<b>197.5</b>	<b>0.0</b>	<b>0.0</b>
<b>PRIVATE FUNDS</b>										
PRIVATE DONATIONS	102	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>102</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>

**Table AB0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>INTRA-DISTRICT FUNDS</b>	20	30	35	5	16.7	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>20</b>	<b>30</b>	<b>35</b>	<b>5</b>	<b>16.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>21,295</b>	<b>24,032</b>	<b>25,373</b>	<b>1,341</b>	<b>5.6</b>	<b>181.0</b>	<b>197.5</b>	<b>197.5</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AB0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table AB0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	13,336	14,816	17,601	18,234	633	3.6
12 - REGULAR PAY - OTHER	523	534	0	135	135	N/A
13 - ADDITIONAL GROSS PAY	322	89	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	2,598	3,030	3,696	4,170	474	12.8
15 - OVERTIME PAY	8	6	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>16,787</b>	<b>18,476</b>	<b>21,297</b>	<b>22,540</b>	<b>1,242</b>	<b>5.8</b>
20 - SUPPLIES AND MATERIALS	131	84	164	169	5	3.1
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	69	141	147	147	0	0.0
40 - OTHER SERVICES AND CHARGES	2,459	2,561	2,324	2,417	93	4.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	93	33	100	100	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>2,752</b>	<b>2,819</b>	<b>2,735</b>	<b>2,833</b>	<b>98</b>	<b>3.6</b>
<b>GROSS FUNDS</b>	<b>19,539</b>	<b>21,295</b>	<b>24,032</b>	<b>25,373</b>	<b>1,341</b>	<b>5.6</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AB0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table AB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) COUNCIL ADMINISTRATION</b>								
(1101) COUNCIL BENEFITS	0	3,696	512	-3,184	0.0	0.0	0.0	0.0
(1102) COUNCIL FIXED COSTS	108	147	147	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) COUNCIL ADMINISTRATION</b>	<b>108</b>	<b>3,844</b>	<b>660</b>	<b>-3,184</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(2000) COUNCIL CENTRAL OFFICES</b>								
(0025) SECRETARY TO THE COUNCIL	4,153	4,684	4,010	-674	26.7	39.0	26.0	-13.0
(0026) GENERAL COUNSEL	1,622	1,523	1,784	262	11.9	13.5	13.5	0.0
(0027) BUDGET DIRECTOR	1,143	1,083	1,295	212	8.6	9.0	9.0	0.0
(0031) OFFICE OF INFORMATION TECHNOLOGY	1,001	1,150	1,307	156	6.7	7.0	7.0	0.0
<b>SUBTOTAL (2000) COUNCIL CENTRAL OFFICES</b>	<b>7,918</b>	<b>8,440</b>	<b>8,397</b>	<b>-44</b>	<b>54.0</b>	<b>68.5</b>	<b>55.5</b>	<b>-13.0</b>
<b>(3000) COUNCILMEMBERS</b>								
(0100) COUNCILMEMBER WARD 1	678	599	775	175	6.7	7.0	7.0	0.0
(0200) COUNCILMEMBER WARD 2	707	599	775	175	6.7	7.0	7.0	0.0
(0300) COUNCILMEMBER WARD 3	750	599	775	175	6.7	7.0	7.0	0.0
(0400) COUNCILMEMBER WARD 4	666	599	775	175	6.7	7.0	7.0	0.0
(0500) COUNCILMEMBER WARD 5	695	599	775	175	6.7	7.0	7.0	0.0
(0600) COUNCILMEMBER WARD 6	681	599	775	175	6.7	7.0	7.0	0.0
(0700) COUNCILMEMBER WARD 7	713	599	775	175	6.7	7.0	7.0	0.0
(0800) COUNCILMEMBER WARD 8	654	599	775	175	6.7	7.0	7.0	0.0
(0900) COUNCILMEMBER AT LARGE A	745	599	775	175	6.7	7.0	7.0	0.0
(1010) COUNCILMEMBER AT LARGE B	927	599	775	175	6.7	7.0	7.0	0.0
(1011) COUNCILMEMBER AT LARGE C	704	599	775	175	6.7	7.0	7.0	0.0
(1012) COUNCILMEMBER AT LARGE D	753	599	775	175	6.7	7.0	7.0	0.0
(1300) CHAIRMAN 13	1,126	878	1,107	229	7.6	8.0	8.0	0.0
<b>SUBTOTAL (3000) COUNCILMEMBERS</b>	<b>9,799</b>	<b>8,071</b>	<b>10,404</b>	<b>2,333</b>	<b>87.9</b>	<b>92.0</b>	<b>92.0</b>	<b>0.0</b>
<b>(4000) COMMITTEE</b>								
(4020) COMMITTEE OF THE WHOLE(COW)	517	807	982	174	7.6	8.0	8.0	0.0
(4025) COMMITTEE ON FINANCE AND REVENUE	462	390	474	84	3.8	4.0	4.0	0.0
(4030) COMM ON BUSINESS AND ECONOMIC DEVEL.	0	0	474	474	0.0	0.0	4.0	4.0
(4035) COMMITTEE ON HEALTH	0	0	474	474	0.0	0.0	4.0	4.0
(4040) TRANSPORTATION AND THE ENVIRONMENT	480	405	474	69	4.8	4.0	4.0	0.0
(4041) COMMITTEE ON EDUCATION	119	390	474	84	3.8	4.0	4.0	0.0
(4045) COMMITTEE ON HUMAN SERVICES	0	0	474	474	0.0	0.0	4.0	4.0

**Table AB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(4055) BUSINESS CONSUMER AND REGULATORY AFFAIRS	462	405	0	-405	4.8	4.0	0.0	-4.0
(4060) GOVERNMENT OPERATIONS	0	0	474	474	0.0	0.0	4.0	4.0
(4065) JUDICIARY AND PUBLIC SAFETY	0	0	662	662	0.0	0.0	6.0	6.0
(4070) COMM ON LABOR AND WORKFORCE DEVELOPMENT	0	0	474	474	0.0	0.0	4.0	4.0
(4081) COMM ON HOUSING AND NBHD REVITALIZATION	381	390	474	84	3.8	0.0	4.0	4.0
(4081) COMM. ON HOUSING AND COMM. DEVELOPMENT	0	0	0	0	0.0	4.0	0.0	-4.0
(4082) COMM. ON HEALTH AND HUMAN SERVICES	587	420	0	-420	5.7	4.0	0.0	-4.0
(4083) COMM. ON JUDICIARY	461	470	0	-470	4.8	5.0	0.0	-5.0
<b>SUBTOTAL (4000) COMMITTEE</b>	<b>3,470</b>	<b>3,677</b>	<b>5,912</b>	<b>2,235</b>	<b>39.2</b>	<b>37.0</b>	<b>50.0</b>	<b>13.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>21,295</b>	<b>24,032</b>	<b>25,373</b>	<b>1,341</b>	<b>181.1</b>	<b>197.5</b>	<b>197.5</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Council of the District of Columbia operates through the following 4 programs:

**Council Administration** – provides administrative support and technical expertise to the Council of the District of Columbia through the Council Fixed Costs Account, which provides funding for all Council-wide Fixed Costs.

**Council Central Offices** – provides administrative support and technical expertise to the Council of the District of Columbia.

This program contains the following 4 activities:

- **Secretary to the Council** – serves as the Chief Administrative Officer; provides records of Council actions including the filing of bills and proposed resolutions, amendments to bills and resolutions, and requests for hearings, committee reports, and other records and reports assigned by the Rules, the Council, or the Chairman; and administers the fiscal year budget of the Council;
- **General Counsel** – provides advice to the Council on matters of parliamentary procedure, identifies legislative problems, provides members with alternatives in terms of policy options to solve those problems, represents the Council in any legal action to which it is a party, supervises the publication of the District of Columbia Official Code, prepares technical amendments and enactment bills, makes legislative drafting assistance available to all members, engrosses and enrolls measures, makes determinations about the legal sufficiency of legislation, serves as the Ethics Counselor, and makes necessary technical and conforming changes in measures during enrollment;

- **Office of the Budget Director** – provides advice to Councilmembers on matters related to the budget including the development of annual and multi-year budgets and financial plans, reviews contracts and reprogramming actions, analyzes the fiscal impact of legislation, coordinates the submission of budget reports and the annual Budget Support Act, and provides the support needed for an efficient Council budget process; and
- **Office of Information Technology** – provides planning, acquisition, and maintenance support of information technology hardware and software for Council staff.

**Councilmembers** – provides for the budgets of the 13 elected Councilmembers of the District of Columbia. Eight of the elected Councilmembers represent identified Wards in the District, and the remaining five members, including the Chairman of the Council, are elected at-large.

This program contains the following 13 activities:

- The Chairman is the presiding and chief executive officer of the Council; and
- Each of the other 12 elected officials is under an activity defining the Ward represented or their position as an at-large representative.

**Council Committees** – includes the 11 committees of the Council of the District of Columbia. Much of the work of the Council of the District of Columbia is conducted by 10 standing committees and the Committee of the Whole, which is chaired by the Chairman of the Council. Committees consider proposed legislation, analyze its fiscal impact, hold public hearings, and vote on legislative measures for action by the Council. Standing committees also conduct oversight hearings on the performance of agencies, government initiatives operation, and policy implementation.

This program contains the following 11 activities:

- Committee of the Whole, which includes all Councilmembers;
- Committee on Business and Economic Development;
- Committee on Education;
- Committee on Finance and Revenue;
- Committee on Government Operations;
- Committee on Health;
- Committee on Housing and Neighborhood Revitalization;
- Committee on Human Services;
- Committee on Judiciary and Public Safety;
- Committee on Labor and Workforce Development; and
- Committee on Transportation and the Environment.

### **Program Structure Change**

The Council of the District of Columbia has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table AB0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table AB0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>24,002</b>	<b>197.5</b>
Other CSFL Adjustments	Multiple Programs	33	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>24,036</b>	<b>197.5</b>
Increase: To align resources with operational spending goals	Multiple Programs	78	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	22	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>24,136</b>	<b>197.5</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>24,136</b>	<b>197.5</b>
Enhance: To cover salary adjustments	Multiple Programs	730	0.0
Enhance: To cover Retirement Matching Program	Council Administration	512	0.0
Reduce: To realize programmatic cost savings in nonpersonal services	Council Central Offices	-40	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>25,338</b>	<b>197.5</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>30</b>	<b>0.0</b>
Increase: To align resources with operational spending goals	Council Central Offices	5	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>35</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>35</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>35</b>	<b>0.0</b>
<b>GROSS FOR AB0 - COUNCIL OF THE DISTRICT OF COLUMBIA</b>		<b>25,373</b>	<b>197.5</b>

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

## FY 2018 Proposed Budget Changes

The Council of the District of Columbia's (Council) proposed FY 2018 gross budget is \$25,373,058, which represents a 5.6 percent increase over its FY 2017 approved gross budget of \$24,032,435. The budget is comprised of \$25,338,058 in Local funds and \$35,000 in Intra-District funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

Council's FY 2018 CSFL budget is \$24,035,802, which represents a \$33,367, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$24,002,435.

## **CSFL Assumptions**

The FY 2018 CSFL calculated for Council included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$22,177 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$58,097 in nonpersonal services based on the Consumer Price Index Factor of 2.5 percent.

CSFL funding for Council includes a decrease of \$2,552 for the Fixed Costs Inflation Factor, to account for fixed costs estimates for fleet services.

## **Agency Budget Submission**

**Increase:** The Council's proposed Local funds budget is increased by \$77,823 across multiple programs, primarily to cover the costs associated with professional service fees. In personal services, the proposed budget includes a net increase of \$22,177 to align the budget with projected salaries and Fringe Benefits costs.

In Intra-District funds, the agency proposes an increase of \$5,000 in the General Counsel's office within the Council Central Offices program to support the cost of additional office supplies.

## **Mayor's Proposed Budget**

**No Change:** The Council of the District of Columbia's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

## **District's Proposed Budget**

**Enhance:** The Council of the District of Columbia's budget proposal reflects an increase of \$730,000 across the agency to cover anticipated salary costs for Council staff. The proposed budget also contains an increase totaling \$512,256 in the Council Administration program to support the implementation of a 3.0 percent matching contribution for Council employees who participate in the 457(b) retirement program.

**Reduce:** The proposed budget reflects a shift of \$40,000 from nonpersonal services to personal services to reflect savings in contractual services and offset an increase in anticipated salary costs for Council staff.



# Office of the District of Columbia Auditor

www.dcauditor.org  
Telephone: 202-727-3600

**Table AC0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$4,548,554	\$5,201,985	\$5,860,412	12.7
FTEs	29.2	33.0	32.0	-3.0

The mission of the Office of the District of Columbia Auditor (ODCA) is to support the Council of the District of Columbia by making sound recommendations aimed at improving the economy, efficiency, and accountability of the District government.

## Summary of Services

The Office of the District of Columbia Auditor (ODCA) provides assistance to the Council of the District of Columbia in performing its oversight duties by conducting audits, program evaluations and other reviews of agency operations, and certifying revenue estimates. All of these services are provided within the following two activities: (1) Performance Audits and Program Evaluations; and (2) Management of Contract Audits and Evaluations.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AC0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table AC0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
LOCAL FUNDS	4,549	5,202	5,860	658	12.7	29.2	33.0	32.0	-1.0	-3.0
<b>TOTAL FOR GENERAL FUND</b>	<b>4,549</b>	<b>5,202</b>	<b>5,860</b>	<b>658</b>	<b>12.7</b>	<b>29.2</b>	<b>33.0</b>	<b>32.0</b>	<b>-1.0</b>	<b>-3.0</b>
<b>GROSS FUNDS</b>	<b>4,549</b>	<b>5,202</b>	<b>5,860</b>	<b>658</b>	<b>12.7</b>	<b>29.2</b>	<b>33.0</b>	<b>32.0</b>	<b>-1.0</b>	<b>-3.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AC0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table AC0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
11 - REGULAR PAY - CONTINUING FULL TIME	2,134	2,306	2,766	2,718	-48	-1.7
12 - REGULAR PAY - OTHER	310	488	467	473	6	1.2
13 - ADDITIONAL GROSS PAY	21	19	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	483	558	692	744	52	7.6
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>2,948</b>	<b>3,370</b>	<b>3,925</b>	<b>3,936</b>	<b>11</b>	<b>0.3</b>
20 - SUPPLIES AND MATERIALS	4	17	18	19	1	5.4
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	8	13	14	14	0	0.0
32 - RENTALS - LAND AND STRUCTURES	518	533	545	557	12	2.3
40 - OTHER SERVICES AND CHARGES	340	114	144	144	0	0.0
41 - CONTRACTUAL SERVICES - OTHER	604	413	509	1,051	542	106.7
70 - EQUIPMENT AND EQUIPMENT RENTAL	38	88	48	140	92	192.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>1,513</b>	<b>1,178</b>	<b>1,277</b>	<b>1,925</b>	<b>648</b>	<b>50.7</b>
<b>GROSS FUNDS</b>	<b>4,460</b>	<b>4,549</b>	<b>5,202</b>	<b>5,860</b>	<b>658</b>	<b>12.7</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AC0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table AC0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1030) PROPERTY MANAGEMENT	544	553	571	19	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	221	232	239	7	1.9	2.0	2.0	0.0
(1050) FINANCIAL MANAGEMENT	0	6	0	-6	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>765</b>	<b>791</b>	<b>810</b>	<b>19</b>	<b>1.9</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>
<b>(2000) AUDIT, FINANCIAL OVERSIGHT AND INVESTIG.</b>								
(2010) PERFORM. AND FINANCIAL AUDITS AND PGM EVALS	3,742	4,335	5,050	715	26.3	30.0	30.0	0.0
(2020) MGMT OF CONTRACT AUDITS AND EVALUATIONS	42	76	0	-76	0.9	1.0	0.0	-1.0
<b>SUBTOTAL (2000) AUDIT, FINANCIAL OVERSIGHT AND INVESTIG.</b>	<b>3,784</b>	<b>4,411</b>	<b>5,050</b>	<b>639</b>	<b>27.3</b>	<b>31.0</b>	<b>30.0</b>	<b>-1.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>4,549</b>	<b>5,202</b>	<b>5,860</b>	<b>658</b>	<b>29.2</b>	<b>33.0</b>	<b>32.0</b>	<b>-1.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 the District of Columbia Auditor operates through the following 2 programs:

**Audit, Financial Oversight, and Investigations** – the Office of the District of Columbia Auditor is organized to include three audit teams and one program evaluation team, plus an operations division that includes administrative and information technology staff as well as staff tasked with legal, communications, and budget oversight. The Office undertakes audits, program evaluations, and other reviews, and contracts for additional audits and evaluations, publishing the results in hard copy and electronically and provided to the Council, Executive Branch agencies and others, and to the public. The agency's annual work plan includes reviews undertaken based on statutory mandates, requests from individual members of the Council of the District of Columbia, based on an annual agency risk assessment, and at the discretion of the D.C. Auditor.

This program contains the following 2 activities:

- **Performance Audits and Program Evaluations** – conducts audits and program evaluations of the operations, and programs of the District of Columbia on a rotating basis, provides financial oversight and assistance to ANCs and certifies revenue estimates in support of municipal bond issuances; and
- **Management of Contract Audits and Evaluations** – provides management and oversight of audits and evaluations performed on contract by other organizations with relevant issue expertise.

**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 the District of Columbia Auditor has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table AC0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table AC0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>5,202</b>	<b>33.0</b>
Other CSFL Adjustments	Multiple Programs	25	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>5,227</b>	<b>33.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	18	0.0
Decrease: To align Fixed Costs with proposed estimates	Agency Management	-1	0.0
Decrease: To partially offset projected adjustments in personal services costs	Multiple Programs	-17	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>5,227</b>	<b>33.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>5,227</b>	<b>33.0</b>
Enhance: : To support an auditor study of school enrollment trends (one-time)	Audit, Financial Oversight and Investig.	550	0.0
Enhance: To support software purchases, website improvements, and network upgrades (one-time)	Audit, Financial Oversight and Investig.	92	0.0
Enhance: To support the new retirement plan adjustment	Multiple Programs	72	0.0
Transfer-Out: Transfer to the OANC to implement the Advisory Neighborhood Commissions Omnibus Amendment Act of 2016	Audit, Financial Oversight and Investig.	-81	-1.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>5,860</b>	<b>32.0</b>
<b>GROSS FOR AC0 - OFFICE OF THE DISTRICT OF COLUMBIA AUDITOR</b>		<b>5,860</b>	<b>32.0</b>

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

## FY 2018 Proposed Budget Changes

The Office of the District of Columbia Auditor's (ODCA) proposed FY 2018 gross budget is \$5,860,412, which represents an increase of 12.7 percent over its FY 2017 approved gross budget of \$5,201,985. The budget is comprised entirely of Local funds.

## **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

ODCA's FY 2018 CSFL budget is \$5,227,316, which represents a \$25,331, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$5,201,985.

## **CSFL Assumptions**

The FY 2018 CSFL calculated for ODCA included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$5,535 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$16,304 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for ODCA includes an increase of \$14,563 to reflect fixed costs estimates for Telecommunications, and a forecast of Department of General Services' commodities based on historical expenditure trends.

## **Agency Budget Submission**

**Increase:** ODCA's FY 2018 operating budget proposal reinforces the agency's commitment to support the Council of the District of Columbia by providing timely recommendations for improving the economy, efficiency, and accountability of the District government. The proposed budget includes a net increase of \$17,544 across multiple programs to align the budget with projected costs for salaries, fringe benefits, and other personal services adjustments.

**Decrease:** ODCA proposes a net decrease of \$779 in nonpersonal services to reflect cost savings for Rent and align the budget for Telecommunication services. Additionally, a net decrease of \$16,765, primarily in Contractual Services, is proposed to partially offset the adjustments to personal services.

## **Mayor's Proposed Budget**

**No Change:** The Office of the District of Columbia Auditor's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

## **District's Proposed Budget**

**Enhance:** ODCA's proposed budget includes a one-time increase of \$550,000 in the Audit, Financial Oversight, and Investigations program to support an auditor study of school enrollment trends. Additionally, the proposal includes a one-time increase of \$92,175 in the Audit, Financial Oversight, and Investigations program to support software purchases, website improvements, and network upgrades. Lastly, the agency proposes a net increase of \$71,816 across multiple divisions, which includes an increase of \$86,915 to support the 3.0 percent contribution match adjustment for the new employee retirement plan, partially offset by a reduction of \$15,099 in fringe benefits associated with transfer of 1.0 FTE to the Office of Advisory Neighborhood Commissions (OANC).

**Transfer-Out:** ODCA's budget proposal reflects a transfer of \$80,895 to the OANC in accordance with the implementation of the Advisory Neighborhood Commissions Omnibus Amendment Act of 2016 (D.C. Law 21-269).



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# Advisory Neighborhood Commissions

[www.anc.dc.gov](http://www.anc.dc.gov)

Telephone: 202-727-9945

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**Table DX0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$787,722	\$958,661	\$1,026,907	7.1
FTEs	2.5	2.5	3.5	40.0

The mission of the Advisory Neighborhood Commissions (ANC) is to advise the District government on matters of public policy, including decisions regarding planning, streets, recreation, social service programs, health, safety, and sanitation in respective neighborhood areas. This mission, supported by the Office of ANC, in the Agency Management program, includes reviewing and making recommendations on zoning changes, variances, public improvements, licenses, and permits of significance for neighborhood planning and development.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DX0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table DX0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
LOCAL FUNDS	788	959	1,027	68	7.1	2.5	2.5	3.5	1.0	40.0
<b>TOTAL FOR GENERAL FUND</b>	<b>788</b>	<b>959</b>	<b>1,027</b>	<b>68</b>	<b>7.1</b>	<b>2.5</b>	<b>2.5</b>	<b>3.5</b>	<b>1.0</b>	<b>40.0</b>
<b>GROSS FUNDS</b>	<b>788</b>	<b>959</b>	<b>1,027</b>	<b>68</b>	<b>7.1</b>	<b>2.5</b>	<b>2.5</b>	<b>3.5</b>	<b>1.0</b>	<b>40.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table DX0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table DX0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
11 - REGULAR PAY - CONTINUING FULL TIME	162	173	180	253	73	40.4
12 - REGULAR PAY - OTHER	32	32	32	33	1	2.8
14 - FRINGE BENEFITS - CURRENT PERSONNEL	26	28	32	47	14	44.0
15 - OVERTIME PAY	1	0	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>221</b>	<b>233</b>	<b>245</b>	<b>333</b>	<b>88</b>	<b>36.0</b>
20 - SUPPLIES AND MATERIALS	2	1	5	5	0	0.0
40 - OTHER SERVICES AND CHARGES	2	0	6	11	5	85.1
41 - CONTRACTUAL SERVICES - OTHER	0	0	25	0	-25	-100.0
50 - SUBSIDIES AND TRANSFERS	601	554	678	678	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>604</b>	<b>555</b>	<b>714</b>	<b>694</b>	<b>-20</b>	<b>-2.8</b>
<b>GROSS FUNDS</b>	<b>825</b>	<b>788</b>	<b>959</b>	<b>1,027</b>	<b>68</b>	<b>7.1</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table DX0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table DX0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1080) COMMUNICATIONS	0	6	4	-2	0.0	0.0	0.0	0.0
(1085) CUSTOMER SERVICES	234	275	346	71	2.5	2.5	3.5	1.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>234</b>	<b>281</b>	<b>349</b>	<b>68</b>	<b>2.5</b>	<b>2.5</b>	<b>3.5</b>	<b>1.0</b>
<b>(2000) ANCS</b>								
(0200) ANCS	554	678	678	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) ANCS</b>	<b>554</b>	<b>678</b>	<b>678</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>788</b>	<b>959</b>	<b>1,027</b>	<b>68</b>	<b>2.5</b>	<b>2.5</b>	<b>3.5</b>	<b>1.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Advisory Neighborhood Commissions operates through the following 2 programs:

**Advisory Neighborhood Commissions** – consists of 40 independent commissions that provide advice and recommendations to the Council, the Mayor, and various agencies, boards, and commissions of government so that each neighborhood's needs and concerns receive full consideration in the formulation and implementation of governmental decision-making and in the delivery of public services.

**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 Advisory Neighborhood Commissions has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table DX0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table DX0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>959</b>	<b>2.5</b>
Removal of One-Time Funding	Multiple Programs	-25	0.0
Other CSFL Adjustments	Multiple Programs	0	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>934</b>	<b>2.5</b>
Increase: To align personal services and Fringe Benefits with projected costs	Agency Management	3	0.0
Decrease: To offset projected adjustments in personal services costs	Agency Management	-3	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>934</b>	<b>2.5</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>934</b>	<b>2.5</b>
Transfer-In/Enhance: From ODCA to implement the ANC Omnibus Amendment Act of 2016; and to support ANC's retirement contribution	Agency Management	93	1.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,027</b>	<b>3.5</b>
<b>GROSS FOR DX0 - ADVISORY NEIGHBORHOOD COMMISSIONS</b>		<b>1,027</b>	<b>3.5</b>

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

## FY 2018 Proposed Budget Changes

The Advisory Neighborhood Commissions' (ANC) proposed FY 2018 gross budget is \$1,026,907, which represents a 7.1 percent increase over its FY 2017 approved gross budget of \$958,661. The budget is comprised entirely of Local funds.

### Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

ANC's FY 2018 CSFL budget is \$933,555, which represents a \$25,106, or 2.6 percent, decrease from the FY 2017 approved Local funds budget of \$958,661.

### CSFL Assumptions

The FY 2018 CSFL calculated for ANC included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$258 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$152 in nonpersonal services based on Consumer Price Index factor of 2.5 percent. CSFL funding for ANC includes a reduction of \$25,000 to account for the removal of one-time funding appropriated in FY 2017 for Sign Language Interpreters.

**Agency Budget Submission**

**Increase:** The proposed budget include an increase of \$2,571 in the Agency Management program to support projected salary step increases and Fringe Benefits costs.

**Decrease:** ANC's budget proposal reflects a decrease of \$2,571 in professional services fees to offset the increase in personal services.

**Mayor's Proposed Budget**

**No Change:** The Advisory Neighborhood Commissions' budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

**District's Proposed Budget**

**Transfer-In/Enhance:** In Local funds, ANC's proposed budget reflects a total increase of \$93,352, including \$5,277 to support the implementation of a 3.0 percent matching contribution for ANC employees who participate in the 457(b) retirement program. The remaining increase includes a transfer of \$80,475 and 1.0 Full-Time Equivalent and \$7,600 in operational costs from the Office of the District of Columbia Auditor to implement provisions of the Advisory Neighborhood Commissions Omnibus Amendment Act of 2016 (D.C. Law 21-269).



# Uniform Law Commission

**Table AL0-1**

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$48,365	\$50,000	\$51,250	2.5

The Uniform Law Commission was established by the District of Columbia Uniform Law Commission Act of 2010, effective March 12, 2011 (D.C. Law 18-313; D.C. Official Code § 3-1431 et seq.).

## Summary of Services

In accordance with the “Fiscal Year 2014 Budget Submission Requirements Resolution of 2012”, the Uniform Law Commission is to be listed as a separate program in a single paper agency. This agency is detached from the Council of the District of Columbia for the purpose of paying annual dues to the National Conference of Commissioners on Uniform State Law and for the registration fees and travel expenses associated with the annual meeting.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AL0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table AL0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	48	50	51	1	2.5	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>48</b>	<b>50</b>	<b>51</b>	<b>1</b>	<b>2.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>48</b>	<b>50</b>	<b>51</b>	<b>1</b>	<b>2.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AL0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table AL0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
40 - OTHER SERVICES AND CHARGES	41	48	50	51	1	2.5
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>41</b>	<b>48</b>	<b>50</b>	<b>51</b>	<b>1</b>	<b>2.5</b>
<b>GROSS FUNDS</b>	<b>41</b>	<b>48</b>	<b>50</b>	<b>51</b>	<b>1</b>	<b>2.5</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AL0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table AL0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) UNIFORM LAW COMMISSION</b>								
(1001) UNIFORM LAW COMMISSION	48	50	51	1	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) UNIFORM LAW COMMISSION</b>	<b>48</b>	<b>50</b>	<b>51</b>	<b>1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>48</b>	<b>50</b>	<b>51</b>	<b>1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Uniform Law Commission operates through the following program:

**Uniform Law Commission** – provides for the payment of annual dues to the National Conference of Commissioners on Uniform State Law. The program also covers the registration fees and travel expenses associated with the annual meeting. The program is under the authority of the Council of the District of Columbia.

## Program Structure Change

The Uniform Law Commission has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table AL0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table AL0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>50</b>	<b>0.0</b>
Other CSFL Adjustments	Uniform Law Commission	1	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>51</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>51</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>51</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>51</b>	<b>0.0</b>
<b>GROSS FOR AL0 - UNIFORM LAW COMMISSION</b>		<b>51</b>	<b>0.0</b>

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

## FY 2018 Proposed Budget Changes

The Uniform Law Commission's proposed FY 2018 gross budget is \$51,250, which represents a 2.5 percent increase over its FY 2017 approved gross budget of \$50,000. The budget is comprised entirely of Local funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

The Uniform Law Commission's FY 2018 CSFL budget is \$51,250, which represents a \$1,250, or 2.5 percent, increase over the FY 2017 approved Local funds budget of \$50,000.

## CSFL Assumptions

The FY 2018 CSFL calculated for the Uniform Law Commission included an adjustment entry that is not described in detail on table 5. This adjustment reflects an increase of \$1,250 or 2.5 percent, which is the local Consumer Price Index rate of inflation.

## Agency Budget Submission

**No Change:** The Uniform Law Commission's budget proposal reflects no change from the Current Services Funding Level to the agency budget submission.

**Mayor's Proposed Budget**

**No Change:** The Uniform Law Commission's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

**District's Proposed Budget**

**No Change:** The Uniform Law Commission's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

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# Office of the Mayor

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**Table AA0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change from FY 2017</b>
OPERATING BUDGET	\$11,759,982	\$13,361,703	\$14,506,384	8.6
FTEs	76.2	87.5	98.5	12.6

The mission of the Executive Office of the Mayor (EOM) is to serve the public by supporting the Mayor in governing, including constituent engagement and media relations.

## Summary of Services

EOM provides District agencies with vision and policy direction and provides agencies with the leadership, support, and oversight to implement specific policy goals and objectives, including building pathways to the middle class, through an improved education system, safe and clean neighborhoods, better job opportunities, and long-term investments in the city's infrastructure.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AA0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table AA0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	7,891	9,144	10,472	1,327	14.5	66.6	80.8	91.5	10.7	13.2
<b>TOTAL FOR GENERAL FUND</b>	<b>7,891</b>	<b>9,144</b>	<b>10,472</b>	<b>1,327</b>	<b>14.5</b>	<b>66.6</b>	<b>80.8</b>	<b>91.5</b>	<b>10.7</b>	<b>13.2</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	3,152	3,535	3,546	10	0.3	0.7	2.3	2.0	-0.3	-13.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>3,152</b>	<b>3,535</b>	<b>3,546</b>	<b>10</b>	<b>0.3</b>	<b>0.7</b>	<b>2.3</b>	<b>2.0</b>	<b>-0.3</b>	<b>-13.0</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	717	682	489	-193	-28.3	8.9	4.4	5.0	0.6	13.6
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>717</b>	<b>682</b>	<b>489</b>	<b>-193</b>	<b>-28.3</b>	<b>8.9</b>	<b>4.4</b>	<b>5.0</b>	<b>0.6</b>	<b>13.6</b>
<b>GROSS FUNDS</b>	<b>11,760</b>	<b>13,362</b>	<b>14,506</b>	<b>1,145</b>	<b>8.6</b>	<b>76.2</b>	<b>87.5</b>	<b>98.5</b>	<b>11.0</b>	<b>12.6</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AA0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table AA0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	6,252	5,144	6,254	7,364	1,110	17.7
12 - REGULAR PAY - OTHER	858	952	895	616	-279	-31.2
13 - ADDITIONAL GROSS PAY	1,002	58	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	1,312	1,195	1,489	1,644	154	10.4
15 - OVERTIME PAY	0	1	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>9,424</b>	<b>7,349</b>	<b>8,638</b>	<b>9,624</b>	<b>986</b>	<b>11.4</b>
20 - SUPPLIES AND MATERIALS	86	51	114	86	-28	-24.7
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	3	12	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	1,290	883	1,054	1,204	150	14.2
41 - CONTRACTUAL SERVICES - OTHER	278	122	227	20	-206	-91.0
50 - SUBSIDIES AND TRANSFERS	3,059	3,218	3,273	3,512	239	7.3
70 - EQUIPMENT AND EQUIPMENT RENTAL	18	126	56	60	4	8.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>4,734</b>	<b>4,411</b>	<b>4,723</b>	<b>4,882</b>	<b>159</b>	<b>3.4</b>
<b>GROSS FUNDS</b>	<b>14,158</b>	<b>11,760</b>	<b>13,362</b>	<b>14,506</b>	<b>1,145</b>	<b>8.6</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AA0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table AA0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1070) FLEET MANAGEMENT	102	101	115	14	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>102</b>	<b>101</b>	<b>115</b>	<b>14</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(2000) OFFICE OF THE MAYOR</b>								
(2001) OFFICE OF THE MAYOR	1,103	1,179	1,126	-53	5.0	7.0	7.0	0.0
(2002) SCHEDULING UNIT	479	320	319	-2	4.0	4.0	4.0	0.0
(2003) OFFICE OF COMMUNICATIONS	472	760	929	169	5.0	7.0	9.0	2.0
(2004) OFFICE OF SUPPORT SERVICES	770	815	838	22	7.5	7.5	7.5	0.0
(2005) MAYOR'S CORRESPONDENCE UNIT	496	408	417	9	5.0	5.0	5.0	0.0
(2006) OFFICE OF THE GENERAL COUNSEL	489	537	572	35	3.0	4.0	4.0	0.0
(2010) EMANCIPATION DAY	206	250	250	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) OFFICE OF THE MAYOR</b>	<b>4,014</b>	<b>4,271</b>	<b>4,452</b>	<b>181</b>	<b>29.7</b>	<b>34.5</b>	<b>36.5</b>	<b>2.0</b>
<b>(3000) OFFICE OF POLICY AND LEGISLATIVE AFFAIRS</b>								
(3001) OFFICE OF POLICY AND LEGISLATIVE AFFAIRS	7	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) OFFICE OF POLICY AND LEGISLATIVE AFFAIRS</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(4100) MAYOR'S OFFICE OF TALENT AND APPOINTMENT</b>								
(4101) TALENT AND APPOINTMENTS	562	554	539	-15	6.0	6.0	6.0	0.0
<b>SUBTOTAL (4100) MAYOR'S OFFICE OF TALENT AND APPOINTMENT</b>	<b>562</b>	<b>554</b>	<b>539</b>	<b>-15</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>
<b>(5000) OFFICE OF COMMUNITY AFFAIRS</b>								
(5001) COMMUNITY RELATIONS AND SERVICES	1,187	1,774	1,989	216	9.0	18.0	22.0	4.0
(5002) OFFICE OF AFRICAN AMERICAN AFFAIRS	121	0	0	0	1.0	0.0	0.0	0.0
(5003) OFFICE OF PARTNERSHIPS AND GRANT SVS	359	349	372	23	3.0	3.0	3.0	0.0
(5004) OFFICE OF AFRICAN AFFAIRS	424	467	568	101	3.0	4.0	5.0	1.0
(5005) COMMISSION ON WOMEN	292	414	414	0	4.0	4.0	4.0	0.0
(5006) OFFICE OF LGBT AFFAIRS	227	206	225	19	2.0	2.0	2.0	0.0
(5007) YOUTH ADVISORY COUNCIL	16	0	0	0	2.0	0.0	0.0	0.0
(5008) OFFICE ON RETURNING CITIZEN AFFAIRS	0	490	791	300	0.0	5.0	7.0	2.0
(5009) OFFICE OF RELIGIOUS AFFAIRS	117	167	197	30	2.0	2.0	2.0	0.0

**Table AA0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(5011) COMMISSION ON CARIBBEAN AFFAIRS	56	75	75	0	0.0	0.0	0.0	0.0
(5018) COMMISSION OF FATHERS, MEN AND BOYS	200	0	0	0	2.0	0.0	0.0	0.0
(5019) OFFICE OF COMMUNITY AFFAIRS	0	0	489	489	0.0	0.0	2.0	2.0
<b>SUBTOTAL (5000) OFFICE OF COMMUNITY AFFAIRS</b>	<b>2,999</b>	<b>3,942</b>	<b>5,120</b>	<b>1,178</b>	<b>28.2</b>	<b>38.0</b>	<b>47.0</b>	<b>9.0</b>
<b>(7000) SERVE DC</b>								
(7001) ADMINISTRATION	480	564	486	-78	3.3	4.6	4.0	-0.6
(7002) AMERICORPS	3,086	3,247	3,305	58	0.0	0.0	0.0	0.0
(7004) TRAINING	510	45	489	444	9.0	0.0	5.0	5.0
(7005) OUTREACH	0	637	0	-637	0.0	4.4	0.0	-4.4
<b>SUBTOTAL (7000) SERVE DC</b>	<b>4,076</b>	<b>4,493</b>	<b>4,280</b>	<b>-213</b>	<b>12.4</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>11,760</b>	<b>13,362</b>	<b>14,506</b>	<b>1,145</b>	<b>76.2</b>	<b>87.5</b>	<b>98.5</b>	<b>11.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Executive Office of the Mayor operates through the following 5 programs:

**Office of the Mayor** – provides staff support to the Mayor in leading the government and community.

This program contains the following 7 activities:

- **Office of the Mayor** – provides leadership, strategic direction, and policy guidance to EOM, Deputy Mayors, and agencies;
- **Scheduling Unit** – processes scheduling requests and correspondence for the Mayor and provides oversight of the Mayor's public engagements;
- **Office of Communications** – provides strategic communication directions, media relations, public information dissemination, agency communications review and coordination, government-wide communication standards, and guidance to and training opportunities for agency public information officers;
- **Office of Support Services** – provides operational support to the EOM, Deputy Mayors, the Office of the City Administrator, Criminal Justice Coordinating Council, Office on Latino Affairs, Office of Veterans' Affairs, Office on Asian and Pacific Islander Affairs, Office of the Senior Advisor, and Office of Risk Management;
- **Mayor's Correspondence Unit** – responds to written correspondence sent to the Mayor in a timely, thoughtful, and helpful manner;
- **Office of the General Counsel** – advises the Mayor and other activities of the EOM, without legal counsel, on legal matters; and

- **Emancipation Day** – promotes, advocates, and supports Emancipation Day activities for the District of Columbia.

**Mayor’s Office of Talent and Appointments (MOTA)** – provides assistance to the Mayor by making recommendations for outstanding community leaders to serve as appointed leadership staff or members to boards and commissions. The MOTA team recruits energetic, committed, and forward-thinking individuals committed to helping the District of Columbia make a fresh start.

**Office of Community Affairs** – provides coordinated leadership and administrative support.

This program contains the following 9 activities:

- **Office of Community Relations and Services** – provides constituent support through accessibility and coordination by resolving neighborhood obstacles and complaints, improving delivery of scheduled services, distributing educational materials, and attending community meetings;
- **Office of Partnerships and Grant Services** – enhances the capacity of the District government and non-profit organizations to obtain and manage diverse resources through effective management and oversight of the government’s donation solicitation, grant development, and grant-making process;
- **Office of African Affairs** – provides constituent services and information to the African communities through programmatic activities and outreach material; serves as a liaison between the Mayor, African communities, and District government agencies; and briefs the Mayor and District government agencies about needs and interests of the African residents of the District of Columbia;
- **Commission on Women** – provides constituent services and information to women through programmatic activities and outreach materials; serves as a liaison between the Mayor, women, and District government agencies; and briefs the Mayor and District government agencies about the needs and interests of the women of the District of Columbia;
- **Office of Lesbian, Gay, Bisexual and Transgender Affairs (LGBT)** – provides constituent services and information to the LGBT communities through programmatic activities and outreach materials; serves as a liaison between the Mayor, LGBT communities, and District government agencies; and briefs the Mayor and District government agencies about the needs and interests of the LGBT residents of the District of Columbia;
- **Office on Returning Citizen Affairs** – serves as a liaison between the Mayor, the returning citizen community, and District government agencies; and briefs the Mayor and District government agencies on the needs and interests of returning citizens of the District of Columbia. This program also provides constituent services and information to the returning citizen community through programmatic activities and outreach materials;
- **Office of Religious Affairs** – provides constituent services and information to the religious communities through programmatic activities and outreach materials; serves as a liaison between the Mayor, the religious communities, and District government agencies; and briefs the Mayor and District government agencies about the needs and interests of the religious communities of the District of Columbia;
- **Commission on Caribbean Affairs** – provides constituent services and information to the District’s Caribbean community through programmatic activities and outreach materials; serves as a liaison between the Mayor, the Caribbean community, and District government agencies; and briefs the Mayor and District government agencies about the needs and concerns of the Caribbean population of the District of Columbia; and
- **Office of Community Affairs** – coordinates community engagement efforts in all eight wards in the District of Columbia, including engagement event logistics, language access translation services, and interpretation services.

**Serve DC – The Mayor’s Office on Volunteerism** – serves as the District of Columbia’s Commission on National and Community Service. The mission of the organization is to strengthen and promote the spirit of service through partnerships, national service, and volunteerism by coordinating regular and episodic volunteer opportunities, as well as serving as the nexus for all volunteer partnerships and related councils, coalitions, and commissions.

This program contains the following 3 activities:

- **Administration** – provides support for staff and initiatives of State Service Commissions to fulfill the agency’s mission and goals to expand volunteerism service in the District, which includes, but is not limited to, management of federal Corporation for National and Community Service grants;
- **AmeriCorps** – provides AmeriCorps programs to the District of Columbia and facilitates collaboration among all national service programs including AmeriCorps and National Civilian Community Corps; and
- **Training** – leads the training components of the D.C. Citizen Corps initiative, which provides citizens the opportunity to volunteer to make their communities safer, stronger, and better equipped to address threats of terrorism, crime, and disasters.

**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 Executive Office of the Mayor has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table AA0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table AA0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>9,144</b>	<b>80.8</b>
Other CSFL Adjustments	Multiple Programs	32	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>9,176</b>	<b>80.8</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	40	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-9	0.0
Decrease: To reallocate funding within agency (across funds types)	Serve DC	-32	-0.3
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>9,176</b>	<b>80.5</b>
Enhance: To support additional FTEs	Office of Community Affairs	517	6.0
Enhance: To align resources with operational spending goals	Office of Community Affairs	210	0.0
Enhance: To support additional FTEs (graphic designers)	Office of the Mayor	169	2.0
<b>LOCAL FUNDS: FY 2018 Mayor’s Proposed Budget</b>		<b>10,072</b>	<b>88.5</b>
Enhance: To support additional FTEs	Office of Community Affairs	274	3.0
Enhance: To support a strategic plan being developed in partnership with the Council for Court Excellence (one-time)	Office of Community Affairs	100	0.0
Enhance: To support an African Community Grant Program for hepatitis outreach for African-led organizations (one-time)	Office of Community Affairs	25	0.0
Enhance: To provide office supplies for case management	Office of Community Affairs	1	0.0
<b>LOCAL FUNDS: FY 2018 District’s Proposed Budget</b>		<b>10,472</b>	<b>91.5</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>3,535</b>	<b>2.3</b>
Increase: To align budget with projected grant awards	Serve DC	42	0.0
Decrease: To reallocate funding within agency (across funds types)	Serve DC	-32	-0.3
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>3,546</b>	<b>2.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor’s Proposed Budget</b>		<b>3,546</b>	<b>2.0</b>

**Table AA0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>3,546</b>	<b>2.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>682</b>	<b>4.4</b>
Increase: To reallocate funding within agency (across funds types)	Serve DC	49	0.6
Decrease: To realize programmatic cost savings in nonpersonal services	Serve DC	-242	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>489</b>	<b>5.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>489</b>	<b>5.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>489</b>	<b>5.0</b>
<b>GROSS FOR AA0 - OFFICE OF THE MAYOR</b>		<b>14,506</b>	<b>98.5</b>

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

## FY 2018 Proposed Budget Changes

The Executive Office of the Mayor's (EOM) proposed FY 2018 gross budget is \$14,506,384, which represents an 8.6 percent increase over its FY 2017 approved gross budget of \$13,361,703. The budget is comprised of \$10,471,605 in Local funds, \$3,545,884 in Federal Grant funds, and \$488,894 in Intra-District funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

EOM's FY 2018 CSFL budget is \$9,176,147, which represents a \$31,972, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$9,144,175.

## CSFL Assumptions

The FY 2018 CSFL calculated for EOM included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$20,070 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Additionally, an increase of \$11,902 for the Fixed Costs Inflation Factor accounts for adjustments to the fleet services estimates.

## Agency Budget Submission

**Increase:** EOM's proposed Local funds budget increased by \$40,397 in personal services to reflect salary and Fringe Benefit adjustments across multiple programs.

In Federal Grant funds, the agency's budget proposal reflects an increase of \$42,119 in the Serve DC program to align the proposed budget with anticipated grant awards.

EOM's proposed Intra-District funds budget includes an increase of \$48,923 in the Serve DC program, mainly to reflect the reallocation of a 0.6 Full-Time Equivalent (FTE) from Local and Federal Grant funds. The reallocation of the FTE and its associated funding aligns EOM's proposed budget with anticipated spending and supports the agency's promotion of volunteerism throughout the District.

**Decrease:** In Local funds, EOM's proposed budget reflects a net decrease of \$8,745 in nonpersonal services, primarily to recognize savings in contractual services in the Office of the Mayor program. The proposed Local funds budget is also decreased by \$31,652 and 0.3 FTE because of the reallocation of resources to Intra-District funds.

The agency's proposed Federal Grant funds budget includes a decrease of \$31,652 in the Serve DC program due to the reallocation of a 0.3 FTE to Intra-District funds.

In Intra-District funds, EOM's budget proposal was reduced by \$242,139 in the Serve DC program to realize savings in nonpersonal services, specifically in professional services and fees, supplies, travel, and contracts, for a Memorandum of Understanding with the Homeland Security and Emergency Management Agency.

### **Mayor's Proposed Budget**

**Enhance:** In Local funds, EOM's budget proposal reflects an increase of \$516,965 and 6.0 FTEs for the Office of Community Affairs program to aid with administrative duties to support ward-based outreach specialists and coordinate community engagement efforts in the District's eight wards. The proposed budget also increased by \$209,793 in nonpersonal services in the Office of Community Affairs program for the coordination of community engagement efforts, including engagement event logistics, language access translation services, and interpretation services. Furthermore, the proposed budget increased by \$168,700 in the Office of the Mayor program to support two graphic designer positions to better promote the District government's programs and services.

### **District's Proposed Budget**

**Enhance:** In Local funds, the budget proposal for the Mayor's Office of Community Affairs reflects an increase of \$273,980 and 3.0 FTEs to support a Grants Management Specialist position in the Office of African Affairs and two Case Manager positions in the Office on Returning Citizen Affairs. The Case Manager positions were added for the purpose of conducting holistic assessments, creating transition plans, and following-up on referrals made on behalf of returning citizens. Additionally, the proposed budget increased by \$100,000 in one-time funding to support the next phases of a strategic plan being developed in partnership with the Council for Court Excellence, which is a nonprofit, nonpartisan civic organization working towards a justice system that equitably serves the District and its people. The proposed budget for the Mayor's Office of Community Affairs also increased by \$25,000 in one-time funding to support an African Community Grant Program for hepatitis outreach efforts for African-led organizations. Furthermore, an increase of \$1,020 in nonpersonal services covers office supply purchases for case management in the Mayor's Office of Community Affairs.

# Mayor's Office of Legal Counsel

**Table AH0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change from FY 2017</b>
OPERATING BUDGET	\$1,091,534	\$1,641,664	\$1,634,468	-0.4
FTEs	7.9	10.0	10.0	0.0

The mission of the Mayor's Office of Legal Counsel (MOLC) is to provide legal counsel to the Mayor and the Offices of the Deputy Mayors and District of Columbia executive agencies, with particular attention to coordination of legal support with the agency General Counsel and their staffs.

## Summary of Services

MOLC acts as the primary legal counsel to the Mayor, all Deputy Mayors, and District government agencies. Under the governing legislation, the functions of MOLC are:

- Coordinating the hiring, compensation, training, and resolution of significant personnel-related issues for subordinate agency counsel in conjunction with agency directors;
- Providing legal and policy advice to the Mayor and the Executive Branch;
- Resolving interagency legal issues for the Mayor;
- Overseeing the representation of agencies in investigative matters before the Executive Branch of the federal government, Congress, or the Council of the District of Columbia; and
- Supervising outside counsel in matters where the Office of the Attorney General is recused from a matter or otherwise not available.

In addition, MOLC generally advises the Mayor and the Deputy Mayors in connection with the implementation of the major policy initiatives and responsibilities.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AH0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table AH0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	1,092	1,642	1,634	-7	-0.4	7.9	10.0	10.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>1,092</b>	<b>1,642</b>	<b>1,634</b>	<b>-7</b>	<b>-0.4</b>	<b>7.9</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>1,092</b>	<b>1,642</b>	<b>1,634</b>	<b>-7</b>	<b>-0.4</b>	<b>7.9</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AH0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table AH0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	0	905	1,249	1,266	16	1.3
12 - REGULAR PAY - OTHER	0	4	0	0	0	N/A
13 - ADDITIONAL GROSS PAY	0	1	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	0	155	257	218	-39	-15.3
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>1,065</b>	<b>1,506</b>	<b>1,483</b>	<b>-23</b>	<b>-1.5</b>
20 - SUPPLIES AND MATERIALS	0	8	10	12	2	25.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	1	10	10	0	0.0
40 - OTHER SERVICES AND CHARGES	0	16	95	96	1	1.0
41 - CONTRACTUAL SERVICES - OTHER	0	0	15	18	2	16.7
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	2	5	15	10	200.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>27</b>	<b>135</b>	<b>151</b>	<b>16</b>	<b>11.8</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>1,092</b>	<b>1,642</b>	<b>1,634</b>	<b>-7</b>	<b>-0.4</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AH0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table AH0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1090) PERFORMANCE MANAGEMENT	1,092	0	0	0	7.9	0.0	0.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>1,092</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(2000) LEGAL SERVICES</b>								
(2001) LEGAL SERVICES	0	1,642	1,634	-7	0.0	10.0	10.0	0.0
<b>SUBTOTAL (2000) LEGAL SERVICES</b>	<b>0</b>	<b>1,642</b>	<b>1,634</b>	<b>-7</b>	<b>0.0</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>1,092</b>	<b>1,642</b>	<b>1,634</b>	<b>-7</b>	<b>7.9</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Mayor's Office of Legal Counsel operates through the following division:

**Legal Services** – is headed by a Director who is appointed by the Mayor and serves at the Mayor's pleasure. The Director is a seasoned attorney. The Deputy Director serves as the Director's support and stand-in. The team, made up of Chief of Staff, Staff Attorney, and Special Assistant, serves as the Mayor's Legal Counsel and advises the Mayor on issues related to the law. There are five Associate Directors who oversee the five main clusters. These five individuals are the principal points of contact for the Health and Human Services, Education, Government Operations, Public Safety and Justice, and Planning and Economic Development clusters. The agency management team, along with these five associate directors, also advises on the full range of issues that may arise before the Executive Office of the Mayor and citywide agencies. These issues may include, but are not limited to, drafting bills for introduction and preparation of amendments for consideration, legislation monitoring, training in the areas of administrative and regulatory law and procedure, legal sufficiency certification services, labor, Freedom of Information Act, real estate, rulemaking, and other significant financial transactions.

## Division Structure Change

The Mayor's Office of Legal Counsel has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table AH0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table AH0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,642</b>	<b>10.0</b>
Other CSFL Adjustments	Legal Services	-7	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>1,634</b>	<b>10.0</b>
Increase: To support the costs of pre-existing programmatic initiatives	Legal Services	10	0.0
Increase: To align resources with operational spending goals	Legal Services	6	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Legal Services	-16	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,634</b>	<b>10.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,634</b>	<b>10.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,634</b>	<b>10.0</b>
<b>GROSS FOR AH0 - MAYOR'S OFFICE OF LEGAL COUNSEL</b>		<b>1,634</b>	<b>10.0</b>

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

## FY 2018 Proposed Budget Changes

The Mayor's Office of Legal Counsel's (MOLC) proposed FY 2018 gross budget is \$1,634,468, which represents a less than 1.0 percent decrease from its FY 2017 approved gross budget of \$1,641,664. The budget is comprised entirely of Local funds.

### Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

MOLC's FY 2018 CSFL budget is \$1,634,468, which represents a \$7,196, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$1,641,664.

### CSFL Assumptions

The FY 2018 CSFL calculated for MOLC included an adjustment entry that is not described in detail on table 5. This adjustment includes a decrease of \$7,196 in personal services to account for reduction in the Fringe Benefit costs based on trend and comparative analyses.

### Agency Budget Submission

**Increase:** MOLC's proposed budget includes an increase of \$10,000 to support the procurement and update of office equipment such as a copier and laptops. The proposed budget also increased by \$5,979 in nonpersonal services, primarily for additional office supplies, professional service fees, and office support for Lexis-Nexis payments.

**Decrease:** The proposed budget includes a net reduction of \$15,979 to align funding with projected personal services expenditures. This adjustment offsets the proposed increase in nonpersonal services costs.

**Mayor's Proposed Budget**

**No Change:** The Mayor's Office of Legal Counsel's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

**District's Proposed Budget**

**No Change:** The Mayor's Office of Legal Counsel's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan\*

Mayor's Office of Legal Counsel (MOLC) has the following strategic objectives for FY 2018:

### 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 advice, assistance, and counsel to the Mayor and District agency attorneys on personnel-related matters, contracts, drafting of statutes and regulations, real estate transactions, and compliance with Freedom of Information Act (FOIA).
2. Hire and retain a highly qualified workforce of attorney and legal support staff.
3. Identify and foster relationships with other governmental agencies to promote opportunities to solve intergovernmental issues to the city's advantage.
4. Adjudicate FOIA appeals brought against District agencies.
5. Advise agency staff on FOIA compliance, including facilitating FOIA training, scheduling FOIAxpress training, and resolving other public records issues.
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 advice, assistance, and counsel to the Mayor and District agency attorneys on personnel-related matters, contracts, drafting of statutes and regulations, real estate transactions, and compliance with Freedom of Information Act (FOIA). (1 Activity)

Activity Title	Activity Description	Type of Activity
Advises Mayor, Deputy Mayors, and Agency Directors	MOLC provides quality legal advice to the Mayor and executive agencies regarding a wide variety of matters.	Daily Service

#### 2. Hire and retain a highly qualified workforce of attorney and legal support staff. (2 Activities)

Activity Title	Activity Description	Type of Activity
Review Hiring for all Agency Attorneys	MOLC coordinates the hiring, compensation, training, and resolution of significant personnel-related issues for subordinate agency counsel in conjunction with agency directors.	Daily Service
Monthly Legal Training	MOLC organizes a number of legal training sessions for subordinate agency attorneys each year as a way to assist agency attorneys in meeting their regulatory training requirements and keeping their skills and knowledge up to date.	Daily Service

### 3. Identify and foster relationships with other governmental agencies to promote opportunities to solve intergovernmental issues to the city's advantage. (1 Activity)

Activity Title	Activity Description	Type of Activity
Advice and Assistance	MOLC interacts with virtually every agency in the government to facilitate the resolution of legal concerns.	Daily Service

### 4. Adjudicate FOIA appeals brought against District agencies. (1 Activity)

Activity Title	Activity Description	Type of Activity
FOIA Adjudication	MOLC has primary responsibility for reviewing FOIA appeals submitted to the Mayor.	Daily Service

### 5. Advise agency staff on FOIA compliance, including facilitating FOIA training, scheduling FOIAexpress training, and resolving other public records issues. (1 Activity)

Activity Title	Activity Description	Type of Activity
FOIA Compliance	MOLC offers at least one FOIA training session each year to answer agency attorneys' and FOIA officers' questions about the appeals process and decisions.	Daily Service

### 6. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (1 Activity)

Activity Title	Activity Description	Type of Activity
Performance Management	Agency Management.	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 advice, assistance, and counsel to the Mayor and District agency attorneys on personnel-related matters, contracts, drafting of statutes and regulations, real estate transactions, and compliance with Freedom of Information Act (FOIA). (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of subordinate agencies with which MOLC collaborated throughout the fiscal year	No	100%	Not Available	100%	100%	100%

### 2. Hire and retain a highly qualified workforce of attorney and legal support staff. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of attorneys that attended legal training courses	No	103	Not Available	148	250	195
Percent of surveys from legal training courses with high rating feedback on content presented	No	Not Available	Not Available	Not Available	93%	90%
Percent of surveys from legal training courses with high rating feedback on speakers	No	Not Available	Not Available	Not Available	85%	90%

### 3. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Review hiring, promotion, and disciplinary matter for all agency attorneys

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of hiring and promotions packages reviewed by MOLC	No	Not Available	Not Available	Not Available

### Performance Plan Endnotes

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

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# Office of the Senior Advisor

[www.osa.dc.gov](http://www.osa.dc.gov)

Telephone: 202-724-7173

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**Table AI0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change from FY 2017</b>
OPERATING BUDGET	\$1,876,529	\$2,199,908	\$3,149,003	43.1
FTEs	15.4	17.0	18.0	5.9

**Note:** The Office of the Senior Advisor was established as a District of Columbia agency in FY 2016.

The mission of the Office of the Senior Advisor is to advise the Mayor on local, regional, and federal affairs by providing policy analysis and legislative support.

## Summary of Services

The Office of the Senior Advisor consists of two offices. The Office of Policy and Legislative Affairs provides policy analysis and develops policy for the Mayor. The Office of Federal and Regional Affairs advises the Mayor on key issues with our regional partners and on Capitol Hill.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AI0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table AI0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	1,877	2,200	3,149	949	43.1	15.4	17.0	18.0	1.0	5.9
<b>TOTAL FOR GENERAL FUND</b>	<b>1,877</b>	<b>2,200</b>	<b>3,149</b>	<b>949</b>	<b>43.1</b>	<b>15.4</b>	<b>17.0</b>	<b>18.0</b>	<b>1.0</b>	<b>5.9</b>
<b>GROSS FUNDS</b>	<b>1,877</b>	<b>2,200</b>	<b>3,149</b>	<b>949</b>	<b>43.1</b>	<b>15.4</b>	<b>17.0</b>	<b>18.0</b>	<b>1.0</b>	<b>5.9</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AI0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table AI0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	0	1,454	1,741	1,725	-17	-1.0
12 - REGULAR PAY - OTHER	0	0	0	82	82	N/A
13 - ADDITIONAL GROSS PAY	0	2	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	0	237	319	304	-15	-4.8
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>1,693</b>	<b>2,060</b>	<b>2,110</b>	<b>50</b>	<b>2.5</b>
20 - SUPPLIES AND MATERIALS	0	19	50	67	17	33.2
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	1	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	0	134	75	95	20	26.7
41 - CONTRACTUAL SERVICES - OTHER	0	0	0	856	856	N/A
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	30	15	21	6	40.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>183</b>	<b>140</b>	<b>1,039</b>	<b>899</b>	<b>641.9</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>1,877</b>	<b>2,200</b>	<b>3,149</b>	<b>949</b>	<b>43.1</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AI0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table AI0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1090) PERFORMANCE MANAGEMENT	1,002	457	1,410	954	1.8	3.0	4.0	1.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>1,002</b>	<b>457</b>	<b>1,410</b>	<b>954</b>	<b>1.8</b>	<b>3.0</b>	<b>4.0</b>	<b>1.0</b>
<b>(2000) OFFICE OF POLICY AND LEGISLATIVE AFFAIRS</b>								
(2001) POLICY AND LEGISLATIVE AFFAIRS	790	1,015	972	-44	7.2	8.0	8.0	0.0
<b>SUBTOTAL (2000) OFFICE OF POLICY AND LEGISLATIVE AFFAIRS</b>	<b>790</b>	<b>1,015</b>	<b>972</b>	<b>-44</b>	<b>7.2</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>
<b>(3000) OFFICE OF FEDERAL AND REGIONAL AFFAIRS</b>								
(3001) FEDERAL AND REGIONAL AFFAIRS	84	728	767	39	6.3	6.0	6.0	0.0
<b>SUBTOTAL (3000) OFFICE OF FEDERAL AND REGIONAL AFFAIRS</b>	<b>84</b>	<b>728</b>	<b>767</b>	<b>39</b>	<b>6.3</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>1,877</b>	<b>2,200</b>	<b>3,149</b>	<b>949</b>	<b>15.4</b>	<b>17.0</b>	<b>18.0</b>	<b>1.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 the Senior Advisor operates through the following 3 programs:

**Office of Policy and Legislative Affairs** – coordinates the policy decision-making process by offering policy analysis and advice to inform the implementation of the Mayor's legislative and policy agenda. Responsibilities include Council relations, policy development, and legislative support.

**Office of Federal and Regional Affairs** – coordinates with federal and regional partners by offering policy analysis and advice in federal and regional affairs to pursue the Mayor's goals on federal and regional issues. Responsibilities include federal relations, regional relations, and legislative support.

**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 the Senior Advisor has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table AI0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table AI0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>2,200</b>	<b>17.0</b>
Other CSFL Adjustments	Multiple Programs	-3	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>2,197</b>	<b>17.0</b>
Increase: To align resources with operational spending goals	Multiple Programs	35	0.0
Increase: To support the costs of pre-existing programmatic initiatives	Multiple Programs	6	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-41	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>2,197</b>	<b>17.0</b>
Enhance: To support funding for the Statehood Campaign (one-time)	Agency Management	856	0.0
Enhance: To support additional FTE for the Statehood Campaign (one-time)	Agency Management	96	1.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>3,149</b>	<b>18.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>3,149</b>	<b>18.0</b>
<b>GROSS FOR AI0 - OFFICE OF THE SENIOR ADVISOR</b>		<b>3,149</b>	<b>18.0</b>

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

## FY 2018 Proposed Budget Changes

The Office of the Senior Advisor's (OSA) proposed FY 2018 gross budget is \$3,149,003, which represents a 43.1 percent increase over its FY 2017 approved gross budget of \$2,199,908. The budget is comprised entirely of Local funds.

### Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OSA's FY 2018 CSFL budget is \$2,197,003, which represents a \$2,905, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$2,199,908.

### CSFL Assumptions

The FY 2018 CSFL calculated for OSA included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$4,780 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$1,875 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

**Agency Budget Submission**

**Increase:** OSA's budget proposal in Local funds includes an increase of \$34,745 in nonpersonal services for office supplies, travel expenses, and professional services fees. The proposed budget also increased by \$6,000 to support the procurement and maintenance of office equipment.

**Decrease:** The proposed budget reflects a decrease of \$40,745 to reflect savings associated with realignment of job descriptions for certain positions within the agency. This adjustment offsets the increase in nonpersonal services.

**Mayor's Proposed Budget**

**Enhance:** The Office of the Senior Advisor's budget proposal reflects a one-time funding increase of \$952,000 in the Agency Management program to support the Statehood Campaign initiative, which aims to increase awareness and education of District of Columbia local democracy and statehood issues by executing a bi-partisan and sustainable national education and awareness campaign. This adjustment is comprised of \$856,000 in nonpersonal services costs, and \$96,000 in personal services costs to support an additional 1.0 FTE that will function in the capacity of Associate Advocacy Director.

**District's Proposed Budget**

**No Change:** The Office of the Senior Advisor's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan\*

Office of the Senior Advisor (OSA) has the following strategic objectives for FY 2018:

### 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. Serve as the conduit for the evolution of relationship building and policy development between the City Legislature and the Executive.
2. Serve as the District's liaison to Congress, the White House, federal agencies, and neighboring jurisdictions.
3. Engage with District Agencies to provide assistance establishing and maintaining relationships with Federal counterparts and directing federal initiatives.
4. 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. Serve as the conduit for the evolution of relationship building and policy development between the City Legislature and the Executive. (3 Activities)

Activity Title	Activity Description	Type of Activity
Legislative Agenda	Engage with members of the legislative branch to pass legislation proposed by the executive.	Daily Service
Special or Emergency Legislation	Work with the Council to pass legislation that arises out of priority and the needs of constituents.	Key Project
Mayoral Appointees	Engage with Council members in every to rally support for Mayoral nominees for vacant cabinet and board and commission positions.	Key Project

#### 2. Serve as the District's liaison to Congress, the White House, federal agencies, and neighboring jurisdictions. (2 Activities)

Activity Title	Activity Description	Type of Activity
Engage with Membership Organizations	Work with organizations such as United States Conference Mayors (USCM), African-American Mayors Associated (AAMA), National Conference of State Legislatures (NCSL) and National Association of Counties (NACO) to advance the Mayor's priorities sharing successes and best practices.	Daily Service
Coordinate with Regional Partners	Engage with neighboring jurisdictions on key issues that affect our constituents regionally.	Key Project

### 3. Engage with District Agencies to provide assistance establishing and maintaining relationships with Federal counterparts and directing federal initiatives. (2 Activities)

Activity Title	Activity Description	Type of Activity
Engage with Federal Agencies	Engage with members of Congress and Federal Agencies to maintain current funding while identifying and pursuing new funding opportunities.	Daily Service
Secure and Maintain Federal Grants	Engage with district and Federal Agencies regarding grant activity between the Agencies and the District.	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. Serve as the conduit for the evolution of relationship building and policy development between the City Legislature and the Executive. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Pass the Mayor's full legislative agenda	Yes	Not Available	Not Available	Not Available	New Measure	New Measure

### 2. Serve as the District’s liaison to Congress, the White House, federal agencies, and neighboring jurisdictions. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Develop and implement a strategy to engage new and existing members of Congress	Yes	Not Available	New Measure	Not Available	New Measure	New Measure
Develop and implement a strategy to engage new Federal agency secretaries	Yes	Not Available	New Measure	Not Available	New Measure	New Measure

### 3. Engage with District Agencies to provide assistance establishing and maintaining relationships with Federal counterparts and directing federal initiatives. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Decrease the lapse in federal grants by District agencies	Yes	Not Available	Not Available	Not Available	New Measure	New Measure

### 4. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**4. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**Performance Plan Endnotes**

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

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# Office of the Secretary

[www.os.dc.gov](http://www.os.dc.gov)

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**Table BA0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$3,467,611	\$3,749,426	\$4,058,186	8.2
FTEs	26.1	26.0	26.0	0.0

The Office of the Secretary of the District of Columbia is the official resource for protocol, legal records, history, and recognitions for the public, governments, and the international community.

## Summary of Services

The Office of the Secretary of the District of Columbia consists of four offices and one unit. The Office of Notary Commissions and Authentications (ONCA) commissions District of Columbia notaries and authenticates documents for domestic and foreign use. The Office of Documents and Administrative Issuances (ODAI) publishes the D.C. Register and the D.C. Municipal Regulations. The Office of Public Records and Archives manages the District of Columbia Archives, Records Center, and the Library of Government Information. The Office of Protocol and International Affairs manages the Sister City programs and serves as the primary link between the Executive Office of the Mayor and foreign government representatives. The Ceremonial Services Unit is responsible for processing all requests for ceremonial documents from the Mayor.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table BA0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table BA0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	2,555	2,649	2,958	309	11.7	23.2	20.0	20.0	0.0	0.0
SPECIAL PURPOSE										
REVENUE FUNDS	912	1,100	1,100	0	0.0	2.9	6.0	6.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>3,468</b>	<b>3,749</b>	<b>4,058</b>	<b>309</b>	<b>8.2</b>	<b>26.1</b>	<b>26.0</b>	<b>26.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>3,468</b>	<b>3,749</b>	<b>4,058</b>	<b>309</b>	<b>8.2</b>	<b>26.1</b>	<b>26.0</b>	<b>26.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table BA0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table BA0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	2,173	1,941	2,055	2,178	123	6.0
12 - REGULAR PAY - OTHER	195	99	139	52	-87	-62.6
13 - ADDITIONAL GROSS PAY	105	-12	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	442	384	419	392	-28	-6.6
15 - OVERTIME PAY	0	0	0	19	19	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>2,914</b>	<b>2,411</b>	<b>2,613</b>	<b>2,640</b>	<b>27</b>	<b>1.0</b>
20 - SUPPLIES AND MATERIALS	22	35	65	50	-15	-23.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	4	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	318	153	108	162	55	51.1
41 - CONTRACTUAL SERVICES - OTHER	961	663	724	965	242	33.4
50 - SUBSIDIES AND TRANSFERS	200	200	200	200	0	0.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	24	1	40	40	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>1,526</b>	<b>1,056</b>	<b>1,136</b>	<b>1,418</b>	<b>282</b>	<b>24.8</b>
<b>GROSS FUNDS</b>	<b>4,440</b>	<b>3,468</b>	<b>3,749</b>	<b>4,058</b>	<b>309</b>	<b>8.2</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table BA0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table BA0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1020) CONTRACTING AND PROCUREMENT	59	83	23	-60	1.0	1.0	0.0	-1.0
(1030) PROPERTY MANAGEMENT	0	5	5	0	0.0	0.0	0.0	0.0
(1070) FLEET MANAGEMENT	0	8	4	-3	0.0	0.0	0.0	0.0
(1080) COMMUNICATION	284	203	265	62	2.1	2.0	3.0	1.0
(1090) PERFORMANCE MANAGEMENT	912	562	689	128	2.1	2.0	3.0	1.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>1,255</b>	<b>860</b>	<b>986</b>	<b>127</b>	<b>5.3</b>	<b>5.0</b>	<b>6.0</b>	<b>1.0</b>
<b>(1002) INTERNATIONAL RELATIONS AND PROTOCOL</b>								
(1200) INTERNATIONAL RELATIONS AND PROTOCOL	125	131	135	4	1.0	1.0	1.0	0.0
<b>SUBTOTAL (1002) INTERNATIONAL RELATIONS AND PROTOCOL</b>	<b>125</b>	<b>131</b>	<b>135</b>	<b>4</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>(1003) CEREMONIAL SERVICES</b>								
(1300) CEREMONIAL SERVICES	144	148	118	-30	3.2	2.0	1.0	-1.0
<b>SUBTOTAL (1003) CEREMONIAL SERVICES</b>	<b>144</b>	<b>148</b>	<b>118</b>	<b>-30</b>	<b>3.2</b>	<b>2.0</b>	<b>1.0</b>	<b>-1.0</b>
<b>(1004) OFFICE OF DOCUMENTS AND ADMIN. ISSUANCE</b>								
(1401) D.C. REGISTER	213	112	115	3	3.2	1.0	1.0	0.0
(1402) ADMINISTRATIVE ISSUANCES	474	500	535	35	3.2	5.0	5.0	0.0
<b>SUBTOTAL (1004) OFFICE OF DOCUMENTS AND ADMIN. ISSUANCE</b>	<b>687</b>	<b>612</b>	<b>650</b>	<b>38</b>	<b>6.3</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>
<b>(1005) NOTARY COMMISSION AND AUTHENTICATIONS</b>								
(1501) NOTARY AUTHENTICATIONS	454	549	508	-41	6.1	6.0	6.0	0.0
<b>SUBTOTAL (1005) NOTARY COMMISSION AND AUTHENTICATIONS</b>	<b>454</b>	<b>549</b>	<b>508</b>	<b>-41</b>	<b>6.1</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>
<b>(1006) OFFICE OF PUBLIC RECORDS</b>								
(1600) RECORDS MANAGEMENT	343	723	737	14	2.1	3.0	3.0	0.0
(1601) ARCHIVAL ADMINISTRATION	92	446	641	196	1.0	2.0	2.0	0.0
(1602) LIBRARY OF GOVERNMENT INFORMATION	91	81	82	2	1.0	1.0	1.0	0.0
<b>SUBTOTAL (1006) OFFICE OF PUBLIC RECORDS</b>	<b>526</b>	<b>1,250</b>	<b>1,461</b>	<b>212</b>	<b>4.2</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>

**Table BA0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1007) EXECUTIVE MGMT.</b>								
(1700) EXEC. MGMT	249	0	0	0	0.0	0.0	0.0	0.0
(1701) EMANCIPATION DAY ACTIVITIES	28	0	0	0	0.0	0.0	0.0	0.0
(1702) DC DEMOCRACY INITIATIVES	0	200	200	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1007) EXECUTIVE MGMT.</b>	<b>277</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED</b>								
<b>OPERATING BUDGET</b>	<b>3,468</b>	<b>3,749</b>	<b>4,058</b>	<b>309</b>	<b>26.1</b>	<b>26.0</b>	<b>26.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 the Secretary operates through the following 7 programs:

**International Relations and Protocol** – provides liaison and outreach services to the diplomatic and international communities on behalf of the Mayor and local residents. This program is responsible for all international visitors to the District government, Sister City relationships, and relations between embassies.

**Ceremonial Services** – provides ceremonial document services to individuals, businesses, organizations, and government agencies so that they can have their activities and events recognized by the Mayor. Proclamations, greeting letters, and condolence letters are among the most requested documents.

**Office of Documents and Administrative Issuances** – provides technical, professional, and other legal services to the Mayor, District agencies, and the general public so that they can give and/or have official notice of all proposed and adopted legal mandates.

This program contains the following 2 activities:

- **D.C. Register** – provides review and technical assistance services to District executive and independent agencies so that they can comply with editorial standards and legal requirements of the District of Columbia's Administrative Procedures Act, implementing regulations, and District of Columbia Documents Act of 1978; and
- **Administrative Issuances** – provides professional and technical assistance services to the Mayor and executive agencies so that they can implement major policies and programs and make appointments in a timely manner to foster the activities of government.

**Notary Commission and Authentications** – provides commissions for all notaries public in the District of Columbia and authenticates documents signed by District notaries public for domestic and foreign use.

**Office of Public Records** – provides archives and records management services to District government agencies and the public so that they can gain access to official government documents.

This program contains the following 3 activities:

- **Records Management** – provides temporary records management services to District government agencies and the public so that they can have access to public records stored in the District of Columbia Records Center;
- **Archival Administration** – provides historical records management services to District government agencies and the public so that they can have access to historical public records stored in the District of Columbia Archives; and
- **Library of Government Information** – provides publication management services to District government agencies and the public so that they can have access to publications created by District government agencies.

**Executive Management** – manages the work of several commissions, provides official signatory services for the Mayor of the District of Columbia, takes on special projects at the request of the Mayor, and provides support for D.C. Democracy and related activities including support of District of Columbia Self Determination, Voting Rights, and Statehood.

**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 the Secretary has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table BA0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table BA0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>2,649</b>	<b>20.0</b>
Other CSFL Adjustments	Multiple Programs	5	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>2,655</b>	<b>20.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	50	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-50	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>2,655</b>	<b>20.0</b>
Enhance: To support archival record digitization for the Office of Public Records	Office of Public Records	284	0.0
Enhance: To support security services for the Office of Public Records extended hours	Office of Documents and Admin. Issuance	19	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>2,958</b>	<b>20.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>2,958</b>	<b>20.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,100</b>	<b>6.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,100</b>	<b>6.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,100</b>	<b>6.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,100</b>	<b>6.0</b>
<b>GROSS FOR BA0 - OFFICE OF THE SECRETARY</b>		<b>4,058</b>	<b>26.0</b>

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

## **FY 2018 Proposed Budget Changes**

The Office of the Secretary's (OS) proposed FY 2018 gross budget is \$4,058,186, which represents an 8.2 percent increase over its FY 2017 approved gross budget of \$3,749,426. The budget is comprised of \$2,958,186 in Local funds and \$1,100,000 in Special Purpose Revenue funds.

### **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OS' FY 2018 CSFL budget is \$2,654,870, which represents a \$5,444, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$2,649,426.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for OS included adjustment entries that are not described in detail on table 5. These adjustments were made for a decrease of \$664 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$8,391 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Additionally, a decrease of \$2,283 for the Fixed Costs Inflation Factor accounts for estimates for fleet services.

### **Agency Budget Submission**

**Increase:** OS' proposed Local funds budget submission will increase by \$49,877 in personal services to reflect salary and Fringe Benefit adjustments across multiple programs. These adjustments also include the conversion of 2.0 Full-Time Equivalents (FTEs) from Temporary Full-Time status to Continuing Full-Time status. These decisions were made based on job description updates for certain positions in the agency.

**Decrease:** In Local funds, OS' proposed budget submission reflects a net decrease of \$49,877 in nonpersonal services, primarily to recognize savings for office supplies, professional services fees, and contractual services in the Agency Management and Office of Public Records programs. This adjustment offsets the projected increases in personal services costs.

### **Mayor's Proposed Budget**

**Enhance:** In Local funds, OS' budget proposal reflects an increase of \$284,316 to support the Archival Record Digitization. In addition, an increase of \$19,000 in Local funds will support Special Police Officer services.

### **District's Proposed Budget**

**No Change:** The Office of the Secretary's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan\*

Office of the Secretary(OS) has the following strategic objectives for FY 2018:

### 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. Promote the District of Columbia and its rich history to local, national, and international communities through events and initiatives while supporting the quest for DC democracy.
2. Provides customer friendly and efficient processing of notary commissions and the authentication of documents signed by District notaries for domestic and foreign use.
3. Provide support and outreach services to the diplomatic and international communities.
4. Provides meaningful access to records of the District government to members of the public and District employees through prompt customer service, accurate arrangement and description of collections, and appropriate retention and preservation of historic documents.
5. Provide timely technical, professional, and other legal services to the Mayor, District of Columbia agencies, and general public in order to give and/or have official notice of all proposed and adopted legal mandates.
6. Create and maintain a highly efficient, transparent, and responsive District government.\*\*

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### 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.

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#### 1. Promote the District of Columbia and its rich history to local, national, and international communities through events and initiatives while supporting the quest for DC democracy. (3 Activities)

Activity Title	Activity Description	Type of Activity
DC Democratic Grant	The Office of the Secretary has limited authority to issue competitive grants to non-profit organizations to promote District of Columbia self-determination, voting rights, and/or Statehood.	Key Project
Ceremonial Documents for Constituents	The Ceremonial Services Unit is responsible for processing all requests for ceremonial documents from the Mayor.	Daily Service
Emancipation Day Celebration	The District of Columbia Compensated Emancipation Commission develops plans, programs, projects, and activities to celebrate the holiday and commemorate the District of Columbia Compensated Emancipation Act.	Key Project

**2. Provides customer friendly and efficient processing of notary commissions and the authentication of documents signed by District notaries for domestic and foreign use. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Authenticate Documents	The Office of Notary Commissions and Authentications (ONCA) in the Office of the Secretary authenticates documents for domestic and foreign use.	Daily Service
Commission the Notaries	The ONCA approves and commissions individuals as DC notaries public.	Daily Service

**3. Provide support and outreach services to the diplomatic and international communities. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Liaise with Diplomatic Community	The Protocol and International Affairs Unit is the District government's primary liaison with the diplomatic and international community for both substantive and ceremonial matters.	Daily Service

**4. Provides meaningful access to records of the District government to members of the public and District employees through prompt customer service, accurate arrangement and description of collections, and appropriate retention and preservation of historic documents. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Manage District Government Records	The District of Columbia Records Center collects and stores both permanent and temporary records of the District government.	Daily Service
Library of Government Information	The Library of Government Information collects, stores and maintains studies, reports, monographs, periodicals, circulars printed materials, books, and other publications printed on or about the District government.	Daily Service

**5. Provide timely technical, professional, and other legal services to the Mayor, District of Columbia agencies, and general public in order to give and/or have official notice of all proposed and adopted legal mandates. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Publish DC Register and DC Municipal Regulations	The Office of Documents and Administrative Issuances provides prompt preparation, editing, printing, and publication of the District of Columbia Register and the District of Columbia Municipal Regulations.	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. Provides customer friendly and efficient processing of notary commissions and the authentication of documents signed by District notaries for domestic and foreign use. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of customers served	No	30,000	31,013	35,000	35,000	40,000

(Continued on next page)

**1. Provides customer friendly and efficient processing of notary commissions and the authentication of documents signed by District notaries for domestic and foreign use. (3 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Number of documents authenticated	No	63,789	50,571	55,000	55,000	60,000
Number of notary application processed (excludes government employees)	No	1,833	2,084	1,500	1,500	2,000

**2. Provide support and outreach services to the diplomatic and international communities. (1 Measure)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of ambassador welcome letters sent within three months of start of new term	No	100%	100%	100%	100%	100%

**3. Provides meaningful access to records of the District government to members of the public and District employees through prompt customer service, accurate arrangement and description of collections, and appropriate retention and preservation of historic documents. (4 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Number of archival finding aids available online	Yes	9,115	New Measure	55,000	New Measure	15
Percent of agencies in regular communication with Office of Public Records (OPR), where "regular communication" is defined by attendance at OPR-hosted meetings or trainings, active use of the Naylor Court or Federal Records Center, and email or phone communication with OPR staff members	Yes	Not Available	New Measure	Not Available	New Measure	95%
Percent of agencies with a retention schedule updated or reviewed within the fiscal year	Yes	Not Available	New Measure	Not Available	New Measure	80%
Percent of records requests fulfilled within five business days	Yes	Not Available	New Measure	Not Available	New Measure	80%

**4. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

(Continued on next page)

**4. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Serve as liaison with diplomatic community in DC

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Percent of National Day letters written versus number of National Days	No	Not Available	Not Available	Not Available

### 2. Manage District government records

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of on-site researchers served	No	Not Available	Not Available	Not Available
Number of publications added to the Library of Government Information	No	Not Available	Not Available	Not Available
Number of records requests received	No	Not Available	Not Available	Not Available
Number of transfers (“SF-135s”) made by District agencies to the Federal Records Center	No	Not Available	Not Available	Not Available
Volume of records accessioned to the DC Archives	No	Not Available	Not Available	Not Available

### 3. Publish the DC Register and the DC Municipal Regulations

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of administrative issuances processed	No	Not Available	Not Available	195
Number of rulemakings processed	No	Not Available	Not Available	495

## Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

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# Office of the City Administrator

[www.oca.dc.gov](http://www.oca.dc.gov)

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**Table AE0-1**

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$6,444,538	\$7,399,326	\$8,920,220	20.6
FTEs	42.2	52.0	62.0	19.2

The mission of the Office of the City Administrator (OCA) is to facilitate the effective and efficient implementation of the Mayor's vision and priorities by providing leadership, support, and oversight of District government agencies.

## Summary of Services

The Office of the City Administrator supports the day-to-day operations of the District government by:

- Managing the Performance Management program (including CapStat) to track progress toward goals, reduce costs, improve government services, and increase government accountability;
- Improving government services and responsiveness by creating efficiencies and advancing innovative solutions to public challenges;
- Increasing public-private partnerships to expedite vital capital projects;
- Providing direct leadership and support to the Government Operations Cluster, which reports directly to the OCA, in addition to the operations of each Deputy Mayor's office;
- Developing fiscally responsible performance-based budgets and continuously monitoring agency spending to ensure government services are delivered on time and on budget; and
- Fostering fair and open negotiations with the District government's labor union workforce.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AE0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table AE0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	5,555	7,069	7,657	588	8.3	38.2	49.5	56.0	6.5	13.1
SPECIAL PURPOSE										
REVENUE FUNDS	330	330	280	-50	-15.2	3.8	2.5	0.0	-2.5	-100.0
<b>TOTAL FOR GENERAL FUND</b>	<b>5,885</b>	<b>7,399</b>	<b>7,937</b>	<b>538</b>	<b>7.3</b>	<b>42.0</b>	<b>52.0</b>	<b>56.0</b>	<b>4.0</b>	<b>7.7</b>
<b>PRIVATE FUNDS</b>										
PRIVATE GRANT FUNDS	15	0	983	983	N/A	0.2	0.0	6.0	6.0	N/A
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>15</b>	<b>0</b>	<b>983</b>	<b>983</b>	<b>N/A</b>	<b>0.2</b>	<b>0.0</b>	<b>6.0</b>	<b>6.0</b>	<b>N/A</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	545	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>545</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>6,445</b>	<b>7,399</b>	<b>8,920</b>	<b>1,521</b>	<b>20.6</b>	<b>42.2</b>	<b>52.0</b>	<b>62.0</b>	<b>10.0</b>	<b>19.2</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AE0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table AE0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	2,828	4,462	4,833	5,697	864	17.9
12 - REGULAR PAY - OTHER	332	323	541	826	285	52.6
13 - ADDITIONAL GROSS PAY	283	13	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	561	858	1,022	1,220	197	19.3
15 - OVERTIME PAY	0	5	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>4,004</b>	<b>5,661</b>	<b>6,397</b>	<b>7,743</b>	<b>1,346</b>	<b>21.0</b>
20 - SUPPLIES AND MATERIALS	47	58	28	30	2	5.6
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	2	5	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	283	289	864	849	-15	-1.8
41 - CONTRACTUAL SERVICES - OTHER	663	422	105	141	36	34.3
50 - SUBSIDIES AND TRANSFERS	0	0	0	128	128	N/A
70 - EQUIPMENT AND EQUIPMENT RENTAL	28	10	5	30	25	496.4
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>1,023</b>	<b>784</b>	<b>1,003</b>	<b>1,178</b>	<b>175</b>	<b>17.4</b>
<b>GROSS FUNDS</b>	<b>5,027</b>	<b>6,445</b>	<b>7,399</b>	<b>8,920</b>	<b>1,521</b>	<b>20.6</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AE0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table AE0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1090) PERFORMANCE MANAGEMENT	1,277	1,220	1,227	7	10.4	9.0	9.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>1,277</b>	<b>1,220</b>	<b>1,227</b>	<b>7</b>	<b>10.4</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0</b>
<b>(2000) CITY ADMINISTRATOR</b>								
(2001) OFFICE OF PERFORMANCE MANAGEMENT	468	825	1,925	1,100	3.0	7.0	13.0	6.0
(2002) OFFICE OF AGENCY OPERATIONS	1,537	649	690	41	3.8	5.0	6.0	1.0
(2003) OFFICE OF INNOVATION	0	0	0	0	2.3	0.0	0.0	0.0
(2004) OFFICE OF PUBLIC PRIVATE PARTNERSHIPS	371	1,071	1,250	178	1.5	2.0	4.0	2.0
(2005) RESOURCE AND PROGRAM MANAGEMENT DIVISION	67	0	0	0	0.2	0.0	0.0	0.0
(2007) OFFICE OF BUDGET AND FINANCE	808	1,298	1,299	0	6.9	9.0	9.0	0.0
(2009) PUBLIC WORKS AND GOVERNMENT OPERATIONS	0	313	507	194	0.0	3.0	4.0	1.0
<b>SUBTOTAL (2000) CITY ADMINISTRATOR</b>	<b>3,252</b>	<b>4,157</b>	<b>5,671</b>	<b>1,514</b>	<b>17.7</b>	<b>26.0</b>	<b>36.0</b>	<b>10.0</b>
<b>(3000) LABOR RELATIONS AND COLLECT. BARGAINING</b>								
(3005) LABOR RELATIONS/COLLECTIVE BARGAINING	1,916	2,023	2,023	0	14.0	17.0	17.0	0.0
<b>SUBTOTAL (3000) LABOR RELATIONS AND COLLECT. BARGAINING</b>	<b>1,916</b>	<b>2,023</b>	<b>2,023</b>	<b>0</b>	<b>14.0</b>	<b>17.0</b>	<b>17.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>6,445</b>	<b>7,399</b>	<b>8,920</b>	<b>1,521</b>	<b>42.2</b>	<b>52.0</b>	<b>62.0</b>	<b>10.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Office of the City Administrator operates through the following 3 divisions.

**City Administrator** – provides support to the City Administrator and District agencies in the areas of budget, management, and policy; organizes accountability sessions with the Mayor and City Administrator; and manages the District's Performance Management activity.

This division contains the following 5 activities:

- **Office of Performance Management** – provides support to the City Administrator and District agencies to manage the city’s Performance Management program;
- **Office of Agency Operations** – provides support to the City Administrator and District agencies in the areas of management and policy;
- **Office of Public-Private Partnerships** – provides support to the City Administrator and District agencies to facilitate the procurement and administration of public-private partnerships in the District of Columbia (established by D.C. Law 20-228);
- **Office of Budget and Finance** – advises the Mayor on financial and budgetary operations of the District government, assists the Mayor in the formulation of the annual operating and capital budgets for the District government, and monitors agency budget performance during the fiscal year; and
- **Public Works and Government Operations** – provides direct leadership and support to Public Works and Government Operations Cluster agencies, which report directly to the Office of the City Administrator.

**Labor Relations and Collective Bargaining** – represents the District of Columbia as the principal management advocate during labor negotiations and in administering the District’s Labor Relations activity.

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

### Division Structure Change

The Office of the City Administrator has no division structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table AE0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table AE0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>7,069</b>	<b>49.5</b>
Other CSFL Adjustments	Multiple Programs	20	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>7,089</b>	<b>49.5</b>
Increase: To support additional FTEs	Multiple Programs	578	2.5
Increase: To adjust the Contractual Services budget	Multiple Programs	28	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-606	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>7,089</b>	<b>52.0</b>
Enhance: To support program operations	City Administrator	352	0.0
Enhance: To support the Office of Public Private Partnerships (one time)	City Administrator	300	0.0
Enhance: To support additional FTEs	Multiple Programs	259	4.0
Reduce: To support program operations	Labor Relations and Collect. Bargaining	-93	0.0
<b>LOCAL FUNDS: FY 2018 Mayor’s Proposed Budget</b>		<b>7,907</b>	<b>56.0</b>
Reduce: To align contractual services to the projected costs in the Office of Public-Private Partnerships	City Administrator	-250	0.0

## Table AE0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>7,657</b>	<b>56.0</b>
<b>PRIVATE GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Increase: To align budget with projected grant awards	City Administrator	983	6.0
<b>PRIVATE GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>983</b>	<b>6.0</b>
No Change		0	0.0
<b>PRIVATE GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>983</b>	<b>6.0</b>
No Change		0	0.0
<b>PRIVATE GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>983</b>	<b>6.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>330</b>	<b>2.5</b>
Increase: To align budget with projected revenues	City Administrator	250	0.0
Decrease: To recognize savings from a reduction in FTEs	Labor Relations and Collect. Bargaining	-300	-2.5
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>280</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>280</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>280</b>	<b>0.0</b>
<b>GROSS FOR AE0 - OFFICE OF THE CITY ADMINISTRATOR</b>		<b>8,920</b>	<b>62.0</b>

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

## FY 2018 Proposed Budget Changes

The Office of the City Administrator's (OCA) proposed FY 2018 gross budget is \$8,920,220, which represents a 20.6 percent increase over its FY 2017 approved gross budget of \$7,399,326. The budget is comprised of \$7,657,319 in Local funds, \$982,901 in Private Grant funds, and \$280,000 in Special Purpose Revenue funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple division, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OCA's FY 2018 CSFL budget is \$7,089,216, which represents a \$19,890, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$7,069,326.

## CSFL Assumptions

The FY 2018 CSFL calculated for OCA included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$2,896 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$23,495 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. CSFL funding for OCA includes a reduction of \$709 to account for the Fixed Costs Inflation Factor, to reflect fixed costs estimates for Fleet services.

### **Agency Budget Submission**

**Increase:** In Local funds, the proposed budget includes a net increase of \$577,554 and 2.5 Full-Time Equivalent (FTE) positions across multiple divisions to support salary and Fringe Benefit adjustments. The proposed budget also reflects adjustments made primarily within the City Administrator division to account for the conversion of certain positions from part-time to full-time status. Additionally, the proposed budget includes a net increase of \$28,117 to align projected Contractual Services costs with the agency's spending needs.

In Private Grant funds, the proposed budget includes a net increase of \$982,901 and 6.0 FTEs to reflect funding from the Laura and John Arnold Foundation to establish a policy laboratory to conduct evidence reviews, data analyses, and experiments to improve policies affecting all District agencies.

In Special Purpose Revenue funds, the proposed budget is increased by \$250,000 in the City Administrator division as a result of the implementation of the Public-Private Partnership Act of 2014, which enables the OCA to collect administrative fees from private entities.

**Decrease:** In Local funds, the proposed budget reflects a net decrease of \$605,671 in professional services fees, primarily in the City Administrator division.

In Special Purpose Revenue funds, the proposed budget includes a net decrease of \$300,000 and 2.5 FTEs due to a decrease in projected revenue from the agreements with the Not-for-Profit Hospital Corporation (NFPHC) and the University of the District of Columbia (UDC). This revenue covers the OCA's costs for representing the NFPHC and UDC in collective bargaining negotiations.

### **Mayor's Proposed Budget**

**Enhance:** The Office of the City Administrator's proposed Local budget includes a net increase of \$911,426 and 4.0 FTEs. Of this amount, an increase of \$352,253 in the City Administrator division supports program operations; a one-time increase of \$300,000 supports the Office of Public-Private Partnerships; and an increase of \$259,173 and 4.0 FTEs, allocated across multiple divisions, supports the salary and Fringe Benefits costs for a Project Manager in the Office of the Public-Private Partnerships, a Capital City Fellow, and two Program Analysts - one in the Office of Public Works and Government Operations, and one in the Office of Agency Operations.

**Reduce:** OCA's proposed Local budget reflects a decrease of \$93,323 in the Labor Relations and Collective Bargaining division to reflect projected operational savings.

### **District's Proposed Budget**

**Reduce:** The proposed Local funds budget includes a reduction of \$250,000 in the City Administrator division for contractual services in the Office of Public-Private Partnerships.

## Agency Performance Plan

The Office of the City Administrator (OCA) has the following strategic objectives for FY 2018:

### 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. Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities.
2. Continuously improve DC government programs and services by developing and utilizing rich data, robust performance management, and innovation.
3. Develop and utilize a priority driven-budget process that focuses on efficient and effective use of limited resources.
4. Expand and enhance the use of public-private partnerships to revitalize and expand the District's infrastructure.
5. Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives.
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. Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities. (4 Activities)

Activity Title	Activity Description	Type of Activity
Resilient Cities	Help to stand up the 100 Resilient Cities (100 RC) effort in DC. The District was selected as one of the final 37 cities to be inducted into Rockefeller Foundation's 100 RC – a prestigious global network. Membership in the network establishes the District as a leader in the movement toward urban resilience, which challenges government to find new ways to learn and adapt, girding the city against likely shocks, and lessening its susceptibility to chronic stresses.	Key Project

#### 2. Continuously improve DC government programs and services by developing and utilizing rich data, robust performance management, and innovation. (3 Activities)

Activity Title	Activity Description	Type of Activity
CapSTAT	CapSTAT takes a deep-dive into important issues facing DC, and works with all stakeholders to develop recommendations to improve programs and services.	Daily Service

(Continued on next page)

**2. Continuously improve DC government programs and services by developing and utilizing rich data, robust performance management, and innovation. (3 Activities)**

Activity Title	Activity Description	Type of Activity
Applied Research Projects	Applied research team provides additional capacity to agencies to address priority issues by analyzing problems and helping to develop and implement innovative solutions utilizing business process improvements and evidence-based evaluations.	Daily Service
Performance Management and Strategic Planning	The Office of Performance Management (OPM) uses data, strategic planning, and innovation to continuously improve the programs and services that DC government delivers. OPM produces a weekly dashboard of key data trends for the Mayor, works with agencies and Deputy Mayor to develop specific initiatives to help move the needle on District priority goals and agency objectives. We also look for innovative ways to make improvements to key programs and services in DC.	Daily Service

**3. Develop and utilize a priority driven-budget process that focuses on efficient and effective use of limited resources. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Office of Budget and Finance	The Office of Budget and Finance (OBF) prepares the proposed annual budget and advises the Mayor and the City Administrator on financial issues that impact the District's operations and capital investments.	Daily Service

**4. Expand and enhance the use of public-private partnerships to revitalize and expand the District's infrastructure. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Public Private Partnerships	The Office of Public-Private Partnerships (OP3) is charged with building collaborations between private sector businesses and District government to support large-scale projects such as infrastructure development and enhancements.	Daily Service

**5. Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Training	OLRCB provides training to labor liaisons, managers, supervisors, and management officials concerning their rights and obligations under the Comprehensive Merit Personnel Act (CMPA) and applicable labor law, policies, and procedures.	Daily Service
Collective Bargaining	OLRCB effectively represents the District as the principal management advocate in the administration of a comprehensive labor management program.	Daily Service

**6. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(3 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Agency Operations	Provides support to the City Administrator and District agencies in the areas of management and policy.	Daily Service
Performance Management	The OPM uses data, strategic planning, and innovation to continuously improve the programs and services that DC government delivers.	Daily Service
Support Government Operations Agencies	Support Government Operations agencies on implementing best practices by communicating and setting expectations with agency directors to drive high-quality service delivery for residents.	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. Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities. (2 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of fiscal year agency initiatives either fully or partially achieved	No	Not Available	84%	98%	95%	95%
Percent of fiscal year key performance indicators either fully or partially achieved	No	63%	75%	85%	88%	88%

**2. Continuously improve DC government programs and services by developing and utilizing rich data, robust performance management, and innovation. (5 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of District agencies completing a fiscal year performance plan	No	100%	100%	100%	100%	100%
Percent of District agencies participating in the performance management program completed training	No	74%	72%	95%	95%	95%
Share of CapSTATs that led to the development of new initiatives or measurable improvements in performance	No	Not Available	Not Available	Not Available	100	100
Share of process improvement projects completed that demonstrated performance improvement	No	Not Available	Not Available	Not Available	90	90
Share of randomized controlled trials that produced evidence leading to program improvements	No	Not Available	Not Available	Not Available	80	80

**3. Develop and utilize a priority driven-budget process that focuses on efficient and effective use of limited resources. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of projects undertaken to examine efficiency of spending	No	Not Available	Not Available	Not Available	Not Available	4

**4. Expand and enhance the use of public-private partnerships to revitalize and expand the District's infrastructure. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of procurements initiated for new P3 projects	No	Not Available	Not Available	Not Available	3	3

**5. Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives. (5 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of collective bargaining agreements referred to a third party arbitrator	No	20%	Not Available	5%	10%	10%
Percent of collective bargaining agreements referred to third party arbitrators that are ruled in DC government's favor	No	Not Available	58%	60%	65%	65%
Percent of collective bargaining agreements successfully negotiated through the bargaining process	No	80%	96%	95%	90%	90%
Percent of grievance cases successfully litigated before the Public Employee Relations Board	No	50%	55%	50%	55%	55%
Percent of grievance cases successfully mediated before a third party	No	50%	58%	50%	50%	50%

**6. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

(Continued on next page)

**6. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. CapSTAT

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total number of CapStat meetings held	No	Not Available	Not Available	9

### 2. Public Private Partnerships

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of meetings with impacted Advisory Neighborhood Commissions' (ANC) held	Yes	Not Available	Not Available	New Measure

### 3. Office of Budget and Finance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of reprogrammings processed	Yes	Not Available	Not Available	New Measure

### 4. Training

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total number of employees trained in labor relations and collective bargaining	No	Not Available	Not Available	549

### 5. Collective Bargaining

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of grievance cases referred to OLRCB	Yes	Not Available	Not Available	New Measure
Total compensation collective bargaining agreements currently under negotiation	Yes	Not Available	Not Available	New Measure
Total number of compensation agreements within DC government	Yes	Not Available	Not Available	New Measure
Total number of non-compensation agreements within DC government	Yes	Not Available	Not Available	New Measure
Total number of non-compensation collective bargaining agreements currently under negotiation	Yes	Not Available	Not Available	New Measure

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## 6. Agency Operations

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of annual multiagency and cross cluster projects coordinated by OCA	No	Not Available	Not Available	26

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## 7. Performance Management and Strategic Planning

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of cluster meetings held to review progress on FY annual performance plans	Yes	Not Available	Not Available	New Measure

### Performance Plan Endnotes

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Office of the Deputy Mayor for Greater Economic Opportunity

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**Table EM0-1**

	FY 2016	FY 2017	FY 2018	% Change
Description	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$672,229	\$3,341,304	\$3,713,801	11.1
FTEs	5.2	18.0	20.0	11.1

The mission of the Office of the Deputy Mayor for Greater Economic Opportunity (DMGEO) is to facilitate investment, job creation, workforce development, and entrepreneurship in underserved communities in the District of Columbia.

## Summary of Services

While many neighborhoods across the city have experienced population and economic growth, other neighborhoods, especially those east of the Anacostia River, have experienced the opposite: population decrease, disinvestment, and lower median income than even ten years ago.

DMGEO will help the Mayor prioritize, tailor, and coordinate District economic development tools along with various components of government, to spur growth and expand opportunity in District neighborhoods.

In addition to managing and coordinating a cluster of agencies and functions, DMGEO will work across agencies and operational clusters to:

- Develop and advocate for policies and programs to improve the economic opportunities of overlooked communities;
- Engage residents, businesses, anchor institutions, and other community stakeholders in target communities to improve understanding of needs and opportunities;
- Engage and develop anchor institutions and other local assets that will serve as local epicenters of job growth, neighborhood amenities, and investment;
- Develop partnerships and initiatives that strengthen the District's workforce development system;
- Develop and coordinate interagency initiatives; and
- Identify opportunities for streamlining and aligning programs for the benefit of target communities.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table EM0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table EM0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	672	2,946	3,247	301	10.2	5.2	14.0	16.0	2.0	14.3
<b>TOTAL FOR GENERAL FUND</b>	<b>672</b>	<b>2,946</b>	<b>3,247</b>	<b>301</b>	<b>10.2</b>	<b>5.2</b>	<b>14.0</b>	<b>16.0</b>	<b>2.0</b>	<b>14.3</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	0	395	467	72	18.2	0.0	4.0	4.0	0.0	0.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>0</b>	<b>395</b>	<b>467</b>	<b>72</b>	<b>18.2</b>	<b>0.0</b>	<b>4.0</b>	<b>4.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>672</b>	<b>3,341</b>	<b>3,714</b>	<b>372</b>	<b>11.1</b>	<b>5.2</b>	<b>18.0</b>	<b>20.0</b>	<b>2.0</b>	<b>11.1</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table EM0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table EM0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	0	486	1,201	1,458	257	21.4
12 - REGULAR PAY - OTHER	0	0	442	532	90	20.4
14 - FRINGE BENEFITS - CURRENT PERSONNEL	0	81	301	343	42	14.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>567</b>	<b>1,943</b>	<b>2,333</b>	<b>389</b>	<b>20.0</b>
20 - SUPPLIES AND MATERIALS	0	91	70	50	-20	-28.3
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	4	6	6	0	0.0
40 - OTHER SERVICES AND CHARGES	0	9	136	139	3	2.1
50 - SUBSIDIES AND TRANSFERS	0	0	1,186	1,186	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>105</b>	<b>1,398</b>	<b>1,381</b>	<b>-17</b>	<b>-1.2</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>672</b>	<b>3,341</b>	<b>3,714</b>	<b>372</b>	<b>11.1</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table EM0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table EM0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(2000) DEPUTY MAYOR FOR GREATER ECONOMIC OPPORT</b>								
(2010) DEPUTY MAYOR FOR GREATER ECONOMIC OPPORT	672	1,043	1,174	131	5.2	8.0	9.0	1.0
(2011) OFFICE OF AFRICAN AMERICAN AFFAIRS	0	121	114	-6	0.0	1.0	1.0	0.0
(2012) COMMISSION OF FATHERS, MEN AND BOYS	0	188	215	28	0.0	2.0	2.0	0.0
<b>SUBTOTAL (2000) DEPUTY MAYOR FOR GREATER ECONOMIC OPPORT</b>	<b>672</b>	<b>1,351</b>	<b>1,504</b>	<b>153</b>	<b>5.2</b>	<b>11.0</b>	<b>12.0</b>	<b>1.0</b>
<b>(3000) WORKFORCE INVESTMENT</b>								
(3030) WORKFORCE INVESTMENT	0	1,595	1,743	148	0.0	3.0	4.0	1.0
(3035) WORKFORCE INVESTMENT COUNCIL	0	395	467	72	0.0	4.0	4.0	0.0
<b>SUBTOTAL (3000) WORKFORCE INVESTMENT</b>	<b>0</b>	<b>1,990</b>	<b>2,210</b>	<b>220</b>	<b>0.0</b>	<b>7.0</b>	<b>8.0</b>	<b>1.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>672</b>	<b>3,341</b>	<b>3,714</b>	<b>372</b>	<b>5.2</b>	<b>18.0</b>	<b>20.0</b>	<b>2.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 the Deputy Mayor for Greater Economic Opportunity operates through the following 2 programs:

**Deputy Mayor for Greater Economic Opportunity** – provides strategic oversight and direction to a set of District government agencies and leverages District resources to address chronic inequality challenges affecting residents in overlooked and underserved communities through workforce development, small business development, and community revitalization efforts.

This program contains the following 3 activities:

- **Deputy Mayor for Greater Economic Opportunity** – coordinates District government entities and leverages District resources to address chronic inequality challenges affecting residents;

- **Office of African-American Affairs** – provides constituent services and information to the African-American communities in the District of Columbia through programmatic activities and outreach material; serves as a liaison between the Mayor, African-American communities, and District government agencies; and briefs the Mayor and District government agencies about needs and interests of the African-American residents of the District of Columbia; and
- **Commission on Fathers, Men, and Boys** – provides constituent services and information to the District’s fathers, men, and boys community through programmatic activities and outreach materials; serves as a liaison between the Mayor, fathers, men, and boys; and briefs the Mayor and District government agencies about the needs and concerns of the fathers, men, and boys population of the District of Columbia.

**Workforce Investment Council** – supports functions and responsibilities associated with the Workforce Investment Council.

This program contains the following 2 activities:

- **Workforce Investment** – provides workforce education, training, and counseling services to promote job readiness; and
- **Workforce Investment Council Board** – provides administrative support to the Workforce Investment Council Board, which oversees implementation of the District of Columbia’s Strategic Five-Year Plan for Provision of Services under the Workforce Investment Act and provides advice on the development, implementation, and continuous improvement of an integrated and effective workforce investment system.

### Program Structure Change

The Office of the Deputy Mayor for Greater Economic Opportunity has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table EM0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table EM0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>2,946</b>	<b>14.0</b>
Other CSFL Adjustments	Multiple Programs	0	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>2,947</b>	<b>14.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	20	0.0
Decrease: To offset projected adjustments in personal services costs	Multiple Programs	-20	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>2,947</b>	<b>14.0</b>
Enhance: To support the extension of the Local Business Utilization Pilot program and the implementation of other programs	Multiple Programs	1,301	8.0
Enhance: To support contracts and grants management services	Workforce Investment	119	1.0
<b>LOCAL FUNDS: FY 2018 Mayor’s Proposed Budget</b>		<b>4,367</b>	<b>23.0</b>
Reduce: To realize programmatic cost savings in nonpersonal services	Workforce Investment	-389	0.0
Reduce: Savings due to the elimination of the Local Business Utilization pilot project and to recognize savings from a reduction in FTEs	Deputy Mayor for Greater Economic Opport	-731	-7.0
<b>LOCAL FUNDS: FY 2018 District’s Proposed Budget</b>		<b>3,247</b>	<b>16.0</b>

**Table EM0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>395</b>	<b>4.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Workforce Investment	72	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>467</b>	<b>4.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>467</b>	<b>4.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>467</b>	<b>4.0</b>
<b>GROSS FOR EM0 - DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITY</b>		<b>3,714</b>	<b>20.0</b>

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

## FY 2018 Proposed Budget Changes

The Office of the Deputy Mayor for Greater Economic Opportunity's (DMGEO) proposed FY 2018 gross budget is \$3,713,801, which represents an 11.1 percent increase over its FY 2017 approved gross budget of \$3,341,304. The budget is comprised of \$3,247,030 in Local funds and \$466,771 in Intra-District funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DMGEO's FY 2018 CSFL budget is \$2,946,655, which represents a \$223, or less than 1.0 percent, increase over the FY 2017 approved recurring Local funds budget of \$2,946,433.

## CSFL Assumptions

The FY 2018 CSFL calculated for DMGEO included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$2,635 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$2,857 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

## Agency Budget Submission

**Increase:** In Local funds, the budget reflects a net increase of \$19,822 across multiple programs in personal services to support adjustments to salary and Fringe Benefits.

In Intra-District funds, DMGEO's proposed budget includes a net personal services increase of \$71,900 across multiple programs to support salary and Fringe Benefits adjustments within the agency.

**Decrease:** DMGEO's proposed Local funds budget reflects a net reduction of \$19,822 to align the nonpersonal services budget with operational spending goals. This adjustment includes a reduction in supply costs of \$37,695 in the Workforce Investment program, partially offset by an increase of \$17,873 in the Deputy Mayor for Greater Economic Opportunity program. This net adjustment offsets the increase in personal services costs.

**Mayor's Proposed Budget**

**Enhance:** In Local funds, the agency proposes an increase of \$1,300,686 and 8.0 FTEs, which includes: \$949,999 and 5.0 FTEs to extend support for the Local Business Utilization (LBU) pilot program that began in 2017; and \$350,686 and 3.0 FTEs to provide critical support to the agency's programs and initiatives. Additionally, an increase of \$119,340 and 1.0 FTE supports contract and grant management services for the Workforce Investment Council program.

**District's Proposed Budget**

**Reduce:** DMGEO's proposed Local funds budget is decreased by \$388,664 in the Workforce Investment program to reflect programmatic cost savings for the capacity study for the Local Business Utilization (LBU) pilot program. In addition, the proposed Local funds budget reflects a net personal services reduction of \$730,989 and 7.0 FTEs. This adjustment represents the elimination of the LBU pilot program and savings from the reduction of FTEs.

## Agency Performance Plan\*

Deputy Mayor for Greater Economic Opportunity (DMGEO) has the following strategic objectives for FY 2018:

### 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 strategic direction and oversight to Department of Employment Services (DOES), Women, Infants, and Children (WIC), Department of Small and Local Business Development (DSLBD), Outdoor Advertising Association of America (OAAA), and Commission on Fathers, Men, and Boys (CFMB) in an effort to strengthen the District's workforce system, support small and local businesses and facilitate community development in overlooked and undeserved communities in Ward 7 and 8. Overlooked and undeserved communities are those communities that have higher unemployment rates, lower educational outcomes, and have higher poverty characteristics than the rest of the city.
2. Actively participate in community revitalization efforts that promote interim usage of vacant and blighted properties in overlooked and underserved communities.
3. Train, retain, and grow small businesses in overlooked and underserved communities in Wards 7 and 8. Small Business are those businesses determined to be small by the Small Business Administration (SBA) and DSLBD.
4. Create and maintain a highly efficient, transparent, and responsive District government.\*\*

### 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 strategic direction and oversight to Department of Employment Services (DOES), Women, Infants, and Children (WIC), Department of Small and Local Business Development (DSLBD), Outdoor Advertising Association of America (OAAA), and Commission on Fathers, Men, and Boys (CFMB) in an effort to strengthen the District's workforce system, support small and local businesses and facilitate community development in overlooked and undeserved communities in Ward 7 and 8. Overlooked and undeserved communities are those communities that have higher unemployment rates, lower educational outcomes, and have higher poverty characteristics than the rest of the city. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of agencies that fully achieve performance initiatives timely and within budget of fiscal year strategic initiatives	No	Not Available	Not Available	Not Available	80%	80%

**2. Actively participate in community revitalization efforts that promote interim usage of vacant and blighted properties in overlooked and underserved communities. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of vacant and blighted projects implemented per the total number of projects being considered during the fiscal year	Yes	Not Available	New Measure	Not Available	New Measure	New Measure

**3. Train, retain, and grow small businesses in overlooked and underserved communities in Wards 7 and 8. Small Business are those businesses determined to be small by the Small Business Administration (SBA) and DSLBD. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent community satisfaction with the DMGEO office	No	Not Available	Not Available	Not Available	50%	100%
Percent of businesses participating in Project 500 per the 500 total goal	No	Not Available	52.4%	100%	100%	100%

**4. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Community Engagement

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of businesses that received business training	Yes	Not Available	Not Available	New Measure
Number of small businesses helped in Ward 1	Yes	Not Available	Not Available	New Measure
Number of small businesses helped in Ward 2	Yes	Not Available	Not Available	New Measure
Number of small businesses helped in Ward 3	Yes	Not Available	Not Available	New Measure
Number of small businesses helped in Ward 4	Yes	Not Available	Not Available	New Measure

(Continued on next page)

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## 1. Community Engagement

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of small businesses helped in Ward 5	Yes	Not Available	Not Available	New Measure
Number of small businesses helped in Ward 6	Yes	Not Available	Not Available	New Measure
Number of small businesses helped in Ward 7	Yes	Not Available	Not Available	New Measure
Number of small businesses helped in Ward 8	Yes	Not Available	Not Available	New Measure

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## 2. Provide Strategic Direction

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of agency strategic initiatives currently being undertaken	Yes	Not Available	Not Available	New Measure

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## 3. Number of Cluster meetings held by DMGEO

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of cluster meetings held by DMGEO	Yes	Not Available	Not Available	New Measure

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## 4. Number of vacant to vibrant working group meetings held

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of community engagement meetings attended	Yes	Not Available	Not Available	New Measure
Number of properties currently being considered for enforcement, acquisition, and disposition of property	Yes	Not Available	Not Available	New Measure
Number of vacant to vibrant working group meetings held	Yes	Not Available	Not Available	New Measure

### Performance Plan Endnotes

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



# D.C. Office of Risk Management

[www.orm.dc.gov](http://www.orm.dc.gov)

Telephone: 202-727-8600

**Table RK0-1**

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$3,220,998	\$3,973,395	\$3,964,691	-0.2
FTEs	28.8	36.0	37.0	2.8

The mission of the Office of Risk Management (ORM) is to reduce the probability, occurrence, and cost of risk to the District of Columbia government through the provision of risk identification and insurance analysis and support to District agencies, and by efficiently and fairly administering the District's public sector Workers' Compensation, Tort Liability, and Insurance programs.

## Summary of Services

ORM implements its mission through four programs: Risk Prevention and Safety (RPS) formerly known as Risk Identification, Assessment and Control (RIAC); Public Sector Workers' Compensation; Tort Liability; and the Insurance program. An individual summary of services is provided by program in each section.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table RK0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table RK0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
LOCAL FUNDS	3,221	3,973	3,965	-9	-0.2	28.8	36.0	37.0	1.0	2.8
<b>TOTAL FOR GENERAL FUND</b>	<b>3,221</b>	<b>3,973</b>	<b>3,965</b>	<b>-9</b>	<b>-0.2</b>	<b>28.8</b>	<b>36.0</b>	<b>37.0</b>	<b>1.0</b>	<b>2.8</b>
<b>GROSS FUNDS</b>	<b>3,221</b>	<b>3,973</b>	<b>3,965</b>	<b>-9</b>	<b>-0.2</b>	<b>28.8</b>	<b>36.0</b>	<b>37.0</b>	<b>1.0</b>	<b>2.8</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table RK0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table RK0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	1,604	1,948	1,967	2,465	498	25.3
12 - REGULAR PAY - OTHER	250	354	1,150	683	-467	-40.6
13 - ADDITIONAL GROSS PAY	33	20	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	381	443	730	698	-32	-4.3
15 - OVERTIME PAY	0	0	0	38	38	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>2,269</b>	<b>2,765</b>	<b>3,847</b>	<b>3,885</b>	<b>38</b>	<b>1.0</b>
20 - SUPPLIES AND MATERIALS	13	27	8	8	0	0.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	6	2	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	1,004	369	119	36	-83	-69.6
70 - EQUIPMENT AND EQUIPMENT RENTAL	88	57	0	36	36	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>1,111</b>	<b>456</b>	<b>127</b>	<b>80</b>	<b>-47</b>	<b>-36.8</b>
<b>GROSS FUNDS</b>	<b>3,380</b>	<b>3,221</b>	<b>3,973</b>	<b>3,965</b>	<b>-9</b>	<b>-0.2</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table RK0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table RK0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	109	117	118	1	1.2	1.0	1.0	0.0
(1050) FINANCIAL MANAGEMENT	0	0	36	36	0.0	0.0	0.0	0.0
(1055) RISK MANAGEMENT	456	343	44	-299	0.0	2.0	0.0	-2.0
(1085) CUSTOMER SERVICE	67	58	0	-58	1.2	1.0	0.0	-1.0
(1090) PERFORMANCE MANAGEMENT	716	676	855	179	5.8	5.0	6.0	1.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>1,348</b>	<b>1,194</b>	<b>1,053</b>	<b>-141</b>	<b>8.1</b>	<b>9.0</b>	<b>7.0</b>	<b>-2.0</b>
<b>(2100) RISK PREVENTION AND SAFETY (RPS)</b>								
(2110) RISK INSPECTIONS AND COORDIN. OF ARMRS	155	296	308	12	2.3	3.0	3.0	0.0
(2120) RISK ANALYSIS	120	230	257	27	1.2	2.0	3.0	1.0
<b>SUBTOTAL (2100) RISK PREVENTION AND SAFETY (RPS)</b>	<b>276</b>	<b>526</b>	<b>566</b>	<b>39</b>	<b>3.4</b>	<b>5.0</b>	<b>6.0</b>	<b>1.0</b>
<b>(3100) INSURANCE PROGRAM</b>								
(3110) INSURANCE ANALYSIS	146	311	384	73	1.2	3.0	5.0	2.0
<b>SUBTOTAL (3100) INSURANCE PROGRAM</b>	<b>146</b>	<b>311</b>	<b>384</b>	<b>73</b>	<b>1.2</b>	<b>3.0</b>	<b>5.0</b>	<b>2.0</b>
<b>(4100) PUBLIC SECTOR WORKER'S COMPENSATION</b>								
(4110) CLAIMS EXAMINATION AND MGMT	445	461	689	228	4.6	4.0	6.0	2.0
(4120) RETURN TO WORK	305	499	272	-227	3.5	5.0	3.0	-2.0
<b>SUBTOTAL (4100) PUBLIC SECTOR WORKER'S COMPENSATION</b>	<b>750</b>	<b>960</b>	<b>962</b>	<b>2</b>	<b>8.1</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0</b>
<b>(6100) TORT LIABILITY PROGRAM</b>								
(6110) CLAIMS EXAMINATION	701	983	1,001	19	8.1	10.0	10.0	0.0
<b>SUBTOTAL (6100) TORT LIABILITY PROGRAM</b>	<b>701</b>	<b>983</b>	<b>1,001</b>	<b>19</b>	<b>8.1</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>3,221</b>	<b>3,973</b>	<b>3,965</b>	<b>-9</b>	<b>28.8</b>	<b>36.0</b>	<b>37.0</b>	<b>1.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Risk Management operates through the following 5 programs:

**Risk Prevention and Safety (RPS) formerly known as Risk Identification, Assessment, and Control (RIAC)** – coordinates the work of Agency Risk Management Representatives (ARMRs) who systematically identify, measure, analyze, and document the District government’s exposure to risk. The program also reviews and guides the activities of agency Risk Assessment Control Committees (RACC) relative to risk management plans. The purpose of the RACC is to maintain, in cooperation with ORM, a proactive and comprehensive program of risk assessment and control for agencies that minimizes the frequency, severity, and probability of losses to which agencies are exposed. It also provides training to increase District employees’ knowledge of risk prevention, including the creation of Emergency Response Plans (ERPs). ERPs include agency evacuation plans and responses to various hazards, including the threat of terrorism (for example, intentional releases of hazardous materials, use of explosive devices, or acts of arson).

This program contains the following 2 activities:

- **Risk Inspections and Coordination of ARMRs** – pursuant to subchapter XX of the Comprehensive Merit Personnel Act, ORM has inspectors who conduct risk assessment and safety inspections of District government buildings. The inspections are based on federal Occupational Safety and Health Act guidelines and are intended to ensure a safe and healthful work environment for employees and users of District government facilities. ORM also coordinates a Risk Management Council that is made up of ARMRs. The Risk Management Council is intended to coordinate the work of ARMRs to reduce District government risk exposure and to cultivate a culture of risk awareness and management in the government; and
- **Risk Analysis** – is tasked with using the information and data from ORM’s various programs, as well as from members of the Risk Management Council and other sources, to conduct analyses for the purpose of reducing the District’s overall exposure to risk.

**Insurance** – administers the Captive Insurance Agency, which provides medical malpractice insurance to non-profit community health clinics in the District, as well as property insurance for risks to District government real property assets for various hazards. In addition, it works closely with the Office of Contracting and Procurement (OCP) to ensure that contracts have the appropriate insurance requirements. The Insurance program also serves as a general resource to all District agencies wishing to obtain policy and other guidance on protecting the District through insurance and other contractual risk management techniques.

This program contains the following activity:

- **Insurance Analysis** – administers the three primary goals of the Insurance program, including the Captive Insurance Agency, the review of OCP contracts, and the provision of guidance to District government agencies on risk management techniques.

**Public Sector Workers’ Compensation** – responds to workplace injuries with the best, most appropriate medical care at a reasonable cost, and to return employees back to work as soon as medically possible. Workers’ Compensation is a system of benefits provided by law for workers who have job-related injuries or illnesses. The Office of Risk Management oversees the management of the Public Sector Workers’ Compensation program through a third-party administrator. Benefits include medical services, vocational rehabilitation, and compensation for permanent loss of use of a body part or function, and death benefits for beneficiaries. Employees are eligible for benefits when an injury or illness arises out of and in the course and scope of his or her employment. The program also oversees a Return-to-Work initiative, which helps employees get back to work as soon as possible after a job-related injury or illness. Return-to-Work is successful when there is communication between the injured worker and his or her agency, a key factor in his or her recovery.

This program contains the following 2 activities:

- **Claims Examination and Management** – oversees the processing of claims for public sector workers' compensation benefits that are filed by District government employees; and
- **Return-to-Work** – coordinates workers' compensation claimants' return to work after they have recovered from their injuries. Claimants are placed into jobs within the District government that are consistent with any modified duty restrictions they may have, or they are connected with job training and vocational rehabilitation services.

**Tort Liability** – investigates and resolves tort liability claims filed against the District of Columbia. Effective January 20, 2004, the Mayor delegated to the Office of Risk Management the authority to accept notice of claim letters under D.C. Official Code § 12-309. As such, individuals can file claims against the District of Columbia for loss, damage, or injury. An action may not be maintained against the District of Columbia for unliquidated damages to person or property unless, within six months after the injury or damage was sustained, the claimant, his agent, or attorney has given notice in writing to the Mayor of the District of Columbia of the approximate time, place, cause, and circumstances of the injury or damage. Under certain circumstances, reports of the Metropolitan Police Department may also satisfy the notice requirement provided that they contain all of the information required by the statute. The Tort Liability program also pursues subrogation claims against third parties whose acts of negligence have resulted in damage to District government property.

This program contains the following activity:

- **Claims Examination** – investigates and resolves tort liability claims filed against the District of Columbia under D.C. Official Code § 12-309, and pursues subrogation claims against third parties.

**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 Risk Management has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table RK0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table RK0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>3,973</b>	<b>36.0</b>
Other CSFL Adjustments	Multiple Programs	-9	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>3,965</b>	<b>36.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	50	1.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-50	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>3,965</b>	<b>37.0</b>

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**Table RK0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>3,965</b>	<b>37.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>3,965</b>	<b>37.0</b>
<b>GROSS FOR RK0 - D.C. OFFICE OF RISK MANAGEMENT</b>		<b>3,965</b>	<b>37.0</b>

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

**FY 2018 Proposed Budget Changes**

The D.C. Office of Risk Management's (ORM) proposed FY 2018 gross budget is \$3,964,691, which represents a less than 1.0 percent decrease from its FY 2017 approved gross budget of \$3,973,395. The budget is comprised entirely of Local funds.

**Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

ORM's FY 2018 CSFL budget is \$3,964,691, which represents an \$8,704, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$3,973,395.

**CSFL Assumptions**

The FY 2018 CSFL calculated for ORM included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$11,672 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$2,968 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

**Agency Budget Submission**

**Increase:** The budget proposal for personal services reflects a net increase of \$49,542 to support 1.0 Full-Time Equivalent for a Program Support Assistant in the Insurance program to provide tracking and support functions.

**Decrease:** In nonpersonal services, ORM's proposed budget includes a net reduction of \$49,542, primarily in the Agency Management program, based on projected reductions for professional services fees and contracts. This adjustment offsets the projected increases in personal services.

**Mayor's Proposed Budget**

**No Change:** Office of Risk Management's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

**District's Proposed Budget**

**No Change:** The D.C. Office of Risk Management's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan\*

D. C. Office of Risk Management (ORM) has the following strategic objectives for FY 2018:

### 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. Identify, measure, analyze and mitigate the District government's exposure to risk and liability.
2. Administer the Public Sector Workers' Compensation Program to provide benefits for disability or death of a District Government employee resulting from personal injury sustained while in the performance of his or her duty.
3. Receives and investigates claims against the District government with the goal of negotiating and preparing claims for fair and timely disposition.
4. Collect monies owed to the District as a result of a Third Party tortfeasors whose negligence or intentional acts result in damages and losses to the District.
5. 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. Identify, measure, analyze and mitigate the District government's exposure to risk and liability. (7 Activities)

Activity Title	Activity Description	Type of Activity
Risk Analysis and Mitigation	Collaborating with all Agency Risk Management Representatives (ARMRs) on emergency response to determine the areas where the District has the greatest exposure to risk and make recommendations to minimize its occurrence.	Daily Service
Site Safety Inspections	ORM's Occupational Safety and Health inspectors conduct inspections of District owned and operated buildings to ensure that building inspections and follow-up inspections are (a) conducted using Occupational Safety and Health Administration's (OSHA) guidelines and (b) communicated to the Directors and Agency Risk Management Representatives (ARMR's) to ensure that the buildings are safe, healthy, and comply with OSHA standards and regulations.	Daily Service
Review Driving Records	ORM, in partnership with other District government agencies, aims to prevent driver negligence of employees who use a District vehicle for business purposes by obtaining and reviewing driving records. Agencies with high risk drivers are alerted and advised to revoke the employees' driving privileges.	Daily Service

(Continued on next page)

**1. Identify, measure, analyze and mitigate the District government's exposure to risk and liability. (7 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Administrator Self-Insurance Program	The Government of the District of Columbia operates as a self-insured entity. When a District agency requires proof of insurance (evidence of self-insurance), the ORM will review and consider all requests for such proof. If the request is approved, a self insurance letter will be issued to the petitioner.	Daily Service
Risk and Insurance Policies	Agencies frequently seek advice from ORM on how to protect the District from risks and liabilities as they carry out agency initiatives, contracts and coordinating special events. A training platform has been developed to review the minimum insurance requirements for contractors and vendors. The following areas were addressed – ORM's purpose, the need for insurance, self insurance programs, the Captive, risk / exposure identification, contract insurance requirements, multiple lines of business and their application, additional insureds, subrogation, Anti-Deficiency Act, indemnification clause, certificates of insurance, contract review, timeline and process for review by ORM.	Daily Service
Real Estate Property Insurance Coverage	ORM, through the Captive Insurance Agency, hired a third-party commercial property insurance broker and purchased commercial property insurance, including terrorism coverage for District-owned property for the purpose of building a stronger District property risk management program through a combination of self-insurance and private insurance.	Daily Service
Mitigate Exposure to Risk And Liability	ORM will be integrating functionality within the ERMS to manage daily operations for each agency.	Key Project

**2. Administer the Public Sector Workers' Compensation Program to provide benefits for disability or death of a District Government employee resulting from personal injury sustained while in the performance of his or her duty. (4 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Manage Claims	The primary goal of the Public Sector Workers' Compensation Program is to respond to workplace injuries with the best, most appropriate medical care at a reasonable cost, and to return employees back to work as soon as medically possible. ORM will work with agency partners to analyze and insure injuries are work related through an integrated, active process.	Daily Service
Ongoing Management Of Accepted Claims	Once a claim is accepted, ORM continuously reviews and analyzes medical and loss wage payments for compensability.	Daily Service
Return Injured Employee Back To Work	Return to work simply means helping an employee get back to work as soon as possible after a job-related injury or illness. Through additional concrete efforts ORM will create alternative methods of support in order to return more employees back to work.	Daily Service

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**2. Administer the Public Sector Workers' Compensation Program to provide benefits for disability or death of a District Government employee resulting from personal injury sustained while in the performance of his or her duty. (4 Activities)**

Activity Title	Activity Description	Type of Activity
Orientations, Trainings And Job Fairs	Returns to work orientations are conducted monthly. The purpose is to educate injured workers on the Return to Work process. Trainings consist of resume writing, basic computer skills, and interview skills. Job fairs are held quarterly, consisting of DC Government agencies and outside organizations who conduct on-the-spot interviews for permanent placement.	Daily Service

**3. Receives and investigates claims against the District government with the goal of negotiating and preparing claims for fair and timely disposition. (4 Activities)**

Activity Title	Activity Description	Type of Activity
Administer the Settlement and Judgement Fund	ORM authorizes pre-litigation settlements through its operation of the tort liability program. ORM continues to improve its analysis and review of payments from the settlement and judgement fund.	Daily Service
Claims For Disposition	The claims adjuster will: 1) contact the claimant and the parties involved 2) contact the District agency involved for internal reports and investigative information 3)gather and inspect all relevant information regarding a claim including photos, quotes, estimates, witness statements, etc. 4) enter additional information/investigation details into claims management system 5) determination to accept or reject a claim.	Daily Service
Assess Liability	Coordination with responsible District agencies to determine whether to accept a claim and enter into a pre-litigation settlement or reject the claim. ORM will reach out the involved agency for supporting documentation in order to assess liability. Upon determination of liability, ORM will reach out the claimant directly.	Daily Service
§12-309 Notices	The Tort Liability Division investigates and resolves claims filed against the District of Columbia pursuant to D.C. Code § 12-309. Individuals can file a tort claim against the District for unliquidated losses (property damage or personal injury) arising out of the actions or inactions of the District and/or its employees. Once a claim has been received and logged into the claims database, it is assigned to an adjuster for investigation and handling.	Daily Service

**4. Collect monies owed to the District as a result of a Third Party tortfeasors whose negligence or intentional acts result in damages and losses to the District. (3 Activities)**

Activity Title	Activity Description	Type of Activity
Assess Liability	Review District agency incident reports and determine if damages and losses to the District is as a result of negligence or intentional act of a third party. ORM assesses liability pursuant to supporting documentation requested and received from agencies.	Daily Service

(Continued on next page)

**4. Collect monies owed to the District as a result of a Third Party tortfeasors whose negligence or intentional acts result in damages and losses to the District. (3 Activities)**

Activity Title	Activity Description	Type of Activity
Subrogation	Provide notice to third party tortfeasors of the District's intent to subrogate and pursue recovery of monies owed to the District as a result of damages and losses due to third party tortfeasors actions. ORM relies on supporting documentation from the agencies to assist in the subrogation process.	Daily Service
Recover Monies Through Subrogation Efforts	Recover monies through subrogation efforts either in resolution of a settlement or lawsuit. ORM's staff will analyze , pursue, and support OAG in litigation efforts to collect on losses incurred by third party actors.	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. Identify, measure, analyze and mitigate the District government’s exposure to risk and liability. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of agencies under the purview of the Mayor that file Cost of Risk reports	No	98%	100%	100%	100%	100%
Percent of eligible facilities for which agencies have submitted an Emergency Response Plan (ERP) for approval by ORM	No	85.6%	94.6%	100%	100%	85%
Percent of known and applicable government real estate property assets insured by private insurance	No	100%	100%	60%	100%	100%

**2. Administer the Public Sector Workers’ Compensation Program to provide benefits for disability or death of a District Government employee resulting from personal injury sustained while in the performance of his or her duty. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of claims opened and assigned within five (5) business days of receipt by ORM's Public Sector Workers' Compensation Program	Yes	Not Available	New Measure	Not Available	New Measure	90%
Percent of employees returning to work compared to the number of claims received	No	Not Available	Not Available	Not Available	70%	70%
Workers’ Compensation claim file closing ratio	No	Not Available	Not Available	Not Available	90%	90%

**3. Receives and investigates claims against the District government with the goal of negotiating and preparing claims for fair and timely disposition. (5 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Amount of monies ORM recovers for the District of Columbia via Subrogation	Yes	Not Available	Not Available	Not Available	New Measure	130,000
Number of days it takes to resolve a Tort claim in the same fiscal year excluding extraordinary cases once agency request is received	Yes	Not Available	New Measure	Not Available	New Measure	25
Percent of claims opened, assigned, and received by adjuster within five (5) business days of receipt by ORM (Tort)	No	Not Available	Not Available	Not Available	90%	90%
Percent of claims where ORM issues an acknowledgement letter within five (5) business days within the claim being opened and assigned	No	Not Available	Not Available	Not Available	95%	95%
The average cost to process a claim per claims specialist	No	Not Available	Not Available	Not Available	159	159

**4. Collect monies owed to the District as a result of a Third Party tortfeasors whose negligence or intentional acts result in damages and losses to the District. (4 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of cases pursued within thirty (30) days of issuance of lien letters in Workers' Compensation	No	Not Available	Not Available	Not Available	100%	80%
Percent of claims recovered within the same fiscal year, excluding extraordinary cases	Yes	Not Available	New Measure	Not Available	New Measure	25%
Ratio of open to closed tort subrogation claim files	No	Not Available	Not Available	Not Available	50%	50%
Ratio of open to closed Workers' Compensation affirmative subrogation actions	No	Not Available	Not Available	Not Available	25%	25%

**5. Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service-Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

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**5. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**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. Conducts site safety inspections of District government properties.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of environmental and safety inspections/re-inspections at District Government buildings conducted by ORM	No	566	619	617

**2. Provide advice to District agencies on risk and insurance policies and practices.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of contract and insurance risk management training sessions offered to agency officials	No	Not Available	6	10

**3. Manage claims submitted by employees to determine if the injury sustained is compensable.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Total new workers’ compensation claims processed with ORM	No	Not Available	Not Available	Not Available

**4. Review the facts and assess the merits of the claims for disposition by way of settlements or denials.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of tort claims closed by ORM (denied and settled)	No	Not Available	Not Available	Not Available
Total number of claims processed by ORM	No	Not Available	Not Available	Not Available
Total number of claims settled by ORM	No	Not Available	Not Available	Not Available

**5. Review District agency incident reports and determine if damages and losses to the District is as a result of negligence or intentional act of a third party.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of subrogation claims pursued	No	Not Available	Not Available	Not Available

**6. Ongoing management of accepted claim for medical treatment and/or indemnity payments.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total workers' compensation claims closed	No	Not Available	Not Available	Not Available

**7. Receive §12-309 notices for alleged claims against the District.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of new tort claims filed with ORM	No	Not Available	Not Available	Not Available
Total number of claims opened and closed (denied and settled) within the same fiscal year	No	Not Available	Not Available	Not Available

**8. Provide notice to third party tortfeasors of the District's intent to subrogate and pursue recovery of monies owed to the District as a result of damages and losses due to third party tortfeasors actions.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of lien notice letters issued	No	Not Available	Not Available	Not Available

**9. Recover monies through subrogation efforts either in resolution of a settlement or lawsuit.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of affirmative subrogation demands pursued after issuance of lien letters by the Workers' Compensation Program.	No	Not Available	Not Available	Not Available
Number of subrogation claims pursued and collected	No	Not Available	Not Available	Not Available
Number of subrogation claims pursued, uncollected and closed	No	Not Available	Not Available	Not Available

**Performance Plan Endnotes**

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



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# D.C. Department of Human Resources

[www.dchr.dc.gov](http://www.dchr.dc.gov)

Telephone: 202-442-9700

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**Table BE0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$17,417,758	\$14,764,934	\$16,028,852	8.6
FTEs	169.3	134.3	167.3	24.6

The mission of the D.C. Department of Human Resources (DCHR) is to strengthen individual and organizational performance and enable the District government to attract, develop, and retain a highly qualified, diverse workforce.

## Summary of Services

DCHR offers executive management to District government officials and agencies by providing personnel-related services to help each agency meet daily mission mandates. Specific services provided include position classification and recruitment services, the interpretation of personnel-related policy, as well as oversight control (such as the adherence to regulatory requirements) for effective recruitment and staffing, strategic and financial restructuring through realignment assistance, and resource management. In addition, the agency provides District government employees with a variety of services, including employee benefits and compensation guidance, performance management, compliance, audit assessments, legal guidance on personnel matters, and learning and development.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table BE0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table BE0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	9,381	8,428	8,866	438	5.2	92.2	84.0	85.0	1.0	1.2
SPECIAL PURPOSE REVENUE FUNDS	587	479	416	-64	-13.3	6.7	6.3	5.3	-1.0	-15.9
<b>TOTAL FOR GENERAL FUND</b>	<b>9,968</b>	<b>8,907</b>	<b>9,282</b>	<b>375</b>	<b>4.2</b>	<b>98.9</b>	<b>90.3</b>	<b>90.3</b>	<b>0.0</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	7,450	5,858	6,747	889	15.2	70.4	44.0	77.0	33.0	75.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>7,450</b>	<b>5,858</b>	<b>6,747</b>	<b>889</b>	<b>15.2</b>	<b>70.4</b>	<b>44.0</b>	<b>77.0</b>	<b>33.0</b>	<b>75.0</b>
<b>GROSS FUNDS</b>	<b>17,418</b>	<b>14,765</b>	<b>16,029</b>	<b>1,264</b>	<b>8.6</b>	<b>169.3</b>	<b>134.3</b>	<b>167.3</b>	<b>33.0</b>	<b>24.6</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table BE0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table BE0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	6,912	7,488	8,303	8,132	-171	-2.1
12 - REGULAR PAY - OTHER	2,840	4,098	1,954	2,970	1,016	52.0
13 - ADDITIONAL GROSS PAY	148	143	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	1,904	1,914	2,050	2,322	271	13.2
15 - OVERTIME PAY	18	22	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>11,821</b>	<b>13,666</b>	<b>12,307</b>	<b>13,424</b>	<b>1,117</b>	<b>9.1</b>
20 - SUPPLIES AND MATERIALS	158	213	127	119	-8	-6.4
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	5	7	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	890	682	566	570	5	0.8
41 - CONTRACTUAL SERVICES - OTHER	3,089	2,836	1,751	1,901	150	8.6
70 - EQUIPMENT AND EQUIPMENT RENTAL	10	15	15	15	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>4,152</b>	<b>3,752</b>	<b>2,458</b>	<b>2,605</b>	<b>147</b>	<b>6.0</b>
<b>GROSS FUNDS</b>	<b>15,973</b>	<b>17,418</b>	<b>14,765</b>	<b>16,029</b>	<b>1,264</b>	<b>8.6</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table BE0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table BE0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	4,509	3,771	3,767	-4	12.1	13.0	13.0	0.0
(1030) PROPERTY MANAGEMENT	4	2	2	0	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	114	189	193	4	1.1	2.0	2.0	0.0
(1085) CUSTOMER SERVICE	354	445	443	-2	6.6	6.0	6.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>4,981</b>	<b>4,406</b>	<b>4,405</b>	<b>-1</b>	<b>19.8</b>	<b>21.0</b>	<b>21.0</b>	<b>0.0</b>
<b>(2000) ADMIN FOR RECRUITMENT AND CLASSIFICATION</b>								
(2010) RECRUITING AND STAFFING	769	0	0	0	11.0	0.0	0.0	0.0
(2050) CLASSIFICATION	2,338	0	0	0	26.0	0.0	0.0	0.0
(2060) COMPENSATION	119	0	0	0	1.1	0.0	0.0	0.0
<b>SUBTOTAL (2000) ADMIN FOR RECRUITMENT AND CLASSIFICATION</b>	<b>3,226</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(2100) GENERAL COUNSEL</b>								
(2120) LEGAL	862	836	732	-105	15.9	6.0	6.0	0.0
<b>SUBTOTAL (2100) GENERAL COUNSEL</b>	<b>862</b>	<b>836</b>	<b>732</b>	<b>-105</b>	<b>15.9</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>
<b>(2200) BENEFITS AND RETIREMENT SERVICES</b>								
(2210) BENEFITS OPERATION UNIT	1,878	1,267	1,548	281	42.8	13.0	16.0	3.0
(2220) POLICE AND FIRE RETIREMENT RELIEF BOARD	294	311	315	5	4.2	3.3	3.3	0.0
<b>SUBTOTAL (2200) BENEFITS AND RETIREMENT SERVICES</b>	<b>2,172</b>	<b>1,578</b>	<b>1,863</b>	<b>285</b>	<b>47.0</b>	<b>16.3</b>	<b>19.3</b>	<b>3.0</b>
<b>(2600) COMPENSATION AND CLASSIFICATION</b>								
(2620) CLASSIFICATION	204	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2600) COMPENSATION AND CLASSIFICATION</b>	<b>204</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(2700) HR SOLUTIONS</b>								
(2710) RECRUITING AND STAFFING	0	1,196	1,258	62	0.0	13.0	14.0	1.0
(2720) CLASSIFICATION	0	653	570	-82	0.0	6.0	5.0	-1.0
(2730) INFORMATION TECHNOLOGY	0	818	875	56	0.0	8.0	8.0	0.0
(2740) ANALYTICS	0	298	323	26	0.0	3.0	3.0	0.0
<b>SUBTOTAL (2700) HR SOLUTIONS</b>	<b>0</b>	<b>2,964</b>	<b>3,026</b>	<b>61</b>	<b>0.0</b>	<b>30.0</b>	<b>30.0</b>	<b>0.0</b>
<b>(3000) LEARNING AND DEV</b>								
(3100) TRAINING AND DEVELOPMENT	1,059	1,179	1,384	205	11.0	11.0	12.0	1.0
(3200) CAPITAL CITY FELLOWS	1,162	374	211	-164	5.5	8.0	3.0	-5.0
(3300) SPECIAL PROGRAMS	665	1,303	1,876	572	0.0	22.0	52.0	30.0
<b>SUBTOTAL (3000) LEARNING AND DEV</b>	<b>2,886</b>	<b>2,857</b>	<b>3,470</b>	<b>613</b>	<b>16.5</b>	<b>41.0</b>	<b>67.0</b>	<b>26.0</b>

**Table BE0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(4000) BUSINESS OPERATIONS GROUP</b>								
(4100) MEASUREMENT, ANALYSIS AND PLANNING	1,926	0	0	0	18.6	0.0	0.0	0.0
<b>SUBTOTAL (4000) BUSINESS OPERATIONS GROUP</b>	<b>1,926</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(4300) STRATEGIC HUMAN CAPITAL</b>								
(4310) PERFORMANCE MEASUREMENT	0	608	619	11	0.0	5.0	5.0	0.0
<b>SUBTOTAL (4300) STRATEGIC HUMAN CAPITAL</b>	<b>0</b>	<b>608</b>	<b>619</b>	<b>11</b>	<b>0.0</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>
<b>(4500) POLICY AND COMPLIANCE</b>								
(4510) COMPLIANCE	630	434	628	194	8.0	5.0	7.0	2.0
(4520) POLICY	531	894	1,091	197	5.5	8.0	10.0	2.0
(4530) COMPENSATION	0	187	195	8	0.0	2.0	2.0	0.0
<b>SUBTOTAL (4500) POLICY AND COMPLIANCE</b>	<b>1,161</b>	<b>1,515</b>	<b>1,914</b>	<b>399</b>	<b>13.5</b>	<b>15.0</b>	<b>19.0</b>	<b>4.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>17,418</b>	<b>14,765</b>	<b>16,029</b>	<b>1,264</b>	<b>169.3</b>	<b>134.3</b>	<b>167.3</b>	<b>33.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The D.C. Department of Human Resources operates through the following 7 divisions:

**General Counsel (GC)** – provides legal support and advice to DCHR management and its various administrations on a wide variety of legal issues to accomplish DCHR's mission. GC also provides legal services and advises District agencies on an assortment of personnel matters arising under the Comprehensive Merit Personnel Act, District Personnel Manual, and other federal and District personnel and employment laws. This division provides legal advice and guidance to both subordinate and independent agencies within the District government regarding matters involving personnel and employment law, and provides litigation support to the Office of the Attorney General and the Police and Firefighters' Retirement and Relief Board within DCHR in a variety of pending legal matters. GC conducts legal sufficiency reviews on both internal DCHR documents and external documents to ensure that everything DCHR produces complies with all governing District laws, federal laws, regulations, and Mayor's Orders. Common legal sufficiency reviews include rules and regulations, Bulletins, Instructions, Administrative Issuances, Memoranda of Understanding (MOUs), disciplinary actions, Fitness for Duty requests, employee suitability determinations, wills, guardianship orders, power of attorney, and Qualified Domestic Relations Orders. GC drafts formal responses to Office of Inspector General complaints, drafts initial answers for Office of Employee Appeals matters, drafts position statements in response to complaints filed at the Office of Human Rights, investigates pay claims and overpayment appeals, and provides legal opinions on behalf of DCHR.

**Benefits and Retirement Administration (BRA)** – is responsible for the service delivery of the District’s benefits program and policies for 32,000 benefit-eligible employees and retirees (pre- and post-October 1, 1987). This includes the plan management, contracting, and communication for all health, voluntary, and retirement programs. In addition, BRA oversees the Police and Firefighters’ Retirement and Relief Board, which makes determinations and decisions on all retirement and survivor benefit claims and cases.

This division contains the following 2 activities:

- **Benefits Operation Unit** – provides benefits services that strengthen individuals and organizational performance and assists in enabling the District government to attract, develop, and retain a well-qualified, diverse workforce through the service delivery of the District’s benefits programs to all eligible employees and retirees; and
- **Police and Fire Retirement Relief Board** – provides oversight and support for the Police and Firefighters Retirement Relief Board (PFRRB). The PFRRB hears and rules on optional, disability and survivor cases pertaining to sworn personnel of the Metropolitan Police Department, Fire and Emergency Medical Services Department, U.S. Park Police, and U.S. Secret Service.

**HR Solutions (HRS)** – provides recruitment, position management, and classification assistance to the District of Columbia government. HRS establishes official classification descriptions, designs and develops classifications, and develops recruitment management policies, procedures, and regulations. HRS delivers expert advice to District government agencies in the areas of classification and classification policies, Fair Labor Standards Act (FLSA), and recruitment and retention issues. HRS provides assistance to HR Advisors and provides staffing and recruitment support to subordinate agencies delegated recruitment and selection authority, as well as other subordinate and independent agencies, and conducts recruitment.

This division contains the following 4 activities:

- **Recruitment and Staffing** – provides recruitment, selection, and placement services to client agencies and oversight controls for effective recruitment and staffing, and provides auditing of subordinate agencies delegated recruitment;
- **Classification** – provides position management and classification support services to District government agencies; provides management and guidance of realignments, reorganizations, and reductions in force; establishes official classifications and descriptions; and develops classification policies, procedures, and regulations;
- **Information Technology** – provides information technology support for both HR applications and infrastructure, provides help desk support for the HR information system, and troubleshoots and resolves errors; and
- **Analytics** – provides data to support recruitment and classification strategies for the District, and evaluates reports and data to assist with data-driven decisions for HR solutions.

**Learning and Development** – provides training, workforce planning, and organizational development programs and activities that increase the knowledge, skills, and competencies of District government employees, to enable them to provide the highest quality and most cost-effective services to the District of Columbia.

This division contains the following 3 activities:

- **Training and Development** – provides training and a professional forum for implementing consortiums and programs that increase knowledge, skills, and competencies of District government employees;

- **Capital City Fellows** - provides central oversight for this two-year training program for recent graduates of master's degree programs in public administration, public policy, urban planning, and related fields while working for the District government; and
- **Special Programs** – designed to increase the capacity of District employees and the residents DCHR serves. Programs include Executive Leadership program; Certified Public Management program; Thriving in the Workplace program; District Leadership program; L.E.A.P. program; and Residents Services Program.

**Strategic Human Capital** – provides oversight and full lifecycle management of the strategic human capital planning process. This includes developing organizational strategies, translating strategy into effective and actionable initiatives, analyzing results and workforce data, reporting on achievements, and providing solutions based on results. The division's activities include benchmarking, researching best practices, and completing business process improvement initiatives. Evaluation processes will monitor for targeted success and ongoing results. Reports and recommendations will be developed to enhance processes and ensure achievement of targeted human capital goals in support of District priorities.

**Policy and Compliance Administration (PCA)** – designs, implements and oversees unified personnel standards to support a safe, effective and best-in-class work environment. The Administration carries out its mission by collaborating with District agencies to develop modern and useful personnel practices, assisting agencies and employees to achieve success through amicable conflict resolution, and auditing and monitoring personnel standards and practices to achieve strategic personnel goals.

This division contains the following 3 activities:

- **Compliance** – audits and monitors employee suitability and agency adherence to federal and District laws, regulations and policies to support the District's strategic staffing objections. This includes, among others, ensuring compliance with criminal and drug screening requirements, residency requirements, and professional licensing verification;
- **Policy** – implements the provisions of the Comprehensive Merit Personnel Act by developing modern and usable personnel tools to ensure a work environment to support superior public service; and
- **Compensation** – provides expert advice to District government management in the areas of compensation, administration of pay schedules, merit pay, compensation policies, and FLSA.

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

### **Division Structure Change**

The D.C. Department of Human Resources has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table BE0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table BE0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>8,428</b>	<b>84.0</b>
Other CSFL Adjustments	Multiple Programs	11	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>8,438</b>	<b>84.0</b>
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-253	-5.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>8,185</b>	<b>79.0</b>
Enhance: To support the Career Pathing Initiative	Learning and Development	251	1.0
Enhance: To support additional FTEs	Policy and Compliance	219	2.0
Enhance: To support additional FTEs (one-time)	Learning and Development	211	3.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>8,866</b>	<b>85.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>8,866</b>	<b>85.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>479</b>	<b>6.3</b>
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-14	0.0
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-50	-1.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>416</b>	<b>5.3</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>416</b>	<b>5.3</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>416</b>	<b>5.3</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>5,858</b>	<b>44.0</b>
Increase: To support additional FTEs	Multiple Programs	880	33.0
Increase: To align resources with operational spending goals	Learning and Development	6	0.0
Increase: To align resources with operational spending goals	Policy and Compliance	4	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>6,747</b>	<b>77.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>6,747</b>	<b>77.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>6,747</b>	<b>77.0</b>
<b>GROSS FOR BE0 - D.C. DEPARTMENT OF HUMAN RESOURCES</b>		<b>16,029</b>	<b>167.3</b>

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

## FY 2018 Proposed Budget Changes

The D.C. Department of Human Resources' (DCHR) proposed FY 2018 gross budget is \$16,028,852, which represents an 8.6 percent increase over its FY 2017 approved gross budget of \$14,764,934. The budget is comprised of \$8,866,053 in Local funds, \$415,501 in Special Purpose Revenue funds, and \$6,747,299 in Intra-District funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DCHR's FY 2018 CSFL budget is \$8,438,418, which represents a \$10,633, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$8,427,785.

## CSFL Assumptions

The FY 2018 CSFL calculated for DCHR included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$9,841 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$83 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DCHR also includes an increase of \$708 for the Fixed Costs Inflation Factor to account for Fixed Costs estimates for fleet services.

## Agency Budget Submission

**Increase:** In Intra-District funds, DCHR proposes an increase of \$879,731 and 33.0 Full-Time Equivalent (FTE) positions across multiple divisions to support Letter of Intent agreements with multiple agencies to provide criminal background checks, drug and alcohol testing, and other DCHR-related services. The proposed budget also reflects an increase of \$9,549, including \$5,673 in the Learning and Development division for Supplies and \$3,876 in the Policy and Compliance division.

**Decrease:** In Local funds, the proposed budget includes a net reduction of \$253,153 and 5.0 FTEs across multiple divisions for Capital City Fellow positions that were scheduled to end in FY 2017.

The proposed budget for Special Purpose Revenue funds contains a decrease of \$13,756 across multiple programs for supplies, and \$49,873 in personal services and 1.0 FTE to align the budget with projected revenue.

## Mayor's Proposed Budget

**Enhance:** In Local funds, DCHR proposes an increase of \$251,000 and 1.0 FTE in the Learning and Development program to support the Career Pathing (Building a Stellar Career) initiative. This includes \$150,122 to acquire a Talent Management System necessary to build and house an electronic career pathing methodology and \$100,878 to fund one new Learning Development Specialist. The proposed budget also increased by \$219,268 and 2.0 FTEs in the Policy and Compliance division. The positions are needed to address increased volume in investigation requests to implement compensation and residency auditing, and to decrease processing time of administrative actions in the Drug and Alcohol Screening program. Additionally, the agency proposed a one-time increase of \$210,520 and 3.0 FTEs for Capital City Fellow positions, limited to a one-year term, in the Learning and Development program.

## District's Proposed Budget

**No Change:** The D.C. Department of Human Resources' budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan\*

D.C. Department of Human Resources (DCHR) has the following strategic objectives for FY 2018:

### 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. DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success.
2. DCHR enhances the pathways, programs, and processes to increase opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory.
3. DCHR increases the pool of highly talented individuals with the acumen, aptitude, and attitude to thrive in District government.
4. 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. DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success. (39 Activities)

Activity Title	Activity Description	Type of Activity
Training Administration/Records	Managing all aspects of the Center for Learning and Development except for instruction itself including customer registration calls, ordering of needed training materials, and providing training to online learning platform.	Daily Service
Technical Assistance	PeopleSoft technical assistance including PeopleSoft password support, error messages, creating reports, and escalation of errors to Office of the Chief Technology Officer (OCTO).	Daily Service
Disability Insurance Management	Running all aspects of the District Government workforce's Disability Insurance Plan.	Daily Service
Health And Wellness Programming	Wellness programs include activities such as exercise, weight-loss competitions, educational seminars, tobacco-cessation programs and health screenings that are designed to help employees eat better, lose weight and improve their overall physical health.	Daily Service
Temporary Continuation of Coverage (COBRA/TCC) Administration	Managing all aspects of TCC for separated employees.	Daily Service
Annual Leave Bank Administration	Running the District Government workforce's Annual Leave Bank.	Daily Service

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**1. DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success. (39 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
HR Program Measurement and Analysis	Measuring and monitoring HR data including responding to data requests, creating dashboards, providing biweekly reports to management; Managing all aspects of the District government's Performance Management Platform.	Daily Service
Customer Service Management	Interfacing with and providing customer care for the DCHR clientele to include calls, emails, walk-ins, and mail. Also includes analyzing visitor trends	Daily Service
Merit Pay/Incentives/Rewards	Executing raises and dispensing bonuses for exceptional service.	Key Project
Employee Verification	Confirming employee employment dates and positions to outside entities such as loan/mortgage companies and apartment leasing offices.	Daily Service
Freedom of Information Act (FOIA) and Litigation Support	Responding to FOIA requests from the public.	Daily Service
Police and Firefighters' Retirement and Relief Board	Providing assistance during the hearings for Police and Firefighter retirements.	Daily Service
Grievances	Handling all policy related aspects of employee grievances.	Daily Service
Employee Relations	Managing employee complaints and concerns.	Daily Service
Span of Control Oversight	Understanding what the District government and its various aspects are responsible for.	Daily Service
Auditing	Reviewing and examining agency compliance with District rules and regulations. Providing recommendations for improvements as needed.	Daily Service
Suitability Actions	Ensuring that employees comply with various requirements of District government employment including conducting applicable background checks.	Daily Service
Family And Medical Leave Act (FMLA) Administration	Managing all aspects of FMLA claims including answering employee questions, verifying agency approved FMLA hours, and when applicable working with the Office of Payroll and Retirement Services to ensure accurate employee access and reporting of FMLA hours. Also includes data analysis of FMLA trends.	Daily Service
Paid Family Leave Administration	Managing all aspects of Paid Family Leave (PFL) claims including answering employee questions, verifying agency approved PFL hours, and when applicable working with the Office of Payroll and Retirement Services to ensure accurate employee access and reporting of PFL hours. Also includes data analysis of PFL trends.	Daily Service
Telework And Alternative Work Schedule Programs	Managing all aspects of the District government's Telework and Alternate Working Schedule (AWS) programs including answer questions, revising policies as needed, and identifying usage trends.	Daily Service
Drug And Alcohol Enforcement Compliance	Drug and Alcohol Enforcement Compliance.	Daily Service
Mayor and DCHR's Administrative Orders/Memorandums	Ensures that community is aware of changes made to the District Personnel Manual through communication sent via email.	Daily Service
Comprehensive Merit Personnel Act	Managing the updates and proposed amendments to the Comprehensive Merit Personnel Act.	Daily Service

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**1. DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success. (39 Activities)**

Activity Title	Activity Description	Type of Activity
Position Classification and Management	Job classification is a system for objectively and accurately defining and evaluating the duties, responsibilities, tasks, and authority level of a job. Position management refers to the HRMS system relationships between organization structure, jobs, positions and employees with all of their associated characteristics. It also needs to incorporate the process of how positions are created and maintained within the organization.	Daily Service
Health and Retirement Plan Management	Running all aspects of the District government workforce's Health and Retirement Plans.	Daily Service
Retirement and Death Claims Processing	Executing all DC government retirements and death claims.	Daily Service
Legal Guidance and Interpretation	Providing legal interpretation of the Comprehensive Merit Personnel Act when it pertains to legislation changes.	Daily Service
Displaced Employee Programs	DCHR assists employees displaced due to reduction-in-force or otherwise rendered without employment through no fault of their own. This assistance is primarily in the form of assisting with finding employment.	Daily Service
Exit Interviews and Off-Boarding	Transitioning employees from District government service by providing information regarding temporary benefits coverage, leave payments, and severance, if applicable. Also includes analysis of exit interview data trends.	Daily Service
Records Management	Maintaining the District government workforce's employee records; specifically their Official Personnel Files.	Daily Service
Compensation Management	Aligning employee compensation with internal and industry standards and practices.	Daily Service
Criminal Background Check Compliance	Ensuring that District government employees pass a criminal background check.	Daily Service
Credentialing (Issuing and Revoking Badges)	Issuing ID badges required in secure areas of the facilities, such as employee work spaces.	Daily Service
Organizational Development Consulting	Advising agencies on organizational structure and processes.	Daily Service
Realignments/Reorganizations	DCHR assists with the movement of District employees when there is a transfer, consolidation, abolition or authorization of functions or hierarchy of an agency between or among a District government agency or agencies, that affects the structure or structures of the agency or agencies. DCHR also assists with the movement of District employees when an agency takes an action that affects the internal structure or functions of an agency, but does not constitute a reorganization.	Daily Service
Shared Services	The consolidation of administrative and support functions from several agencies into a single, stand-alone organizational entity (DCHR).	Key Project
Drafting Responses	Drafting responses to formal inquiries, investigations, or anything else DCHR is required to respond to by law (e.g. Office of the Inspector General investigations, pay claims, overpayment appeals).	Daily Service

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**1. DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success. (39 Activities)**

Activity Title	Activity Description	Type of Activity
Filings Before Administrative Tribunals	Filings before administrative tribunals (Office of Human Rights, Office of Employee Appeals, Equal Employment Opportunity Commission).	Daily Service
District Personnel Manual	Policy development, amendment, and guidance/interpretation of D.C. personnel regulations contained in the DC Municipal Regulations/District Personnel Manual.	Daily Service

**2. DCHR enhances the pathways, programs, and processes to increase opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory. (7 Activities)**

Activity Title	Activity Description	Type of Activity
Tuition Reimbursement – University Partnerships	Partnering with universities to ensure that employees have tuition reimbursement- capped at a certain amount.	Key Project
Succession Planning	Preparing for wave of retirements and loss of institutional knowledge.	Key Project
Training Resources	Instructional resources outside of the classroom including working with the online training vendor, securing rooms and materials for training.	Daily Service
Employee Performance Management	Running DCHR’s Performance Management system including customer care, training, reporting, and managing all aspects of the DC Government’s personnel performance management platform.	Daily Service
Learning And Development Programs	Coursework designed and/or led by Center for Learning and Development, including vendor-led training. Includes development programs such as, Certified Public Managers, District Leadership Program, Capital City Fellows and Learn, Earn, Advance, Prosper (LEAP).	Daily Service
Employee Engagement Programming	Raising the morale of the District Government workforce through programming.	Key Project
Professional Certification Program	Developing the District Government's workforce through certification opportunities.	Daily Service

**3. DCHR increases the pool of highly talented individuals with the acumen, aptitude, and attitude to thrive in District government. (4 Activities)**

Activity Title	Activity Description	Type of Activity
Onboarding	Transitioning employees to District Government service includes providing information of government ethics, benefits, and common workplace practices.	Daily Service
Executive/Excepted Service Hiring	Hiring the District Government's executive leadership and positions excepted from competitive hiring practices.	Daily Service
Recruitment And Staffing Services	Recruiting and hiring the District Government's managerial and non-managerial personnel according to the dictates of the DC Government's hiring practices.	Daily Service
Residency Preference Compliance	Ensuring that those District employees who say they live in the District actually do.	Daily Service

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## 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. DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average cost per personnel action	No	Not Available	\$95.40	\$74.10	\$81.51	\$81.50
Average number of days to fill vacancy from post to offer acceptance	No	83	86.3	75	80	78
New Hire Turnover Rate	No	12%	Not Available	14%	16%	16%
Percent of new hires that are DC residents	No	49.9%	50.4%	60%	60%	60%
Percent of personnel actions completed within same pay period of effective date	No	38.9%	33.4%	50%	60%	65%

### 2. DCHR enhances the pathways, programs, and processes to increase opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of employees under the Mayor's authority enrolled in telecommuting and alternate work schedule program	No	12%	13%	14%	15%	15%

### 3. DCHR increases the pool of highly talented individuals with the acumen, aptitude, and attitude to thrive in District government. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Internal hire rate (Percent of total hires)	No	9%	Not Available	11%	11%	11%
Percent of employee performance evaluations completed	No	69.2%	83.3%	75%	88%	88%
Percent of employee performance plans completed	No	90.1%	91.4%	90%	87%	92%
Percent of employees participating in deferred compensation program	No	30.7%	36.6%	54%	45%	45%
Upward Mobility Rate (Promotion Rate)	No	8%	Not Available	10%	12%	12%

### 4. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

(Continued on next page)

**4. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**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. Training Administration/Records**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of individual trainings completed	No	Not Available	Not Available	Not Available
Number of unique employees completing training	No	Not Available	Not Available	17,792

**2. Customer Service Management**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of customer resource center walk-ins	No	Not Available	Not Available	13,666

**3. Drug and Alcohol Enforcement Compliance**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of drug/alcohol tests of incumbent employees	No	Not Available	Not Available	981

**4. Retirement and Death Claims Processing**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of retirements	No	Not Available	Not Available	694

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## 5. Recruitment and Staffing Services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of job postings	No	Not Available	Not Available	2,340
Number of new hires	No	Not Available	Not Available	7,275
Percent of all employees who are District residents	No	Not Available	Not Available	43.7%

### Performance Plan Endnotes

\* For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



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# Office of Disability Rights

**www.odr.dc.gov**

**Telephone: 202-724-5055**

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**Table JR0-1**

<b>Description</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>% Change</b>
	<b>Actual</b>	<b>Approved</b>	<b>Proposed</b>	<b>from FY 2017</b>
OPERATING BUDGET	\$1,804,600	\$1,769,855	\$2,025,623	14.5
FTEs	10.6	11.0	12.0	9.1

The mission of the Office of Disability Rights (ODR) is to ensure that every program, service, benefit, and activity operated or funded by the District of Columbia is fully accessible to, and usable by, qualified people with disabilities, with or without reasonable accommodations or modifications.

## **Summary of Services**

ODR is responsible for oversight of the District's obligations under the Americans with Disabilities Act (ADA), as well as other federal and local disability rights laws. ODR provides technical assistance, training, informal dispute resolution, policy guidance, and expertise on disability rights issues to District agencies and the disability community. ODR coordinates the ADA compliance efforts of all District agencies and works with agency ADA coordinators to ensure that the District is responsive to the needs of the disability community and employees with disabilities.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table JR0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table JR0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	983	1,103	1,105	2	0.2	7.6	8.0	9.0	1.0	12.5
<b>TOTAL FOR GENERAL FUND</b>	<b>983</b>	<b>1,103</b>	<b>1,105</b>	<b>2</b>	<b>0.2</b>	<b>7.6</b>	<b>8.0</b>	<b>9.0</b>	<b>1.0</b>	<b>12.5</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	518	522	628	106	20.3	3.0	3.0	3.0	0.0	0.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>518</b>	<b>522</b>	<b>628</b>	<b>106</b>	<b>20.3</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	303	145	293	148	102.5	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>303</b>	<b>145</b>	<b>293</b>	<b>148</b>	<b>102.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>1,805</b>	<b>1,770</b>	<b>2,026</b>	<b>256</b>	<b>14.5</b>	<b>10.6</b>	<b>11.0</b>	<b>12.0</b>	<b>1.0</b>	<b>9.1</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table JR0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table JR0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	959	963	1,048	1,033	-14	-1.3
12 - REGULAR PAY - OTHER	0	2	0	49	49	N/A
13 - ADDITIONAL GROSS PAY	0	13	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	195	202	230	236	5	2.4
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>1,154</b>	<b>1,180</b>	<b>1,278</b>	<b>1,318</b>	<b>40</b>	<b>3.1</b>
20 - SUPPLIES AND MATERIALS	5	9	6	11	5	73.1
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	0	0	8	8	N/A
40 - OTHER SERVICES AND CHARGES	222	270	271	385	114	41.9
41 - CONTRACTUAL SERVICES - OTHER	221	319	197	291	94	47.5
70 - EQUIPMENT AND EQUIPMENT RENTAL	11	27	17	13	-4	-24.6
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>458</b>	<b>625</b>	<b>492</b>	<b>708</b>	<b>216</b>	<b>43.9</b>
<b>GROSS FUNDS</b>	<b>1,612</b>	<b>1,805</b>	<b>1,770</b>	<b>2,026</b>	<b>256</b>	<b>14.5</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table JR0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table JR0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1030) PROPERTY MANAGEMENT	0	0	0	0	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	17	3	3	0	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	344	394	415	22	2.9	3.0	4.0	1.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>360</b>	<b>397</b>	<b>419</b>	<b>22</b>	<b>2.9</b>	<b>3.0</b>	<b>4.0</b>	<b>1.0</b>
<b>(2000) DISABILITY RIGHTS</b>								
(2005) OPERATIONS	12	21	28	7	0.0	0.0	0.0	0.0
(2010) TRAINING AND TECHNICAL ASSISTANCE	138	165	159	-6	1.5	1.6	1.6	0.0
(2015) PUBLIC INFORMATION AND OUTREACH	0	1	1	0	0.0	0.0	0.0	0.0
(2020) EVALUATION AND COMPLIANCE	731	617	742	125	2.9	3.0	3.0	0.0
(2030) INVESTIGATIONS	46	47	49	2	0.4	0.4	0.4	0.0
(2040) STATE DEVELOPMENTAL DISABILITIES COUNCIL	518	522	628	106	3.0	3.0	3.0	0.0
<b>SUBTOTAL (2000) DISABILITY RIGHTS</b>	<b>1,444</b>	<b>1,373</b>	<b>1,607</b>	<b>234</b>	<b>7.8</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>1,805</b>	<b>1,770</b>	<b>2,026</b>	<b>256</b>	<b>10.6</b>	<b>11.0</b>	<b>12.0</b>	<b>1.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Disability Rights operates through the following 2 programs:

**Disability Rights** – promotes the accessibility of District of Columbia government programs and services for individuals with disabilities by coordinating and overseeing a District-wide compliance program.

This program contains the following 6 activities:

- **Operations** – provides overall direction, leadership, and coordination of, and guidance on, activities related to the centralized administrative support system; establishes procedures and protocols for unified operations within the agency; and assists in facilities management;
- **Training and Technical Assistance** – provides ongoing training and technical assistance to the agency's ADA coordinators and personnel;

- **Public Information and Outreach** – provides information through published literature, and provides assistance and referrals to individuals who have questions about disability rights or are experiencing obstacles to receiving services;
- **Evaluation and Compliance** – evaluates the District’s compliance with the ADA, section 504 of the Rehabilitation Act, and the disability rights provisions of the Human Rights Act; reports deficiencies to the Office of Human Rights; makes recommendations for addressing deficiencies to the Mayor; and coordinates, facilitates, and supports the Mayor’s Committee on Persons with Disabilities;
- **Investigations** – provides informal dispute resolution into actions or inactions of agencies in alleged violation of the ADA, the District of Columbia Disability Rights Protection Act, and other disability-related civil rights legislation; and
- **State Developmental Disabilities Council (DDC)** – houses the District of Columbia Developmental Disabilities Council (DDC) and D.C. Commission on Persons with Disabilities (DCCPD). The DDC is a Mayoral appointed body established in accordance with the mandates of the D.C. Developmental Disabilities Basic State Grant Program. It is an independent, community-based advisory committee funded by the Administration on Intellectual and Developmental Disabilities, U.S. Department of Health and Human Services. It is charged with identifying and addressing the most pressing needs of people with developmental disabilities in the District. The DCCPD advocates on behalf of persons with disabilities and their families to promote inclusive communities and service delivery systems and to provide opportunities for public input, outreach, and education. The DCCPD also facilitates ODR’s collaboration with the Office of Human Rights, the Department on Disability Services, and all other agencies, boards, and commissions of the District of Columbia that affect the lives of residents with disabilities to comprehensively implement ADA compliance and training programs.

**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 Disability Rights has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table JR0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table JR0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,103</b>	<b>8.0</b>
Other CSFL Adjustments	Multiple Programs	3	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>1,106</b>	<b>8.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	38	1.0
Increase: To align Fixed Costs with proposed estimates	Disability Rights	8	0.0
Decrease: To partially offset projected adjustments in personal services costs	Multiple Programs	-46	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,106</b>	<b>9.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor’s Proposed Budget</b>		<b>1,106</b>	<b>9.0</b>
Reduce: To recognize cost savings in nonpersonal services	Disability Rights	-1	0.0
<b>LOCAL FUNDS: FY 2018 District’s Proposed Budget</b>		<b>1,105</b>	<b>9.0</b>

**Table JR0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>522</b>	<b>3.0</b>
Increase: To align budget with projected grant awards	Disability Rights	106	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>628</b>	<b>3.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>628</b>	<b>3.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>628</b>	<b>3.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>145</b>	<b>0.0</b>
Increase: To align resources with operational spending goals	Disability Rights	148	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>293</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>293</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>293</b>	<b>0.0</b>
<b>GROSS FOR JR0 - OFFICE OF DISABILITY RIGHTS</b>		<b>2,026</b>	<b>12.0</b>

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

## FY 2018 Proposed Budget Changes

The Office of Disability Rights' (ODR) proposed FY 2018 gross budget is \$2,025,623, which represents a 14.5 percent increase over its FY 2017 approved gross budget of \$1,769,855. The budget is comprised of \$1,105,023 in Local funds, \$627,967 in Federal Grant funds, and \$292,633 in Intra-District funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

ODR's FY 2018 CSFL budget is \$1,106,023, which represents a \$2,865, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$1,103,158.

## CSFL Assumptions

The FY 2018 CSFL calculated for ODR included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$170 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$3,723 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Additionally, a decrease of \$687 for the Fixed Costs Inflation Factor accounts for fleet services estimates.

## Agency Budget Submission

**Increase:** ODR's proposed Local funds budget reflects an increase of \$37,873 and 1.0 FTE, primarily in the Agency Management program, which will allow the agency to hire a Front Desk Clerk. Additionally, the proposed budget for the Disability Rights program increased by \$8,028 to cover projected Telecommunication Fixed Costs.

ODR's FY 2018 proposed Federal Grant funds budget reflects an increase of \$105,794 to support projected grant awards from the Developmental Disabilities Council.

In Intra-District funds, the nonpersonal services budget increased by \$148,109 to align funding with the revised estimates for ODR's Sign Language Interpretation Memoranda of Understanding with multiple District agencies.

**Decrease:** The proposed Local funds nonpersonal services budget decreased by \$45,901, primarily in the Disability Rights program.

### **Mayor's Proposed Budget**

**No Change:** The Office of Disability Rights' budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### **District's Proposed Budget**

**Reduce:** The Office of Disability Rights' budget proposal reflects a reduction of \$1,000 in nonpersonal services to account for projected savings in conference fees in the Disability Rights program.

## Agency Performance Plan\*

Department of Disability Rights (ODR) has the following objectives for FY 2018:

### 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. Be a model city of structural, programmatic, and social accessibility for people with disabilities.
2. Improve the responsiveness of government systems and employees to the needs of people with disabilities.
3. Increase employment of people with disabilities in DC government.
4. Expand opportunities for people with disabilities to live in integrated community settings.
5. 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. Be a model city of structural, programmatic, and social accessibility for people with disabilities. (3 Activities)

Activity Title	Activity Description	Type of Activity
Effective Communication Program	Coordinate city-wide Sign Language Interpretation services, Braille printing, or other reasonable accommodations for the purpose of communicating with constituents.	Daily Service
Assess District-Owned Buildings	Survey and evaluate District-owned building for accessibility to persons with disabilities and the aging population.	Daily Service
Complaints, Information, Technical Assistance	Provide information and technical assistance to residents, employees, and visitors of the District, as related to Americans with Disabilities Act (ADA) laws.	Daily Service

#### 2. Improve the responsiveness of government systems and employees to the needs of people with disabilities. (1 Activity)

Activity Title	Activity Description	Type of Activity
Agency Database Compliance	ODR requests that all agency ADA Coordinators input all requests for reasonable accommodations and allegations of disability discrimination into Quickbase for ODR review and recommendations.	Daily Service

#### 3. Increase employment of people with disabilities in DC government. (2 Activities)

Activity Title	Activity Description	Type of Activity
ADA Training	Provide trainings focused on the Americans with Disabilities Act (ADA) and other law related to the District's disability population.	Daily Service

(Continued on next page)

**3. Increase employment of people with disabilities in DC government. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Reasonable Accommodations Oversight	Provide technical assistance and oversight to District government agencies providing reasonable accommodations to its employee.	Daily Service

**4. Expand opportunities for people with disabilities to live in integrated community settings. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Olmstead Initiative	Manage the implementation of the city-wide Olmstead Initiative (oversight of reporting and outreach).	Key Project
Outreach and Wellness Events	Provide outreach, education, and information to constituents related to disability issues.	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. Be a model city of structural, programmatic, and social accessibility for people with disabilities. (4 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of complaints, information, technical assistance, and reasonable accommodations (CITAs) requests addressed within 30 days of request	No	96%	98.8%	85%	90%	90%
Percent of District-owned buildings assessments within 30 days of the request	No	95.5%	100%	85%	90%	90%
Percent of homeless shelters surveyed within 30 days of request	No	Not Available	100%	Not Available	85%	85%
Percent of sign language interpretation scheduled within four days of the request	No	100%	100%	100%	100%	100%

**2. Improve the responsiveness of government systems and employees to the needs of people with disabilities. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of DC employees, contractors, and grantees receiving ADA training	No	5,103	5,180	1,250	1,250	1,500
Percent of accessibility reports which are completed within 30 days of the request	No	Not Available	95.5%	Not Available	90%	85%

**3. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- expendable budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- meeting service level agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- employee onboard time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- vacancy rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- employee performance plan completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Effective Communication Program

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Effective Communication Program (ECP): The number of requests for sign language interpretation and/or other assistive technology	No	Not Available	Not Available	442

### 2. Assess District-owned Buildings

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Conduct survey to determine accessibility of District-owned buildings	No	Not Available	Not Available	207

### 3. Complaints, Information, Technical Assistance (CITA)

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of CITAs from residents, employees, and visitors to the District	No	Not Available	Not Available	784

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#### 4. Outreach and Wellness Events

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of attendees and facilitators at the Mayor's Annual Disability Awareness Expo and other ODR-sponsored wellness events	No	Not Available	Not Available	250

#### Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Captive Insurance Agency

**Table RJ0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change from FY 2017</b>
OPERATING BUDGET	\$2,017,267	\$2,308,123	\$2,320,321	0.5
FTEs	0.1	1.0	2.0	100.0

The mission of the Captive Insurance Agency (“the Captive”) is to provide medical malpractice insurance for local non-profit health centers, as well as property insurance for District government real property assets. The Captive was created by statute in 2008 and is administered by the Chief Risk Officer, Office of Risk Management (ORM). ORM incorporated the Captive and began writing medical malpractice insurance policies in FY 2008. In FY 2014, the scope of the Captive was expanded to include property insurance. The liability of the agency is limited to the funds available to the Captive's participants.

The agency’s FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table RJ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table RJ0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	2,007	2,072	2,123	51	2.5	0.0	0.0	1.0	1.0	N/A
SPECIAL PURPOSE REVENUE FUNDS	10	237	197	-39	-16.6	0.1	1.0	1.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>2,017</b>	<b>2,308</b>	<b>2,320</b>	<b>12</b>	<b>0.5</b>	<b>0.1</b>	<b>1.0</b>	<b>2.0</b>	<b>1.0</b>	<b>100.0</b>
<b>GROSS FUNDS</b>	<b>2,017</b>	<b>2,308</b>	<b>2,320</b>	<b>12</b>	<b>0.5</b>	<b>0.1</b>	<b>1.0</b>	<b>2.0</b>	<b>1.0</b>	<b>100.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table RJ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table RJ0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	0	9	135	216	81	59.9
14 - FRINGE BENEFITS - CURRENT PERSONNEL	0	1	32	51	19	59.9
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>10</b>	<b>167</b>	<b>266</b>	<b>100</b>	<b>59.9</b>
20 - SUPPLIES AND MATERIALS	5	6	16	16	0	0.0
40 - OTHER SERVICES AND CHARGES	2,206	2,002	2,126	2,038	-88	-4.1
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>2,211</b>	<b>2,007</b>	<b>2,142</b>	<b>2,054</b>	<b>-88</b>	<b>-4.1</b>
<b>GROSS FUNDS</b>	<b>2,211</b>	<b>2,017</b>	<b>2,308</b>	<b>2,320</b>	<b>12</b>	<b>0.5</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table RJ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table RJ0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MGMT PROGRAM</b>								
(1010) PERSONNEL	0	0	1	1	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) AGENCY MGMT PROGRAM</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(2000) CAPTIVE OPERATIONS</b>								
(2001) OVERSIGHT	2,007	2,238	2,019	-219	0.0	1.0	0.0	-1.0
(2002) GROWTH AND INCOME STRATEGY AND MGMT	10	70	300	230	0.1	0.0	2.0	2.0
<b>SUBTOTAL (2000) CAPTIVE OPERATIONS</b>	<b>2,017</b>	<b>2,308</b>	<b>2,319</b>	<b>11</b>	<b>0.1</b>	<b>1.0</b>	<b>2.0</b>	<b>1.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>2,017</b>	<b>2,308</b>	<b>2,320</b>	<b>12</b>	<b>0.1</b>	<b>1.0</b>	<b>2.0</b>	<b>1.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Captive Insurance Agency operates through the following 2 programs:

**Captive Operations** – funds the management and insurance policies of the Captive Insurance Agency. The Office of Risk Management underwrites and administers medical malpractice insurance policies to non-profit community health centers and offers gap insurance to Federally Qualified Health Centers for claims that are not covered by the Federal Tort Claims Act. It also provides property insurance for risks to District government real property assets for various hazards.

This program contains the following 2 activities:

- **Oversight** – the Chief Risk Officer, with the advice of the Captive Advisory Council, administers the Captive by hiring a Captive manager and other staff, including legal staff; and
- **Growth and Income Strategy and Management** – distributes payments and collects premium and interest income on behalf of the Captive for the establishment, operation, and administration of the agency.

**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 proposed program structure changes are provided in the Agency Realignment appendix to the proposed budget, which is located at [www.cfo.dc.gov](http://www.cfo.dc.gov) on the Annual Operating Budget and Capital Plan page.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table RJ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table RJ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>2,072</b>	<b>0.0</b>
Other CSFL Adjustments	Multiple Programs	51	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>2,123</b>	<b>0.0</b>
Increase: To support additional FTEs	Captive Operations	103	1.0
Decrease: To offset projected adjustments in personal services costs	Multiple Programs	-103	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>2,123</b>	<b>1.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>2,123</b>	<b>1.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>2,123</b>	<b>1.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>237</b>	<b>1.0</b>
Decrease: To align budget with projected revenues	Captive Operations	-39	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>197</b>	<b>1.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>197</b>	<b>1.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>197</b>	<b>1.0</b>
<b>GROSS FOR RJ0 - CAPTIVE INSURANCE AGENCY</b>		<b>2,320</b>	<b>2.0</b>

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

## FY 2018 Proposed Budget Changes

The Captive Insurance Agency's proposed FY 2018 gross budget is \$2,320,321, which represents a less than 1.0 percent increase over its FY 2017 approved gross budget of \$2,308,123. The budget is comprised of \$2,122,921 in Local funds and \$197,400 in Special Purpose Revenue funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

The Captive Insurance Agency's FY 2018 CSFL budget is \$2,122,921, which represents \$51,388, or 2.5 percent, increase over the FY 2017 approved Local funds budget of \$ 2,071,533.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for the Captive Insurance Agency included adjustment entries that are not described in detail on table 5. This adjustment include an increase of \$51,388 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

### **Agency Budget Submission**

**Increase:** The FY 2018 proposed Local funds budget reflects an increase of \$102,969 and 1.0 Full-Time Equivalent to align the budget with projected personal services costs, including support for a new Program Analyst position.

**Decrease:** The FY 2018 proposed Local funds budget includes a net decrease in nonpersonal services of \$102,969 across multiple programs, which offsets the increase in personal services. This amount includes a reduction of \$104,040 from the Captive Operations program, offset by an increase of \$1,071 to the Agency Management program.

The proposed Special Purpose Revenue funds budget reflects a net decrease of \$39,190 in the Captive Operations program, primarily in nonpersonal services, to align the budget with projected revenues.

### **Mayor's Proposed Budget**

**No Change:** The Captive Insurance Agency's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### **District's Proposed Budget**

**No Change:** The Captive Insurance Agency's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.



# Office of Finance and Resource Management

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**Table AS0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$30,410,138	\$36,524,190	\$37,533,928	2.8
FTEs	42.2	44.0	45.0	2.3

The mission of the Office of Finance and Resource Management (OFRM) is to provide financial and resource management services to various District of Columbia government agencies. OFRM will promote the effective management of the District's resources by continuously seeking improvements in operational efficiency on behalf of the government and the residents of the District.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AS0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table AS0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	20,800	23,380	24,264	885	3.8	37.3	38.8	38.0	-0.8	-2.0
SPECIAL PURPOSE REVENUE FUNDS	238	407	442	35	8.5	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>21,037</b>	<b>23,787</b>	<b>24,706</b>	<b>919</b>	<b>3.9</b>	<b>37.3</b>	<b>38.8</b>	<b>38.0</b>	<b>-0.8</b>	<b>-2.0</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	9,373	12,737	12,828	90	0.7	4.9	5.2	7.0	1.8	34.1
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>9,373</b>	<b>12,737</b>	<b>12,828</b>	<b>90</b>	<b>0.7</b>	<b>4.9</b>	<b>5.2</b>	<b>7.0</b>	<b>1.8</b>	<b>34.1</b>
<b>GROSS FUNDS</b>	<b>30,410</b>	<b>36,524</b>	<b>37,534</b>	<b>1,010</b>	<b>2.8</b>	<b>42.2</b>	<b>44.0</b>	<b>45.0</b>	<b>1.0</b>	<b>2.3</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AS0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table AS0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	3,996	4,198	4,635	4,879	244	5.3
12 - REGULAR PAY - OTHER	75	58	95	47	-48	-50.8
13 - ADDITIONAL GROSS PAY	0	32	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	872	856	1,083	1,065	-18	-1.7
15 - OVERTIME PAY	7	7	4	4	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>4,949</b>	<b>5,152</b>	<b>5,817</b>	<b>5,995</b>	<b>178</b>	<b>3.1</b>
20 - SUPPLIES AND MATERIALS	37	50	20	50	30	150.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	23,382	24,861	30,618	31,284	666	2.2
40 - OTHER SERVICES AND CHARGES	155	282	59	166	106	178.5
41 - CONTRACTUAL SERVICES - OTHER	120	0	0	0	0	N/A
70 - EQUIPMENT AND EQUIPMENT RENTAL	25	65	10	40	30	300.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>23,719</b>	<b>25,258</b>	<b>30,707</b>	<b>31,539</b>	<b>832</b>	<b>2.7</b>
<b>GROSS FUNDS</b>	<b>28,668</b>	<b>30,410</b>	<b>36,524</b>	<b>37,534</b>	<b>1,010</b>	<b>2.8</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AS0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table AS0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	261	281	280	-1	1.6	2.4	2.4	0.0
(1020) CONTRACTING AND PROCUREMENT	87	92	91	-1	0.6	0.6	0.6	0.0
(1040) INFORMATION MANAGEMENT	5	0	0	0	0.0	0.0	0.0	0.0
(1050) FINANCIAL MANAGEMENT	109	35	90	55	0.0	0.0	0.0	0.0
(1070) FLEET MANAGEMENT	1	3	1	-2	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	1	4	4	0	0.7	0.0	0.0	0.0
(1085) CUSTOMER SERVICE	152	198	80	-119	1.9	2.0	1.0	-1.0
(1090) PERFORMANCE MANAGEMENT	633	681	672	-8	2.9	3.0	3.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>1,249</b>	<b>1,295</b>	<b>1,218</b>	<b>-77</b>	<b>7.7</b>	<b>8.0</b>	<b>7.0</b>	<b>-1.0</b>
<b>(2000) FINANCIAL MANAGEMENT</b>								
(2100) ACCOUNTING	2,114	2,155	2,326	171	17.2	19.0	20.0	1.0
(2200) BUDGET FORMULATION AND PLANNING	1,746	1,955	2,344	389	13.5	13.0	16.0	3.0
(2500) FIXED COSTS	24,318	29,713	31,284	1,571	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) FINANCIAL MANAGEMENT</b>	<b>28,177</b>	<b>33,824</b>	<b>35,954</b>	<b>2,131</b>	<b>30.7</b>	<b>32.0</b>	<b>36.0</b>	<b>4.0</b>
<b>(3000) RESOURCE MANAGEMENT</b>								
(3100) RESOURCE MANAGEMENT	984	1,406	361	-1,044	3.8	4.0	2.0	-2.0
<b>SUBTOTAL (3000) RESOURCE MANAGEMENT</b>	<b>984</b>	<b>1,406</b>	<b>361</b>	<b>-1,044</b>	<b>3.8</b>	<b>4.0</b>	<b>2.0</b>	<b>-2.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>30,410</b>	<b>36,524</b>	<b>37,534</b>	<b>1,010</b>	<b>42.2</b>	<b>44.0</b>	<b>45.0</b>	<b>1.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Finance and Resource Management operates through the following 3 programs:

**Financial Management** – provides financial management services to enable agencies to accomplish programmatic goals and ensure financial health and positive recognition of the agency and the District of Columbia government.

This program contains the following 3 activities:

- **Accounting** – provides accounts payable and accounts receivable services to cluster agencies; processes all vendor invoice payments ensuring that the provisions of the District’s Quick Payment Act are adhered to; reconciles all agency-controlled cash accounts; processes all check payments and cash receipts within 24 hours; processes accounting journal entries for cluster agencies and records all financial events in the accounting system within the required timeframes; manages and directs the monthly, interim, and annual closings; and completes cash drawdowns for agencies with federal grant programs;
- **Budget Formulation and Planning** – provides and develops the annual budgets in conjunction with the cluster agencies; provides budget execution, financial analysis, forecasting, and reporting functions on behalf of the agencies in the cluster; and approves and tracks all agency obligations and commitments; and
- **Fixed Costs** – provides timely and accurate fixed costs payments to District vendors and ensures that expenditures are accurately billed to the applicable cluster agency.

**Resource Management** – performs due diligence analysis to identify financial waste and abuse and accounts for the use of all dollars expended from budgets of client agencies that are related to fixed costs.

**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 Finance and Resource Management has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table AS0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table AS0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>23,380</b>	<b>38.8</b>
Other CSFL Adjustments	Multiple Programs	2,017	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>25,397</b>	<b>38.8</b>
Increase: To align resources with operational spending goals	Multiple Programs	107	0.0
Increase: To partially offset projected adjustments in personal services costs	Agency Management	60	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-59	0.0
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-105	-0.8
Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	-1,135	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>24,264</b>	<b>38.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor’s Proposed Budget</b>		<b>24,264</b>	<b>38.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District’s Proposed Budget</b>		<b>24,264</b>	<b>38.0</b>

**Table AS0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>407</b>	<b>0.0</b>
Increase: To align Fixed Costs with proposed estimates	Financial Management	35	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>442</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>442</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>442</b>	<b>0.0</b>
 <b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		 <b>12,737</b>	 <b>5.2</b>
Increase: To support additional FTEs	Financial Management	235	1.8
Decrease: To align Fixed Costs with proposed estimates	Financial Management	-145	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>12,828</b>	<b>7.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>12,828</b>	<b>7.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>12,828</b>	<b>7.0</b>
 <b>GROSS FOR AS0 - OFFICE OF FINANCE AND RESOURCE MANAGEMENT</b>		 <b>37,534</b>	 <b>45.0</b>

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

## FY 2018 Proposed Budget Changes

The Office of Finance and Resource Management's (OFRM) proposed FY 2018 gross budget is \$37,533,928, which represents a 2.8 percent increase over its FY 2017 approved gross budget of \$36,524,190. The budget is comprised of \$24,264,179 in Local funds, \$442,218 in Special Purpose Revenue funds, and \$12,827,531 in Intra-District funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OFRM's FY 2018 CSFL budget is \$25,396,673, which represents a \$2,017,014, or 8.6 percent, increase over the FY 2017 approved Local funds budget of \$23,379,659.

## CSFL Assumptions

The FY 2017 CSFL calculated for OFRM included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$13,388 in personal services to account for Fringe Benefit costs based on trend and comparative analysis, and an increase of \$1,486 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for OFRM includes an increase of \$120,000 to reflect the cost of the annualization of positions. Additionally, an increase of \$1,908,916 for the Fixed Cost Inflation Factor accounts for fixed cost estimates for Telecommunications and Fleet services.

### **Agency Budget Submission**

**Increase:** The proposed budget for Local funds includes an increase of \$106,728 across multiple programs to support the costs associated with professional service fees. In the Agency Management program, OFRM proposes an increase of \$60,000, which includes \$30,000 each for additional Supplies and Equipment.

In Special Purpose Revenue funds, the budget proposal includes an increase of \$34,778 in Fixed Costs for telecommunications in the Financial Management program.

In Intra-District funds, OFRM proposes an increase of \$235,499 and 1.8 Full-Time Equivalent (FTEs) positions in the Financial Management program to align the budget with projected costs in salaries and Fringe Benefits.

**Decrease:** OFRM's proposed Local funds budget includes a reduction of \$59,451 to reflect projected costs of Fringe Benefits and \$104,966 and 0.8 FTE to reflect savings in employee salaries. Additionally, the budget reflects a reduction of \$1,134,775 across multiple programs due to projected savings in Telecommunications Fixed Cost estimates that are centrally managed by the agency.

In Intra-District funds the proposed budget reflects a decrease of \$145,059 in the Financial Management program based on Fixed Cost estimates for Telecommunication services.

### **Mayor's Proposed Budget**

**No Change:** The Office of Finance and Resource Management's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### **District's Proposed Budget**

**No Change:** The Office of Finance and Resource Development's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

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# Office of Contracting and Procurement

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**Table PO0-1**

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from
				FY 2017
OPERATING BUDGET	\$96,867,485	\$51,201,027	\$27,144,672	-47.0
FTEs	190.0	218.0	224.0	2.8

The Office of Contracting and Procurement's (OCP) mission is to procure quality goods and services through a streamlined procurement process that is transparent and responsive to the needs of government agencies and the public, and ensures all purchases are conducted fairly and impartially.

## Summary of Services

OCP manages the purchase of \$5.2 billion in goods, services and construction annually, on behalf of over 76 District agencies. In its authority under the Procurement Practices Reform Act of 2010 (PPRA), OCP is responsible for both establishing procurement processing standards that conform to regulations and monitoring the effectiveness of procurement service delivery. Procurement processing and management is enhanced by OCP specialists who are assigned to agency worksites to directly collaborate with program staff throughout the entire procurement process. OCP core services include the DC Supply Schedule, Purchase card (P-Card) program, and the surplus property disposition and re-utilization program. And OCP's learning and certification programs support ongoing development of staff proficiency and procurement service quality.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table PO0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table PO0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	58,338	23,446	22,840	-606	-2.6	170.5	198.0	192.0	-6.0	-3.0
SPECIAL PURPOSE REVENUE FUNDS	297	375	1,276	901	240.3	0.0	0.0	7.0	7.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>58,635</b>	<b>23,821</b>	<b>24,116</b>	<b>295</b>	<b>1.2</b>	<b>170.5</b>	<b>198.0</b>	<b>199.0</b>	<b>1.0</b>	<b>0.5</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	38,232	27,380	3,029	-24,351	-88.9	19.5	20.0	25.0	5.0	25.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>38,232</b>	<b>27,380</b>	<b>3,029</b>	<b>-24,351</b>	<b>-88.9</b>	<b>19.5</b>	<b>20.0</b>	<b>25.0</b>	<b>5.0</b>	<b>25.0</b>
<b>GROSS FUNDS</b>	<b>96,867</b>	<b>51,201</b>	<b>27,145</b>	<b>-24,056</b>	<b>-47.0</b>	<b>190.0</b>	<b>218.0</b>	<b>224.0</b>	<b>6.0</b>	<b>2.8</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table PO0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table PO0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	13,162	17,691	20,717	21,052	335	1.6
12 - REGULAR PAY - OTHER	1,225	207	0	381	381	N/A
13 - ADDITIONAL GROSS PAY	335	306	8	8	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	2,820	3,692	4,469	4,458	-10	-0.2
15 - OVERTIME PAY	23	30	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>17,565</b>	<b>21,925</b>	<b>25,194</b>	<b>25,899</b>	<b>705</b>	<b>2.8</b>
20 - SUPPLIES AND MATERIALS	111	97	82	82	-1	-0.6
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	37	47	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	26,869	73,925	25,469	457	-25,012	-98.2
41 - CONTRACTUAL SERVICES - OTHER	642	595	375	504	128	34.3
70 - EQUIPMENT AND EQUIPMENT RENTAL	458	279	82	204	122	149.5
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>28,117</b>	<b>74,942</b>	<b>26,007</b>	<b>1,246</b>	<b>-24,762</b>	<b>-95.2</b>
<b>GROSS FUNDS</b>	<b>45,682</b>	<b>96,867</b>	<b>51,201</b>	<b>27,145</b>	<b>-24,056</b>	<b>-47.0</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table PO0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table PO0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(0100) RESOURCE MANAGEMENT</b>								
(0110) RESOURCE MANAGEMENT	383	0	0	0	2.9	0.0	0.0	0.0
<b>SUBTOTAL (0100) RESOURCE MANAGEMENT</b>	<b>383</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	12,946	0	0	0	100.0	0.0	0.0	0.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	69	200	130	-70	0.0	0.0	0.0	0.0
(1020) CONTRACTING AND PROCUREMENT	36,449	25,303	388	-24,914	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	205	89	164	75	0.0	0.0	0.0	0.0
(1060) LEGAL	770	934	943	9	4.8	6.0	6.0	0.0
(1070) FLEET MANAGEMENT	33	28	31	2	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	452	325	317	-8	2.9	2.0	2.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>50,924</b>	<b>26,878</b>	<b>1,973</b>	<b>-24,905</b>	<b>107.6</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>
<b>(2000) PROCUREMENT</b>								
(2010) PROCUREMENT MANAGEMENT AND SUPPORT	1,051	17,599	18,429	829	5.8	153.0	159.0	6.0
(2055) PURCHASE CARD	1	252	247	-5	0.0	2.0	2.0	0.0
(2070) EOM AND BOARDS CLUSTER/SIMPLIFIED ACQUIS	1,011	0	0	0	13.4	0.0	0.0	0.0
(2095) PRIORITY SPECIAL PROJECTS CLUSTER	347	0	0	0	9.6	0.0	0.0	0.0
<b>SUBTOTAL (2000) PROCUREMENT</b>	<b>2,410</b>	<b>17,851</b>	<b>18,676</b>	<b>824</b>	<b>28.7</b>	<b>155.0</b>	<b>161.0</b>	<b>6.0</b>
<b>(6000) PROCUREMENT TECHNOLOGY</b>								
(6010) TECHNOLOGY SUPPORT	640	0	0	0	5.8	0.0	0.0	0.0
<b>SUBTOTAL (6000) PROCUREMENT TECHNOLOGY</b>	<b>640</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(7000) TRAINING</b>								
(7010) TRAINING	838	0	0	0	6.7	0.0	0.0	0.0
(7020) LEARNING AND DEVELOPMENT	0	857	915	58	0.0	6.0	7.0	1.0
<b>SUBTOTAL (7000) TRAINING</b>	<b>838</b>	<b>857</b>	<b>915</b>	<b>58</b>	<b>6.7</b>	<b>6.0</b>	<b>7.0</b>	<b>1.0</b>
<b>(8000) OPERATIONS</b>								
(8010) PROCUREMENT INTEGRITY AND COMPLIANCE	1,270	793	656	-137	12.4	7.0	6.0	-1.0
(8020) OPERATIONS MANAGEMENT AND SUPPORT	375	796	742	-54	4.8	6.0	6.0	0.0
(8030) CUSTOMER SERVICE AND COMMUNICATIONS	582	648	597	-51	6.7	8.0	7.0	-1.0
(8040) PURCHASE CARD	37,820	0	0	0	1.0	0.0	0.0	0.0

**Table PO0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(8050) TECHNOLOGY SUPPORT	0	804	803	-1	0.0	7.0	7.0	0.0
(8060) HUMAN RESOURCE MANAGEMENT	0	475	562	87	0.0	4.0	5.0	1.0
(8070) ACQUISITION MANAGEMENT	0	465	455	-9	0.0	4.0	4.0	0.0
<b>SUBTOTAL (8000) OPERATIONS</b>	<b>40,046</b>	<b>3,980</b>	<b>3,815</b>	<b>-165</b>	<b>24.9</b>	<b>36.0</b>	<b>35.0</b>	<b>-1.0</b>
<b>(9000) BUSINESS RESOURCES AND SUPPORT SERVICES</b>								
(9010) SURPLUS PROPERTY	1,309	1,330	1,413	83	8.6	9.0	8.0	-1.0
(9020) SUPPORT SERVICES	317	304	353	49	4.8	4.0	5.0	1.0
<b>SUBTOTAL (9000) BUSINESS RESOURCES AND SUPPORT SERVICES</b>	<b>1,626</b>	<b>1,634</b>	<b>1,766</b>	<b>132</b>	<b>13.4</b>	<b>13.0</b>	<b>13.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>96,867</b>	<b>51,201</b>	<b>27,145</b>	<b>-24,056</b>	<b>190.0</b>	<b>218.0</b>	<b>224.0</b>	<b>6.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Office of Contracting and Procurement operates through the following 5 divisions:

**Procurement** – procures goods and services on behalf of the agencies and programs under OCP's authority according to District laws and regulations.

This division contains the following 2 activities:

- **Procurement Management and Support** – The procurement staff is divided into 10 units.
  - (1) Government Operations
  - (2) Public Safety
  - (3) Health Services
  - (4) Human Services
  - (5) Homeless/Youth Human Services
  - (6) Transportation Infrastructure
  - (7) Information Technology
  - (8) Public Works and Fleet Services
  - (9) Simplified/DC Supply Schedules/P-Card
  - (10) Procurement Operations
- **Purchase Card** – provides overall oversight and administration of the District's Purchase Cards used in customer agencies. The Purchase Card provides an alternative delegated procurement vehicle that reduces the processing cost and delivery time for purchases within the non-competitive threshold.

**Training** – facilitates general procurement education for procurement professionals and program agency staff through the Procurement Training Institute. The Institute develops and delivers the curriculum for the District Procurement Certification Program (DPCP) as required by the Procurement Practices Reform Act of 2010 (PPRA).

**Operations** – provides a range of oversight, administrative, and customer service support for the Office of Contracting and Procurement and customer agencies.

This division contains the following 6 activities:

- **Procurement Integrity and Compliance** – conducts internal audits and reports its internal audit findings to key stakeholders within the agency; serves as the primary lead for OCP in support of the Comprehensive Annual Financial Report (CAFR) and Single Audit, and performs operational assessments of procurement processes and functions for agencies and teams under the authority of the District’s Chief Procurement Officer;
- **Operations Management and Support** – develops policies and procedures to help employees and other stakeholders work toward common goals, establish intended outcomes/ results, and adjust the organization's priorities in response to a changing environment;
- **Customer Service and Communications** – engages with OCP’s key stakeholders including customer agencies, industry, Council, and District residents;
- **Technology Support** – provides consultative and technical support to agencies, vendors, and OCP procurement professionals, including user training and report generation; works closely with senior management and the Office of the Chief Technology Officer (OCTO) to implement the latest technologies to promote transparency and accountability to achieve the best results. The OCP IT team also administers the Procurement Automated Support System (PASS);
- **Human Resource Management** – provides human resource management services that position the Office of Contracting and Procurement to attract, develop and retain a well-qualified and diverse work force. OHR works to advance the agency's mission, vision and strategic priorities through its most valuable resource - its people; and
- **Acquisition Management** – provides a range of procurement support including data mining, reporting and analysis, project management, and coordination with program agencies for major agency initiatives.

**Business Resources and Support Services** – provides a wide range of mission-critical services to OCP divisions and the agency’s customers. This division executes agency acquisitions, maintains facilities including risk management, and administers the OCP fleet management program. Further, this division manages the District’s property disposal program, and in collaboration with OCP’s Procurement Division, coordinates acquisition efforts during declared emergencies.

This division contains the following 2 activities:

- **Surplus Property** – provides surplus property management, re-utilization, and disposal services to District agencies; and
- **Support Services** – provides agency acquisition services and facilities management; coordinates acquisition efforts during declared emergencies; manages transportation assets designated for District surplus activities; and administers OCP’s record management program.

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

### **Division Structure Change**

The Office of Contracting and Procurement has no division structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table PO0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table PO0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>23,446</b>	<b>198.0</b>
Other CSFL Adjustments	Multiple Programs	-19	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>23,427</b>	<b>198.0</b>
Increase: To support the costs of pre-existing programmatic initiatives	Multiple Programs	37	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-739	-7.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>22,724</b>	<b>191.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>22,724</b>	<b>191.0</b>
Enhance: To support an additional FTE	Operations	116	1.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>22,840</b>	<b>192.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>375</b>	<b>0.0</b>
Increase: To align resources with operational spending goals	Multiple Programs	901	7.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,276</b>	<b>7.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,276</b>	<b>7.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,276</b>	<b>7.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>27,380</b>	<b>20.0</b>
Increase: To support the costs of pre-existing programmatic initiatives	Multiple Programs	649	5.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>28,029</b>	<b>25.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>28,029</b>	<b>25.0</b>
Transfer-Out: To reallocate resources for new agency (P-Card Transactions)	Multiple Programs	-25,000	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>3,029</b>	<b>25.0</b>
<b>GROSS FOR PO0 - OFFICE OF CONTRACTING AND PROCUREMENT</b>		<b>27,145</b>	<b>224.0</b>

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

## FY 2018 Proposed Budget Changes

The Office of Contracting and Procurement's (OCP) proposed FY 2018 gross budget is \$27,144,672, which represents a 47.0 percent decrease from its FY 2017 approved gross budget of \$51,201,027. The budget is comprised of \$22,839,682 in Local funds, \$1,275,966 in Special Purpose Revenue funds, and \$3,029,024 in Intra-District funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency

to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OCP's FY 2018 CSFL budget is \$23,426,770, which represents an \$18,880, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$23,445,649.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for OCP included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$32,365 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$11,717 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Additionally, an increase of \$1,769 for the Fixed Costs Inflation Factor accounts for fleet services estimates.

### **Agency Budget Submission**

**Increase:** In Local funds, the proposed nonpersonal services budget includes a net increase of \$36,574, primarily in the Agency Management division to support IT Hardware acquisitions, contracts, and professional services fees. The agency's Special Purpose Revenue (SPR) budget proposal reflects an increase of \$900,966 in Business Resources and Support Service programs to support an additional 7.0 Full-Time Equivalents (FTEs) that were reclassified from Local funds. These personnel will support the online auction of surplus property. The budget proposal in Intra-District funds increased by \$648,647 to support personal services costs of an additional 5.0 FTEs, as well as salary step increases and projected Fringe Benefits costs. This adjustment is based on OCP's compliance with the District's Delegated Procurement Authority initiative. Other agencies participating in collaboration with OCP in this initiative include the Department of Health Care Finance, the Department of Employment Services, the Department on Disability Services, the Department of Health, and the Department of Transportation.

**Decrease:** OCP's proposed Local funds budget reflects a net reduction of \$739,377 primarily in the Business Resources and Support Services division due to reclassification of 7.0 FTEs to SPR funds to support online auction of surplus property.

### **Mayor's Proposed Budget**

**No Change:** The Office of Contracting and Procurement's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### **District's Proposed Budget**

**Enhance:** In Local funds, OCP's proposed personal services budget reflects an increase of \$115,716 and 1.0 FTE to support projected salary and fringe benefit costs for an Ombudsman, created pursuant to D.C. Law 21-158, the Procurement Integrity, Transparency, and Accountability Act of 2016.

**Transfer-Out:** The proposed budget reflects a \$25,000,000 transfer of Intra-District funds to the newly created Purchase Card Transaction agency, which was created to better track all purchase card transactions.

## Agency Performance Plan\*

The Office of Contracting and Procurement (OCP) has the following strategic objectives for FY 2018:

### 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. Improve procurement service delivery to gain quality and cost efficiency of procured goods and services.
2. Improve planning and forecasting to support strategic business decisions in procurement.
3. Improve procurement training to sustain a highly competent workforce.
4. Improve transparency in contracting decisions and actions to provide reliable information to all stakeholders.
5. Expand industry engagement to ensure that the procurement process is understood and transparent to the vendor community.
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. Improve procurement service delivery to gain quality and cost efficiency of procured goods and services. (14 Activities)

Activity Title	Activity Description	Type of Activity
Service Request Resolution	Prompt resolution of IT related issues to ensure consistent productivity.	Daily Service
Vendor Record Maintenance Service	Maintaining a system to track set-up and changes to vendor accounts.	Daily Service
Re-Utilization Cost Avoidance	Repurposing and redistributing acquisition costs, to gain cost savings and cost avoidance.	Daily Service
Tracking Large and Mission-Critical Procurements	Monitoring the acquisition process during the procurement life cycle to identify constraints and implement appropriate technical assistance to keep activities on track.	Key Project
Contracting Officer Scorecard	Identifying the compliance rating for each contracting officer to comply with audit objectives.	Daily Service
Purchase Order Processing	Evaluating the number and value of the workload of purchase orders for procurement personnel.	Daily Service
Property Revenue Generation	The OCP Surplus Property Program is a rigorous e-commerce campaign extended to industry outreach. It is building increased capacity for engaging additional auction bidding, which generates revenue.	Daily Service

(Continued on next page)

**1. Improve procurement service delivery to gain quality and cost efficiency of procured goods and services. (14 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
DC Supply Schedule	The DC Supply Schedule (DCSS) is the city's multiple-award schedule for providing commercial products and services to District government agencies. Competitive contracts are awarded to hundreds of suppliers who can provide thousands of products and services to meet recurring needs of these government agencies. Government acquisition personnel (from DC and other jurisdictions in the region) may place task or delivery orders against the schedule following DCSS procedures.	Daily Service
Risk -Based Internal Auditing	The Office of Procurement Integrity and Compliance conducts internal audits and reports its internal audit findings to key stakeholders within the agency; serves as the primary lead for OCP in support of the Comprehensive Annual Financial Report (CAFR) and Single Audit, and performs operational assessments of procurement processes and functions for agencies and teams under the authority of the District's Chief Procurement Officer.	Daily Service
Technology Support	The Procurement Technology Team develops and maintains server applications and multiple SQL databases, updates both Internet and Intranet sites, and improves IT functionality.	Key Project
Management Training	OCP's Resource Management division oversees required management training for managers, in cooperation with the Department of Human Resources (DCHR) Center for Learning.	Key Project
P-Card Utilization	The District of Columbia leverages the P-Card Program as a fast and effective way for agencies to procure goods and services under \$5,000 for single purchases. The P-Card Program serves as an alternative method of procurement that reduces the processing cost and delivery time for small purchases. Over 75 agencies within the District use the P-Card Program as a vehicle for small purchases.	Daily Service
Small Business Enterprise (SBE)/Certified Business Enterprise (CBE) Subcontracting Compliance	For contracting parity, any contract executed on the behalf of the District that involves District funds, with exceptions, is legally bound to the 35 percent requirement. Federally funded, General Services Administration (GSA), District of Columbia Supply Schedule (DCSS), Cooperative Agreements, and CBE prime contractors are excluded.	Daily Service
Audit Deficiency Remediation	Single and CAFR audits are conducted for District agencies. Based on findings from external auditors, OCP notifies agencies under the authority of the Chief Procurement Officer (CPO) and their contracting officers of any deficiencies. OCP devises and monitors corrective action plans.	Key Project

## 2. Improve planning and forecasting to support strategic business decisions in procurement. (2 Activities)

Activity Title	Activity Description	Type of Activity
Milestone Planning	Contracting Officers use milestone planning to define key tasks and processing requirements, inter-agency coordination and deliverables, and timelines for performing functions through project completion.	Daily Service
Acquisition Planning Improvement	All agencies under the authority of the CPO are required to submit planned procurements annually prior to the start of each fiscal year. This helps OCP anticipate types of purchases, cycle times and resource allocation requirements.	Key Project

## 3. Improve procurement training to sustain a highly competent workforce. (2 Activities)

Activity Title	Activity Description	Type of Activity
Procurement Certification Workshop Delivery	Multi-tier workshop series enhance procurement proficiency through competency-based learning for contracting officers and contract specialists.	Key Project
Procurement Foundations Course Delivery	Core training on District procurement rules, regulations, policies, and procedures is required for all procurement staff operating under authority of the CPO.	Key Project

## 4. Improve transparency in contracting decisions and actions to provide reliable information to all stakeholders. (9 Activities)

Activity Title	Activity Description	Type of Activity
Published Contracts	Tracking the newly awarded and active contracts in excess of \$100,000, which are published on the OCP web site for public access.	Daily Service
Workload Management System	A planned comprehensive information management tool providing timely details on workload, resource allocation and productivity.	Key Project
Update Policies	OCP General Counsel provides oversight for policies and procedures.	Daily Service
Freedom of Information Act (FOIA) Requests	Requests for information are received through several means and generally require contracting personnel to gather documents for the FOIA specialist to package. The business process has been improved to tie performance to compliance and legislation therefore minimizing paperwork, reducing response time, and increasing transparency.	Daily Service
Audit Committee	To align management decisions with audit functions.	Key Project
Standardized Human Resources Policies	The Office of Human Resources (OHR) provides human resource management services to attract, develop and retain a well-qualified and diverse workforce. Establishing and maintaining OHR policies and procedures helps maintain the integrity of OCP operations.	Daily Service
Performance Dashboard	The Dashboard will provide a more efficient mechanism for data analysis.	Key Project
Records Management	Maintaining an ongoing monitoring, oversight and records management training for all umbrella agencies.	Daily Service
Transparent Awards	OCP publishes/posts newly awarded and active contracts, in excess of \$100,000, on the OCP web site for public access.	Key Project

**5. Expand industry engagement to ensure that the procurement process is understood and transparent to the vendor community. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Vendor Engagement and Outreach	OCP will continue its series, OCP in the Wards, which represents business outreach and engagement designed to demystify District procurement practices. DC Buys, a reverse vendor trade fair, monthly vendor workshops and other outreach events will occur.	Key Project

**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. Improve procurement service delivery to gain quality and cost efficiency of procured goods and services. (8 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Amount of cost avoidance realized through re-utilization of surplus (in millions)	No	9.35	4.8	4	5	5
Amount of revenue generated from surplus property (in millions)	No	4.2	4.1	4	4	4
Percent of audited contracting officers with a scorecard rating of at least 80	No	Not Available	Not Available	Not Available	100%	100%
Percent of Comprehensive Annual Financial Report (CAFR) deficiencies remediated within a year of the audit period	No	Not Available	No Applicable Incidents	100%	100%	100%
Percent of IT support issues resolved for all customers within eight business hours	No	96.4%	96.8%	95%	95%	95%
Percent of procurements greater than one million dollars utilizing proper milestone planning	No	Not Available	Not Available	Not Available	80%	90%
Percent of Single Audit Act deficiencies remediated within a year of the audit period	No	No Applicable Incidents	Forthcoming October 2017	200%	100%	100%
Percent of vendor maintenance records approved within 24 business hours	No	99.8%	99.4%	90%	90%	90%

**2. Improve planning and forecasting to support strategic business decisions in procurement. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of accurate and timely annual agency acquisition planning reports completed by OCP and the program agencies	No	Not Available	Not Available	Not Available	100%	90%
Percent of milestone plans developed for procurements greater than one million dollars	No	Not Available	Not Available	Not Available	90%	90%

**3. Improve procurement training to sustain a highly competent workforce. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of OCP procurement professionals achieving appropriate contracting tier level certification	No	Not Available	Not Available	Not Available	100%	90%
Percent of OCP procurement professionals completing the "Foundations" course within 90 days of on-boarding	No	Not Available	Not Available	Not Available	100%	90%

**4. Improve transparency in contracting decisions and actions to provide reliable information to all stakeholders. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of awarded contracts publicly posted	No	57.5%	49.3%	90%	90%	95%
Percent of FOIA requests responded to within the statutory timeframe (15 business days)	No	35%	90.5%	90%	90%	90%

**5. Expand industry engagement to ensure that the procurement process is understood and transparent to the vendor community. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of vendor engagement forums hosted by and in participation with OCP	No	Not Available	Not Available	Not Available	20	20

**6. Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

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## 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?”

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### 1. Purchase Order Processing

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total dollar value of contracts awarded (in millions)	No	Not Available	Not Available	Not Available
Total number of contracts awarded	No	Not Available	Not Available	Not Available
Total value of purchase orders awarded to CBE contractors ( in millions)	No	Not Available	\$559.60	\$995.40

### Performance Plan Endnotes

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume I, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



# Purchase Card Transactions

**Table PX0-1**

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$0	\$0	\$25,000,000	N/A

The mission of Purchase Card Transactions is to provide overall financial administration and warehousing of the funds reported by agencies for the District's Purchase Card program, which provides District employees a customer-centric purchasing tool to support their programmatic functions in an efficient, timely, and cost-effective manner.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table PX0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table PX0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	0	0	25,000	25,000	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR</b>										
INTRA-DISTRICT FUNDS	0	0	25,000	25,000	N/A	0.0	0.0	0.0	0.0	N/A
<b>GROSS FUNDS</b>	0	0	25,000	25,000	N/A	0.0	0.0	0.0	0.0	N/A

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table PX0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table PX0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
40 - OTHER SERVICES AND CHARGES	0	0	0	25,000	25,000	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>25,000</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>25,000</b>	<b>N/A</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table PX0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table PX0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1020) CONTRACTING AND PROCUREMENT	0	0	25,000	25,000	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>25,000</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>25,000</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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

Purchase Card Transactions operates through the following 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 Purchase Card Transactions is a new agency in the FY 2018 proposed budget.

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## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table PX0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

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### Table PX0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>0</b>	<b>0.0</b>
Transfer-In: To align budget with projected Pcard purchases	Agency Management	25,000	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>25,000</b>	<b>0.0</b>

<b>GROSS FOR PX0 - PURCHASE CARD TRANSACTIONS</b>	<b>25,000</b>	<b>0.0</b>
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(Change is calculated by whole numbers and numbers may not add up due to rounding)

## FY 2018 Proposed Budget Changes

Purchase Card Transactions' proposed FY 2018 gross budget is \$25,000,000. The budget is comprised entirely of Intra-District funds.

### District's Proposed Budget

Purchase Card Transactions was constituted in June 2017, to begin operations in FY 2018, to serve as the agency in which all funds allocated to the Purchase Card program will reside. Prior to FY 2018, these funds were administered through the Office of Contracting and Procurement (OCP) in its Agency Management program.

**Transfer-In:** The FY 2018 proposed Intra-District funds budget was increased by \$25,000,000 due to the transfer of the resources related to the Purchase Card program from OCP.



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# Office of the Chief Technology Officer

[www.octo.dc.gov](http://www.octo.dc.gov)

Telephone: 202-727-2277

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**Table TO0-1**

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$109,306,008	\$110,000,985	\$113,198,132	2.9
FTEs	271.4	286.0	375.0	31.1

The mission of the Office of the Chief Technology Officer (OCTO) is to direct the strategy, deployment, and management of District government technology with an unwavering commitment to information technology excellence, efficiency, and value for government, residents, businesses, and visitors.

## Summary of Services

OCTO is the central technology organization of the District of Columbia government. OCTO develops, implements, and maintains the District's technology infrastructure; develops and implements major enterprise applications; establishes and oversees technology policies and standards for the District; provides technology services and support for District agencies; and develops technology solutions to improve services to businesses, residents, and visitors in all areas of District government.

Combining these services into a customer-centered, mission-driven organization is the responsibility of the Office of the Chief Technology Officer.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table TO0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table TO0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	55,353	65,603	68,876	3,272	5.0	178.6	194.9	233.6	38.8	19.9
SPECIAL PURPOSE REVENUE FUNDS	9,000	12,153	8,404	-3,750	-30.9	7.6	15.9	17.9	2.0	12.6
<b>TOTAL FOR GENERAL FUND</b>	<b>64,353</b>	<b>77,757</b>	<b>77,280</b>	<b>-477</b>	<b>-0.6</b>	<b>186.2</b>	<b>210.8</b>	<b>251.6</b>	<b>40.8</b>	<b>19.3</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	178	48	32	-16	-33.6	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>178</b>	<b>48</b>	<b>32</b>	<b>-16</b>	<b>-33.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	44,774	32,196	35,886	3,690	11.5	85.2	75.2	123.4	48.2	64.2
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>44,774</b>	<b>32,196</b>	<b>35,886</b>	<b>3,690</b>	<b>11.5</b>	<b>85.2</b>	<b>75.2</b>	<b>123.4</b>	<b>48.2</b>	<b>64.2</b>
<b>GROSS FUNDS</b>	<b>109,306</b>	<b>110,001</b>	<b>113,198</b>	<b>3,197</b>	<b>2.9</b>	<b>271.4</b>	<b>286.0</b>	<b>375.0</b>	<b>89.0</b>	<b>31.1</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table TO0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table TO0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	23,706	24,925	27,079	30,600	3,522	13.0
12 - REGULAR PAY - OTHER	2,750	3,657	3,330	7,387	4,057	121.8
13 - ADDITIONAL GROSS PAY	336	538	32	0	-32	-100.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	5,598	6,107	7,176	8,658	1,482	20.6
15 - OVERTIME PAY	85	219	55	55	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>32,475</b>	<b>35,447</b>	<b>37,672</b>	<b>46,701</b>	<b>9,028</b>	<b>24.0</b>

**Table TO0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
20 - SUPPLIES AND MATERIALS	255	402	401	395	-6	-1.5
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	579	1,167	1,934	3,302	1,368	70.7
40 - OTHER SERVICES AND CHARGES	20,090	20,747	24,649	24,869	220	0.9
41 - CONTRACTUAL SERVICES - OTHER	44,613	44,258	43,579	36,860	-6,718	-15.4
50 - SUBSIDIES AND TRANSFERS	0	0	0	0	0	N/A
70 - EQUIPMENT AND EQUIPMENT RENTAL	3,758	7,286	1,766	1,071	-695	-39.4
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>69,295</b>	<b>73,859</b>	<b>72,329</b>	<b>66,497</b>	<b>-5,831</b>	<b>-8.1</b>
<b>GROSS FUNDS</b>	<b>101,770</b>	<b>109,306</b>	<b>110,001</b>	<b>113,198</b>	<b>3,197</b>	<b>2.9</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table TO0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table TO0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	452	647	678	32	2.9	4.0	5.0	1.0
(1030) PROPERTY MANAGEMENT	1,000	1,064	996	-68	4.8	5.0	5.0	0.0
(1055) RISK MANAGEMENT	0	320	0	-320	0.0	2.0	0.0	-2.0
(1060) LEGAL SERVICES	149	212	384	172	1.0	1.0	2.0	1.0
(1080) COMMUNICATIONS	0	184	864	680	0.0	1.0	3.0	2.0
(1090) PERFORMANCE MANAGEMENT	1,952	2,123	1,882	-241	10.5	13.0	9.0	-4.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>3,553</b>	<b>4,548</b>	<b>4,804</b>	<b>255</b>	<b>19.1</b>	<b>26.0</b>	<b>24.0</b>	<b>-2.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>								
(110F) BUDGET OPERATIONS	756	803	807	4	5.7	5.0	5.0	0.0
(120F) ACCOUNTING OPERATIONS	452	525	508	-17	4.8	5.0	5.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>1,208</b>	<b>1,328</b>	<b>1,315</b>	<b>-13</b>	<b>10.5</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>
<b>(2000) APPLICATION SOLUTIONS</b>								
(2010) APPLICATION SERVICES AND OPERATIONS	3,861	4,722	3,560	-1,162	11.7	11.0	13.0	2.0
(2011) WEB MAINTENANCE	1,995	1,954	2,379	425	7.6	9.0	11.0	2.0
(2012) ELECTRONIC DOCUMENT MANAGEMENT	679	1,057	988	-69	1.1	2.0	2.0	0.0
(2013) APPLICATION QUALITY ASSURANCE	1,823	1,831	1,746	-85	8.6	7.0	8.0	1.0

**Table T00-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(2015) MISSION FOCUSED APPLICATION SOLUTIONS	2,219	2,544	2,432	-112	7.7	7.0	8.0	1.0
(2016) DC GEOGRAPHIC INFORMATION SYSTEM-GIS	2,469	3,650	3,328	-322	10.5	10.0	12.0	2.0
(2080) ENTERPRISE PROCUREMENT APPLICATION SVCS	2,037	1,890	2,119	229	2.9	3.0	4.0	1.0
(2081) ENTERPRISE HR APPLICATION SERVICES	5,455	5,226	3,852	-1,374	4.8	5.0	5.0	0.0
(2085) DATA TRANSPARENCY AND ACCOUNTABILITY-CDW	1,171	2,140	3,105	965	2.9	5.0	8.0	3.0
(2086) ENTERPRISE DATA INTEGRATION	0	0	1,456	1,456	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) APPLICATION SOLUTIONS</b>	<b>21,708</b>	<b>25,013</b>	<b>24,964</b>	<b>-49</b>	<b>57.8</b>	<b>59.0</b>	<b>71.0</b>	<b>12.0</b>
<b>(3000) ENTERPRISE CUSTOMER EXPERIENCE</b>								
(3010) AGENCY CUSTOMER RELATIONS MANAGEMENT	2,197	2,706	0	-2,706	7.6	9.0	0.0	-9.0
(3020) STRATEGIC INVESTMENT SERVICES	1,028	1,435	1,464	29	6.7	10.0	10.0	0.0
(3037) DIGITAL INCLUSION INITIATIVE (DII)	773	1,107	1,056	-51	1.9	2.0	3.0	1.0
<b>SUBTOTAL (3000) ENTERPRISE CUSTOMER EXPERIENCE</b>	<b>3,999</b>	<b>5,247</b>	<b>2,520</b>	<b>-2,728</b>	<b>16.3</b>	<b>21.0</b>	<b>13.0</b>	<b>-8.0</b>
<b>(4000) INFRASTRUCTURE AND COMMUNICATIONS TECH.</b>								
(4010) INTEGRATED PLATFORM SERVICES	7,634	8,151	7,971	-180	19.1	20.0	26.0	6.0
(4015) DATA CENTER FACILITIES	1,459	1,491	1,471	-21	2.9	2.0	5.0	3.0
(4020) GOVERNMENT CLOUD SERVICES	10,255	8,276	9,585	1,309	11.8	13.0	20.0	7.0
(4030) TELECOMMUNICATIONS GOVERNANCE	2,242	2,414	2,543	129	11.8	12.0	16.0	4.0
(4035) CITYWIDE IT OPERATIONS MONITORING	6,282	7,143	7,482	339	17.6	15.0	20.0	5.0
(4036) DC NET	28,954	21,579	22,209	630	42.4	47.0	80.0	33.0
(4050) CITYWIDE MESSAGING	4,421	5,141	6,389	1,247	2.9	4.0	7.0	3.0
<b>SUBTOTAL (4000) INFRASTRUCTURE AND COMMUNICATIONS TECH.</b>	<b>61,248</b>	<b>54,196</b>	<b>57,649</b>	<b>3,453</b>	<b>108.4</b>	<b>113.0</b>	<b>174.0</b>	<b>61.0</b>
<b>(5000) SECURITY GOVERNANCE AND OPERATIONS</b>								
(5010) CITYWIDE IT SECURITY SERVICES (CWITS)	4,935	6,478	8,221	1,744	3.8	6.0	17.0	11.0
(5020) IDENTITY MANAGEMENT PLATFORM SERVICES	2,043	2,388	2,397	8	6.8	6.0	7.0	1.0
<b>SUBTOTAL (5000) SECURITY GOVERNANCE AND OPERATIONS</b>	<b>6,978</b>	<b>8,866</b>	<b>10,618</b>	<b>1,752</b>	<b>10.6</b>	<b>12.0</b>	<b>24.0</b>	<b>12.0</b>

**Table T00-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(6000) TECHNOLOGY SUPPORT SERVICES</b>								
(6010) OCTO HELPS	10,612	10,803	11,329	526	48.6	45.0	59.0	14.0
<b>SUBTOTAL (6000) TECHNOLOGY SUPPORT SERVICES</b>	<b>10,612</b>	<b>10,803</b>	<b>11,329</b>	<b>526</b>	<b>48.6</b>	<b>45.0</b>	<b>59.0</b>	<b>14.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>109,306</b>	<b>110,001</b>	<b>113,198</b>	<b>3,197</b>	<b>271.4</b>	<b>286.0</b>	<b>375.0</b>	<b>89.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Office of the Chief Technology Officer operates through the following 7 divisions:

**Application Solutions** – provides innovative, efficient, and cost-effective application development for the District government and District residents. This division applies standard application development practices to guarantee on-time and on-budget delivery of both custom-built and some selected standard, off-the-shelf software packages. Three activities (Geographic Information Systems, Data Transparency and Accountability, and Interagency Data Integration Services) report directly to the Chief Data Officer and align with the District's call for a smarter government through the use of data. The mission is to improve the quality and lower the cost of District services, through an effective application of data and systems and by making data publicly available to the fullest extent possible in consideration of safety, privacy, and security.

This division contains the following 10 activities:

- **Application Services and Operations** – consists of multiple management and program management type functions, including agency relationship management and business services, project management, and enterprise contracts. The project management function provides review and approval of IT projects as part of the Project Initiation Phase and during the project life cycle to improve the quality, consistency, and performance of IT projects. The enterprise contract function reviews District-wide technology contracts for cost avoidance opportunities;
- **Web Maintenance** – establishes, maintains, and implements standards, guidelines, policies, and procedures for maintaining the DC.Gov web portal, which has over 100 District agency websites and is visited over 25 million times a year by District residents, businesses, and visitors. The team creates new websites every year for District agencies and provides centralized content management and fee-for-service webmaster support for District agencies;
- **Electronic Document Management** – centralizes IT infrastructure support for the various electronic and paper records throughout the District. It provides system administration, maintenance, and application support for agencies using on-premise and cloud-based document management solutions. It is an enterprise solution for the creation, capture, indexing, storage, retrieval, and disposition of records and information assets of the District;

- **Applications Quality Assurance** – implements industry best practices for independent software and system testing for District government agencies. Provides a wide range of testing services including functional, automation, integration, load and performance testing and User Acceptance Testing for Enterprise Resource Planning (ERP) systems, DC.gov websites, Middleware, Service Oriented Architecture (SOA), and applications including mobile applications and dashboards. Testing is critical to ensure any new deployment, upgrades and enhancements meet the requirements, quality and effective performance standards of the products to ensure application software and systems conform to the required specifications and business requirements for high-quality functionality and performance;
- **Mission Focused Application Solutions** – provides system development, maintenance, and new functional enhancements for the Department of Motor Vehicles (DMV). DMV’s specific focus will include vehicle registration, driver’s license/identification cards, dealer tags, residential parking permits, insurance verification, adjudication, law enforcement services with on-site and back-office services, the DMV web portal, and mobile application development;
- **D.C. Geographic Information System (GIS)** – provides a geospatial enterprise system comprising data, tools, and a cloud publishing platform, to bring map-based analytics and visualization to District operations, policy-making, and decision-making. The team occupies a mission-critical role in public safety, economic development, education, transportation, city planning, and other operational areas. Additionally, the team maintains detailed geographic data sets, including property records, plan metric maps, and the District’s Master Address Repository. The team also provides tools and training that help agencies map and analyze geographic data. Importantly, the data is provided as services that can easily be consumed by agency applications and, when appropriate, by the public via [opendata.dc.gov](http://opendata.dc.gov);
- **Enterprise Procurement Application Services** – supports the Office of Contracting and Procurement by maintaining and enhancing the Procurement Automated Support System (PASS), which enables purchasing, receiving of goods, and contract compliance for all District agencies (including the District of Columbia Public Schools); and delivers a centralized workflow for the procurement function of the District government;
- **Enterprise Human Resource Application Services** – operates the Human Capital Management technology used by all District employees and the D.C. Department of Human Resources (DCHR). Maintains and upgrades the system and delivers new functionality as needed to expand and enhance the human resources management and payroll system that serves all District employees;
- **Data Transparency and Accountability** – this team specializes in the management of tabular datasets including the design and storage of data to optimize the searching, analyzing, and sharing of those datasets across District agencies. The team provides enterprise data warehousing and extract-transform-load (ETL) services to create a centralized hub for the exchange of citywide tabular data. The team also manages the District’s collective investment in Business Intelligence (BI) tools and provides training and technical support to agencies seeking to visualize and analyze data via dashboards and reports. Finally, the team provides platforms whereby agencies can share those dashboards and reports with decision makers and the public; and
- **Interagency Data Integration Services**– OCTO has long operated integration services that facilitate the exchange of data between systems. These include “service oriented architecture suites,” “enterprise services buses,” and “API gateways.” By pulling these services into one standalone program, OCTO will reduce redundancy and capture economies of scale. It is through these existing tool sets and protocols that the geographic data and tabular data curated and managed by the programs above can be most safely and reliably shared across the District government and with our partners.

**Enterprise Customer Experience** – centralizes the coordination of agency and enterprise-wide customer facing IT functions into one customer experience business unit. The division contains all of OCTO’s customer care functions in the same business unit for more effective control, coordination, collaboration, transparency, and accountability.

This division contains the following 2 activities:

- **Strategic Investment Services** – provides budget and operational finance coordination and oversight while identifying and monitoring the agency’s ongoing priorities and critical new capital investments. The division collaborates with stakeholders outside the agency to comply with District financial policy and procedures. The program is responsible for managing enterprise IT procurement, citywide contract management, and the agency’s resource allocation through reliable cost metrics, performance analysis, and benchmarking and profitability models. The program supports strategic decision-making and mission performance through value-added initiatives that transform data into strategic business goals; and
- **Digital Inclusion Initiative (DII)** – leads OCTO’s efforts to foster technology inclusion through outreach and coordination by developing specialized services, public events, and engagement campaigns to empower District residents and small businesses to embrace an expanding digital landscape.

**Infrastructure and Communications Technology** – provides the technology infrastructure foundation for the entire District government’s enterprise technology, including a vast high speed digital network, wireless networking services, telecommunications services, database management, messaging and collaboration services, Cloud services and hosted applications, Citywide IT security services, desktop support and management, mainframe and financial system hosted environments, Network Operations Center, a Security Operation Center, disaster readiness services, inter-government cooperative services, data center-based mainframe services, and state-of-the-art IT systems.

This division contains the following 7 activities:

- **Integrated Platform Services** – provides “mainframe-based” application hosting, and server-based cross-platform workload automation to several District agencies. For those agencies’ mission-critical applications, Mainframe Services provides reliable, secure, and efficient computing environments with sufficient resource capacity to meet their information processing requirements. Mainframe-based application hosting services include virtual environments, operating systems, network connectivity, online transaction processing, databases, security administration, 24x7 monitoring, application diagnostic support, performance and tuning, capacity planning, and disaster recovery;
- **Data Center Facilities** – maintains the premises for OCTO’s data center sites, including facilities operations and upgrade, resource allocation and access control, power management, and site security, with consideration for environmentally-friendly solutions;
- **Government Cloud Services** – delivers a cost-effective, highly available and scalable cloud computing platform capable of meeting the District’s current and future demands. Government Cloud Services currently hosts a myriad of mission-critical web and application systems (approximately 2 petabytes of data, 3,000 virtual servers, and 500 shared databases) that are critical to the business operations of over 80 District agencies. Government Cloud Services’ core technology focus areas include designing and implementing enterprise-class cloud computing platforms, shared/centralized database services, enterprise storage, and backup systems;
- **Telecommunications Governance** – manages a portfolio of approved vendors and contract vehicles to purchase telecommunications products and services, complying with procurement guidelines, and works with all District agencies to monitor and certify telecommunications inventories (e.g. landlines, cellular devices, pagers, and data circuits) to best manage overall telecommunications operations;
- **Citywide IT Operations Monitoring** – provides around-the-clock monitoring of critical data, wireless, and voice network components, along with server and web applications, for the District government; also provides after-hours and weekend call center services that support multiple agencies;

- **DC-Net** – supplies a fiber-optic telecommunications platform serving as the core foundation and primary backbone conduit of all technology and telecommunications services used by over 35,000 District employees and manages secure voice, video, and data services throughout the District, supporting District agencies including public schools, public libraries, community centers, health clinics, public safety agencies, administrative offices, and District government public Wi-Fi networks; and
- **Citywide Messaging** – provides collaborative email services engineering, operations management, and modernization for the entire District government; manages mobile messaging systems engineering and operations; delivers over one million email messages daily to 39,000 electronic mailboxes throughout the District government; completes more than 450 Freedom of Information Act searches per year; implements and manages Citywide Active Directory and Identity Management systems for all user logins; manages centralized LDAP systems for specialized application authentication; and creates specialized mobility solutions.

**Security Governance and Operations** – responsible for the citywide information security platform and policies as well as credentialing operations and policies for District citizens and employees.

This division contains the following 2 activities:

- **Citywide IT Security Services** – manages and maintains an information security architecture that mitigates security vulnerabilities within the District government's technology infrastructure; provides a secure application and network environment for all District government agency systems; ensures compliance with health information security regulations; and provides an array of information security services for all District government agencies and public partners who conduct daily business activities with the District of Columbia government; and
- **Identity Management Platform Services** – manages the District's identity and access management systems used in support of employees and District residents, and provides PIV-I (Personal Identity Verification Interoperability) solutions for District government agencies seeking to issue and use highly secure (identity assurance Level 4) PIV-I credentials.

**Technology Support Services** – provides information technology support services to District agencies for agency and District-wide systems. Technology support includes 24-hour helpdesk functions and on-site technician support as requested. OCTOHelps resource allows OCTO, through service-level agreements, to provide around-the-clock support for applications, hardware, and desktop products and services for District agencies with certified technicians who apply industry best practices with industry-level software tools to provide solutions for all end-user computer needs.

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

**Agency Financial Operations** – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This division is standard for all agencies using division-based budgeting.

### **Division Structure Change**

The Office of the Chief Technology Officer has no division structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table TO0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table TO0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>65,603</b>	<b>194.9</b>
Removal of One-Time Funding	Multiple Programs	-750	0.0
Other CSFL Adjustments	Multiple Programs	4,894	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>69,748</b>	<b>194.9</b>
Increase: To support additional FTEs	Multiple Programs	2,469	35.8
Increase: To align resources with operational spending goals	Multiple Programs	577	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-4,766	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>68,028</b>	<b>230.6</b>
Enhance: To support additional FTEs	Security Governance and Operations	1,224	8.0
Enhance: To support: the Disaster Recovery Task Force; and the Network Access Control program	Multiple Programs	694	0.0
Enhance: To support the Oracle Identity & Access Management	Security Governance and Operations	3	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>69,948</b>	<b>238.6</b>
Reduce: To adjust the Contractual Services budget	Multiple Programs	-125	0.0
Reduce: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-253	0.0
Reduce: To recognize savings from a reduction in FTEs	Multiple Programs	-694	-5.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>68,876</b>	<b>233.6</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>48</b>	<b>0.0</b>
Decrease: To adjust the Contractual Services budget	Infrastructure and Communications Tech.	-16	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>32</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>32</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>32</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>12,153</b>	<b>15.9</b>
Increase: To support additional FTEs	Infrastructure and Communications Tech.	153	2.0
Increase: To align Fixed Costs with proposed estimates	Infrastructure and Communications Tech.	16	0.0
Decrease: To align budget with projected revenues	Multiple Programs	-1,100	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-2,819	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>8,404</b>	<b>17.9</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>8,404</b>	<b>17.9</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>8,404</b>	<b>17.9</b>

**Table T00-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>32,196</b>	<b>75.2</b>
Increase: To support additional FTEs	Multiple Programs	4,974	48.2
Increase: To align Fixed Costs with proposed estimates	Infrastructure and Communications Tech.	1,352	0.0
Increase: To adjust the Contractual Services budget	Multiple Programs	156	0.0
Increase: To align resources with operational spending goals	Multiple Programs	91	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-2,883	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>35,886</b>	<b>123.4</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>35,886</b>	<b>123.4</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>35,886</b>	<b>123.4</b>

<b>GROSS FOR T00 - OFFICE OF THE CHIEF TECHNOLOGY OFFICER</b>	<b>113,198</b>	<b>375.0</b>
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(Change is calculated by whole numbers and numbers may not add up due to rounding)

**FY 2018 Proposed Budget Changes**

The Office of the Chief Technology Officer's (OCTO) proposed FY 2018 gross budget is \$113,198,132, which represents a 2.9 percent increase over its FY 2017 approved gross budget of \$110,000,985. The budget is comprised of \$68,875,988 in Local funds, \$32,000 in Federal Grant funds, \$8,403,693 in Special Purpose Revenue funds, and \$35,886,451 in Intra-District funds.

**Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OCTO's FY 2018 CSFL budget is \$69,747,972, which represents a \$4,144,481, or 6.3 percent, increase over the FY 2017 approved Local funds budget of \$65,603,491.

**CSFL Assumptions**

The FY 2018 CSFL calculated for OCTO included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$39,479 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$940,775 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for OCTO also includes a reduction of \$750,000 for the removal of one-time funding to provide assistance for the Department of Small and Local Business Development (DSLBD) to finish building its new enterprise system. Additional adjustments include increases of \$1,389,401 to reflect the FY 2018 Operating Impact of Capital costs for Credentialing, Procurement, Enterprise, and DC.GOV web transfer systems, and \$2,603,785 to account for Fixed Costs estimates for information technology assessment and fleet services.

## **Agency Budget Submission**

**Increase:** The Local funds budget proposal includes a net increase of \$2,468,949 to convert contractors to 35.8 Full-Time Equivalent positions across multiple divisions. OCTO also proposes a net increase of \$577,124 across multiple divisions, which includes \$673,921 for hardware and software maintenance for IT Security and Infrastructure hardware and software systems, partially offset by \$96,797 in cost savings for Supplies.

In Special Purpose Revenue (SPR) funds, the agency proposed a net increase of \$152,924 and 2.0 FTEs in the Infrastructure and Communications Technology (ICT) division to align the budget with projected DCNet revenues. Additionally, an increase of \$15,741 in the ICT division aligns the Telecommunication fixed costs from the Office of Finance and Resource Management.

In Intra-District funds, an increase of \$4,974,032 and 48.2 FTEs across multiple divisions is primarily due to contractual conversions to full-time employees within the divisions. OCTO proposes an increase of \$1,352,431 to align the Telecommunications fixed cost budget with projected revenues. The agency's proposed budget also reflects a net increase of \$156,346 in Contractual Services to support the demand for information technology-related centralized services and \$90,800 for office supplies.

**Decrease:** The proposed budget in Local funds reflects a decrease of \$4,766,110 in Contractual Services across multiple divisions primarily to reflect the conversion of contractual staff to Full-Time Equivalent positions.

OCTO proposes a net decrease of \$16,200 in Federal Grant funds for Contractual Services associated with the State and Local Implementation Grant. Funding for the grant expires in FY 2018, and the requested amount reflects the carryover balance from FY 2017.

In SPR funds, a decrease of \$1,099,537 across multiple divisions for Other Services and Charges and Equipment and a reduction of \$2,818,688 for Contractual Services are based on projected demand for DCNet services in FY 2018.

In Intra-District funds, OCTO proposes a reduction of \$2,883,200 across multiple divisions to reflect cost savings for hardware and software maintenance, and for information technology services supported by a Memorandum of Understanding with the District of Columbia Public Schools.

## **Mayor's Proposed Budget**

**Enhance:** To support the Disaster Task Force and the Oracle Identity and Access Management (OIAS) platform, the agency proposes an increase of \$1,224,078 and 8.0 FTEs in the Security Governance and Operations division. The increase consists of \$921,000 and 6.0 FTEs for the taskforce and \$303,077 and 2.0 FTEs for OIAS. OCTO proposes a net increase of \$693,510 across multiple divisions, which includes: \$579,000 to support the Disaster Recovery Taskforce, which is responsible for evaluating District-wide critical applications to prepare and test Disaster Recovery plans for each District application/system; and \$332,800 to support the Network Access Control (NAC) program, which allows only compliant and trusted endpoint devices such as Government issued or authorized computers, servers, and Personal Digital Assistants (PDAs) onto the network and restricts access for non-compliant devices to limit the potential danger from emerging security threats and risks; partially offset by cost savings of \$218,290 for information technology consulting services. Lastly, the proposed budget contains an increase of \$2,922 to cover information technology software maintenance for the OIAS platform in the Security Governance and Operations division.

## **District's Proposed Budget**

**Reduce:** The proposed Local funds budget includes a net reduction of \$1,072,457. This reflects reductions of \$125,000 for cost savings recognized in contractual services primarily for citywide monitoring and messaging, \$253,366 across multiple divisions for various IT services and applications, and \$694,091 and 5.0 FTEs primarily in the Security Governance and Operations division.

## Agency Performance Plan\*

The Office of the Chief Technology Officer (OCTO) has the following strategic objectives for FY 2018:

### 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. Enhance the quality, availability, and delivery of information and services to residents, employees, businesses, and government - Better enable agency customers, stakeholders and the public to scrutinize and engage on key Information Technology (IT) decisions and performance.
2. Enable and improve the availability and integration of information - Provide integrated information services across the District and promote the adoption of data, process, and vocabulary standards.
3. Provide a secure and trusted IT environment - Secure critical data and infrastructure using methods consistent with best practices of leading and public and private organizations. Enhance confidentiality, integrity, and availability of IT resources through: Protecting IT assets and resources from unauthorized access or misuse. Enhancing security awareness District-wide. Ensuring that IT security is incorporated into the lifecycle of every IT investment.
4. Implement an enterprise approach to information technology infrastructure and common administrative systems that will foster innovation and collaboration. Establish a basis for consolidated infrastructure to achieve interoperability and communication among operating divisions. Improve the performance of district Information Technology personnel and enable the unification and simplification of similar IT business processes and services within and across operating divisions and maximize the value of technology investments through enterprise-wide procurement and licensing.
5. Achieve excellence in IT management practices - Strengthen District-wide, enterprise-wide processes for collaborative IT strategic planning, capital planning, and investment control. Develop an IT human capital plan to guide the recruitment, retention, and skill development of staff. Establish and maintain IT policies and Standard Operating Procedures (SOPs) to ensure compliance with federal regulations and District legislation. Guide citywide IT investments to yield the maximum benefits at the lowest possible costs.
6. Create and maintain a highly efficient, transparent, and responsive District government.\*\*

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### 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.

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#### **1. Enhance the quality, availability, and delivery of information and services to residents, employees, businesses, and government - Better enable agency customers, stakeholders and the public to scrutinize and engage on key Information Technology (IT) decisions and performance. (3 Activities)**

Activity Title	Activity Description	Type of Activity
Agency Management	Responsible for critical business issues, organizational development, and workforce management.	Daily Service

(Continued on next page)

**1. Enhance the quality, availability, and delivery of information and services to residents, employees, businesses, and government - Better enable agency customers, stakeholders and the public to scrutinize and engage on key Information Technology (IT) decisions and performance. (3 Activities)**

Activity Title	Activity Description	Type of Activity
Data Transparency and Accountability	Collects, analyzes, and publishes government data for easy consumption for both the government and general public.	Daily Service
DC Geographic Information Systems	Provides critical geospatial data to District government agency staff within public safety, economic development, education, transportation, city planning, and operations areas.	Daily Service

**2. Enable and improve the availability and integration of information - Provide integrated information services across the District and promote the adoption of data, process, and vocabulary standards. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Application Implementation	Provides project management, application development, application implementation, technical consultations, and application maintenance and support for District agencies to enhance information flow and responsiveness to residents and to make government more efficient.	Key Project

**3. Provide a secure and trusted IT environment - Secure critical data and infrastructure using methods consistent with best practices of leading and public and private organizations. Enhance confidentiality, integrity, and availability of IT resources through: Protecting IT assets and resources from unauthorized access or misuse. Enhancing security awareness District-wide. Ensuring that IT security is incorporated into the lifecycle of every IT investment. (6 Activities)**

Activity Title	Activity Description	Type of Activity
DC-NET	Supplies a fiber-optic telecommunications platform serving as the core foundation and primary backbone conduit of all technology and telecommunications services used by District employees and manages secure voice, video and data services.	Daily Service
Information Security	Manages and maintains an information security architecture that mitigates security vulnerabilities with the DC Government's technology infrastructure; provides a secure application and network environment for all District government agency systems.	Daily Service
Mainframe Operations	Provides reliable, secure and efficient computing environments with sufficient resource capacity to meet the information processing requirements of the mainframe applications in OCTO's data centers.	Daily Service
Identify Management Systems	Manages the District's identity and access management systems used in support employees and District residents, provides Personal Verification Interoperability (PIV-1) solutions for DC government agencies seeking to issue and use highly security PIV-1 credentials, and operates the DC One Card (DC1C) centers that provide identify cards for citizens.	Daily Service

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**3. Provide a secure and trusted IT environment - Secure critical data and infrastructure using methods consistent with best practices of leading and public and private organizations. Enhance confidentiality, integrity, and availability of IT resources through: Protecting IT assets and resources from unauthorized access or misuse. Enhancing security awareness District-wide. Ensuring that IT security is incorporated into the lifecycle of every IT investment. (6 Activities)**

Activity Title	Activity Description	Type of Activity
DC Network Operations Center	Provides around-the-clock monitoring of critical data, wireless and voice network components, along with server and web applications; also provide after-hours and weekend call center services that support multiple agencies.	Daily Service
Data Center Facilities	Maintains the premises for OCTO's data center sites, including facilities operations and upgrade, resource allocation and access control, power management and site security.	Daily Service

**4. Implement an enterprise approach to information technology infrastructure and common administrative systems that will foster innovation and collaboration. Establish a basis for consolidated infrastructure to achieve interoperability and communication among operating divisions. Improve the performance of district Information Technology personnel and enable the unification and simplification of similar IT business processes and services within and across operating divisions and maximize the value of technology investments through enterprise-wide procurement and licensing. (6 Activities)**

Activity Title	Activity Description	Type of Activity
Applications Solutions - Department of Motor Vehicles (DMV)	Provides systems development, maintenance and new functional enhancement for Department of Motor Vehicles' (DMV) business application.	Daily Service
Human Resource Application Services	Operates the Human Capital Management technology used by all District employment and Department of Human Resources (DCHR).	Daily Service
Procurement Application Services	Supports the Office of Contracting and Procurement by maintaining and enhancing the Procurement Automated Support System (PASS) which enables purchasing, receiving of goods, and contract compliance for all District agencies; delivers a centralized workflow for the procurement function of the District government.	Daily Service
Web Maintenance	Establishes, maintains, and implements standards, guidelines, policies and procedures for maintaining DC.GOV web portal, which has over 100 District agency websites and is visited over 25 million times a year by District residents, businesses and visitors.	Daily Service
Email (Citywide Messaging)	Provides collaborative email services engineering, operations management and modernization for entirety of the District government; manages mobile messaging systems engineering and operations.	Daily Service
OCTO Helps	Provides around-the-clock support of desktop products and services for District agencies with certified technicians who apply industry best practices with industry-level software tools, combined with service-level agreements to provide solutions for all end-user computer needs.	Daily Service

**5. Achieve excellence in IT management practices - Strengthen District-wide, enterprise-wide processes for collaborative IT strategic planning, capital planning, and investment control. Develop an IT human capital plan to guide the recruitment, retention, and skill development of staff. Establish and maintain IT policies and Standard Operating Procedures (SOPs) to ensure compliance with federal regulations and District legislation. Guide citywide IT investments to yield the maximum benefits at the lowest possible costs. (5 Activities)**

Activity Title	Activity Description	Type of Activity
Strategic Investment Services	Provides program budget coordination and identifies and monitors the agency's ongoing priorities and critical new capital investments.	Daily Service
Program Management Office	Provides management, business consulting services and business application support to agencies to effectively develop and maintain new technology applications and improve service delivery through effective integration of technology solutions.	Daily Service
Digital Inclusion Initiative	Leads OCTO efforts to foster technology inclusion throughout outreach and coordination by developing specialized services, public events, and engagement campaigns to empower District residents and small businesses to embrace an expanding digital landscape.	Key Project
Enterprise Cloud and Infrastructure Services	Delivers a cost-effective, highly available, and scalable cloud computing platform capable of meeting the District's current and future demands.	Daily Service
Telecommunications Governance	Manages a portfolio of approved vendors and contract vehicles to purchase telecommunications products and services, complying with procurement guidelines and works with all District agencies to monitor and certify telecommunications inventories.	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. Enhance the quality, availability, and delivery of information and services to residents, employees, businesses, and government - Better enable agency customers, stakeholders and the public to scrutinize and engage on key Information Technology (IT) decisions and performance. (6 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of abandon rate for IT Helpdesk calls	No	7%	6.5%	5%	5%	5%
Percent of calls answered in 30 seconds	No	83.8%	76.3%	Not Available	80%	80%
Percent of calls resolved in call center on first call	No	Not Available	85%	70%	70%	75%
Percent of desktop issue tickets resolved within four hours	No	95%	87%	Not Available	90%	90%
Percent of inquires responded to customers within Geographic Information System's (GIS) Standard Service Level of Agreement (SLA)	No	Not Available	84.7%	95%	95%	90%

(Continued on next page)

**1. Enhance the quality, availability, and delivery of information and services to residents, employees, businesses, and government - Better enable agency customers, stakeholders and the public to scrutinize and engage on key Information Technology (IT) decisions and performance. (6 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of IT Helpdesk Tickets resolved within one business day	No	Not Available	83.5%	80%	80%	80%

**2. Enable and improve the availability and integration of information - Provide integrated information services across the District and promote the adoption of data, process, and vocabulary standards. (5 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of OCTO programs whose customers satisfaction rating exceeds target level of 80 percent satisfied	No	Not Available	86.5%	60%	80%	80%
Percent of routine agency web update requests fulfilled within 24 hours by Web Maintenance	No	Not Available	95%	85%	90%	90%
Percent of Tier 1 tickets resolved within 30 minutes by the Networks Operations Center (NOC)	No	83%	52%	50%	50%	50%
Percent of up-time for GIS Services	No	Not Available	99.9%	99%	99%	99%
Percent of uptime for all OCTO-supported infrastructure	No	99.9%	100%	99.9%	99.9%	99%

**3. Provide a secure and trusted IT environment - Secure critical data and infrastructure using methods consistent with best practices of leading and public and private organizations. Enhance confidentiality, integrity, and availability of IT resources through: Protecting IT assets and resources from unauthorized access or misuse. Enhancing security awareness District-wide. Ensuring that IT security is incorporated into the lifecycle of every IT investment. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of District-owned systems with latest anti-virus/anti-spyware signatures	No	94.8%	93.4%	Not Available	90%	90%
Percent of downtime due to cyber security attacks	No	1%	0%	Not Available	0%	0%

**4. Implement an enterprise approach to information technology infrastructure and common administrative systems that will foster innovation and collaboration. Establish a basis for consolidated infrastructure to achieve interoperability and communication among operating divisions. Improve the performance of district Information Technology personnel and enable the unification and simplification of similar IT business processes and services within and across operating divisions and maximize the value of technology investments through enterprise-wide procurement and licensing. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Annually add five percent new datasets to data catalog, dashboards, reporting environments, and applications	No	66%	Not Available	Not Available	5%	5%

**5. Achieve excellence in IT management practices - Strengthen District-wide, enterprise-wide processes for collaborative IT strategic planning, capital planning, and investment control. Develop an IT human capital plan to guide the recruitment, retention, and skill development of staff. Establish and maintain IT policies and Standard Operating Procedures (SOPs) to ensure compliance with federal regulations and District legislation. Guide citywide IT investments to yield the maximum benefits at the lowest possible costs. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of District with access to public WiFi system	No	13.5%	16.2%	16.2%	20.1%	20.1%

**6. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Agency Management

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of payments processed by the DMV Destiny System	No	Not Available	Not Available	1,079,840

### 2. Applications Solutions - DMV

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of on-time delivery of releases to DMV	No	Not Available	Not Available	4

(Continued on next page)

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**2. Applications Solutions - DMV**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of transactions processed by the DMV Destiny System	No	Not Available	Not Available	968,190

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**3. DC-NET**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of public WiFi hotspots	No	Not Available	Not Available	720

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**4. Human Resource Application Services**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of District residents supported by PeopleSoft Human Capital Management System	No	Not Available	Not Available	110,128
Number of employees supported by PeopleSoft Human Capital Management System	No	Not Available	Not Available	110,128
Number of federal annuitants supported by PeopleSoft Human Capital Management System	No	Not Available	Not Available	110,128
Number of timesheets processed by PeopleSoft Human Capital Management System	No	Not Available	Not Available	646,268
Number of transactions processed by PeopleSoft Human Capital Management System	No	Not Available	Not Available	50,465,916

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**5. Procurement Application Services**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of requisitions processed by the District Procurement System	No	Not Available	Not Available	18,529
Number of transactions processed by the District Procurement System	No	Not Available	Not Available	218,010

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**6. Digital Inclusion Initiative**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of people who completed digital literacy training	No	Not Available	Not Available	303
Total number of residents subscribed to Connect.DC's mobile messaging platform	No	Not Available	Not Available	10,639

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**7. Web Maintenance**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of after-hours support request of web content and maintenance activities	No	Not Available	Not Available	292

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**8. Email (citywide messaging)**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of email messages transacted to District electronic mailboxes	No	Not Available	Not Available	43
Number of email messages transacted within Citywide messaging Infrastructure	No	Not Available	Not Available	330

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**9. Application Implementation**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of software applications tested	No	Not Available	Not Available	81
Number of software development projects initiated and completed	No	Not Available	Not Available	26,121

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**10. Identify Management Systems**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of DC agencies using the DC One Card	No	Not Available	Not Available	30
Number of DC One Card administrative users supported	No	Not Available	Not Available	1,997
Number of DC One Card issued	No	Not Available	Not Available	35,698
Number of Digital Accounts created for access to DC One Card service portal	No	Not Available	Not Available	151,158

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**11. OCTO Helps**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of help desk support incidents received	No	Not Available	Not Available	155,878

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**12. DC Network Operations Center**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of change request managed by Change Advisory Board	No	Not Available	Not Available	283
Number of critical data, wireless and voice network components, server, and web applications being monitored by the NOC	No	Not Available	Not Available	49,878
Number of support calls received by the NOC to ensure government operations and continuity	No	Not Available	Not Available	8,689

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**13. Data Transparency and Accountability**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of active dashboard development projects for Citywide Data Warehouse	No	Not Available	Not Available	4
Number of Business Intelligence dashboards and reporting environments developed	No	Not Available	Not Available	12

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## 14. DC Geographic Information Systems - GIS

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of DC government employees who have taken OCTO's GIS-led classes via DCHR's Workforce Development Administration	No	Not Available	Not Available	118
Number of geospatial dataset downloads	No	Not Available	Not Available	106,481
Number of users Enterprise GIS via DC GIS Citrix System	No	Not Available	Not Available	503

### Performance Plan Endnotes

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Department of General Services

www.dgs.dc.gov  
Telephone: 202-727-2800

**Table AM0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change from FY 2017</b>
OPERATING BUDGET	\$447,129,721	\$465,706,956	\$432,884,392	-7.0
FTEs	622.5	675.8	671.9	-0.6

The goal of the Department of General Services (DGS) is to ensure the delivery of new or modernized, well-equipped, well-maintained, safe and secure buildings and facilities for the benefit of District residents and employees. Further, the agency's mission is to promote the efficient and effective management of the District's real estate investments and interests through strategic portfolio management, construction, and facilities management. To this end, DGS will incorporate best management practices from both the public and private sectors where useful.

## Summary of Services

DGS carries out a broad range of real estate management functions. In addition to managing capital improvement and construction programs for a variety of District government agencies, DGS also executes real property acquisitions by purchase or lease; disposes of property through sale, lease or other authorized method; manages space in buildings and adjacent areas; and provides building management services for facilities owned or operated by the District. Among the services provided are engineering, custodial, security, energy conservation, utility management, general maintenance, inspection, planning, and capital repairs and improvement. In all of its endeavors, DGS is dedicated to the following:

- Achieving Efficiency in Operations;
- Achieving Quality in Design and Execution;
- Achieving Excellence in Service and Maintenance;
- Delivering Secure and Safe Places of Work for District Employees; and
- Delivering Aggressive and Attentive Management of the District's Resources.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AM0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table AM0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	318,410	314,156	281,483	-32,673	-10.4	597.3	640.3	637.4	-2.9	-0.5
SPECIAL PURPOSE REVENUE FUNDS	5,396	7,561	8,242	681	9.0	10.8	13.5	12.5	-1.0	-7.4
<b>TOTAL FOR GENERAL FUND</b>	<b>323,806</b>	<b>321,717</b>	<b>289,725</b>	<b>-31,992</b>	<b>-9.9</b>	<b>608.1</b>	<b>653.8</b>	<b>649.9</b>	<b>-3.9</b>	<b>-0.6</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	123,324	143,990	143,159	-831	-0.6	14.4	22.0	22.0	0.0	0.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>123,324</b>	<b>143,990</b>	<b>143,159</b>	<b>-831</b>	<b>-0.6</b>	<b>14.4</b>	<b>22.0</b>	<b>22.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>447,130</b>	<b>465,707</b>	<b>432,884</b>	<b>-32,823</b>	<b>-7.0</b>	<b>622.5</b>	<b>675.8</b>	<b>671.9</b>	<b>-3.9</b>	<b>-0.6</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AM0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table AM0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	40,044	40,273	44,125	44,839	714	1.6
12 - REGULAR PAY - OTHER	2,255	2,665	2,803	2,611	-192	-6.9
13 - ADDITIONAL GROSS PAY	1,932	1,760	1,490	1,871	381	25.5
14 - FRINGE BENEFITS - CURRENT PERSONNEL	10,124	10,623	12,220	11,994	-225	-1.8
15 - OVERTIME PAY	4,977	6,827	2,482	2,586	104	4.2
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>59,331</b>	<b>62,149</b>	<b>63,121</b>	<b>63,902</b>	<b>781</b>	<b>1.2</b>
20 - SUPPLIES AND MATERIALS	4,111	4,814	3,870	3,123	-746	-19.3
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	85,355	89,649	105,503	93,657	-11,846	-11.2
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	169	68	174	100	-73	-42.2
32 - RENTALS - LAND AND STRUCTURES	127,646	133,973	163,398	165,941	2,543	1.6
33 - JANITORIAL SERVICES	137	0	0	0	0	N/A

**Table AM0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
34 - SECURITY SERVICES	27,625	30,265	32,622	30,663	-1,959	-6.0
35 - OCCUPANCY FIXED COSTS	62,994	78,807	73,414	59,677	-13,737	-18.7
40 - OTHER SERVICES AND CHARGES	11,027	12,107	11,398	9,762	-1,636	-14.4
41 - CONTRACTUAL SERVICES - OTHER	34,455	24,645	11,677	5,597	-6,081	-52.1
70 - EQUIPMENT AND EQUIPMENT RENTAL	438	665	530	462	-67	-12.7
80 - DEBT SERVICE	9,988	9,988	0	0	0	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>363,944</b>	<b>384,981</b>	<b>402,586</b>	<b>368,983</b>	<b>-33,603</b>	<b>-8.3</b>
<b>GROSS FUNDS</b>	<b>423,275</b>	<b>447,130</b>	<b>465,707</b>	<b>432,884</b>	<b>-32,823</b>	<b>-7.0</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table AM0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table AM0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	665	992	1,005	13	9.0	9.0	9.0	0.0
(1030) PROPERTY MGMT	305	371	0	-371	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	1,057	1,102	1,631	529	2.7	4.0	4.0	0.0
(1045) LEGAL SERVICES	812	954	0	-954	5.4	6.0	0.0	-6.0
(1051) FINANCIAL SERVICES- PUBLIC								
EDUCATION	2,168	2,242	2,332	90	14.3	15.0	15.0	0.0
(1055) RISK MGMT	47	138	59	-79	0.0	1.0	1.0	0.0
(1060) LEGAL SERVICES	0	0	801	801	0.0	0.0	5.0	5.0
(1070) FLEET MGMT	1,662	1,653	1,665	11	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	634	827	397	-431	1.8	5.0	4.0	-1.0
(1090) PERFORMANCE MANAGEMENT	2,770	2,832	3,049	216	15.2	18.0	21.0	3.0
(1095) ENERGY MANAGEMENT	788	955	540	-415	4.5	4.0	4.0	0.0
(1195) ENVIRONMENTAL- PUBLIC ED	563	658	673	15	4.5	5.0	4.0	-1.0
NO ACTIVITY ASSIGNED	540	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>12,011</b>	<b>12,723</b>	<b>12,151</b>	<b>-572</b>	<b>57.3</b>	<b>67.0</b>	<b>67.0</b>	<b>0.0</b>
<b>(2000) ASSET MANAGEMENT</b>								
(2001) LEASE MANAGEMENT	4,168	4,909	3,277	-1,632	8.0	11.0	11.0	0.0
(2004) SWING SPACE FUNDING	1,589	1,567	1,640	73	0.0	0.0	0.0	0.0
(2006) EASTERN MARKET	755	652	779	127	1.0	4.0	4.0	0.0
(2101) REALTY- PUBLIC ED	469	486	483	-2	4.5	5.0	5.0	0.0
<b>SUBTOTAL (2000) ASSET MANAGEMENT</b>	<b>6,982</b>	<b>7,614</b>	<b>6,179</b>	<b>-1,435</b>	<b>13.6</b>	<b>20.0</b>	<b>20.0</b>	<b>0.0</b>

**Table AM0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(3000) FACILITY OPERATIONS</b>								
(3001) POSTAL SERVICES	588	525	456	-68	5.4	5.0	5.0	0.0
(3002) FACILITIES	81,166	77,987	64,239	-13,749	161.0	166.4	166.1	-0.4
(3004) PARKING	975	791	789	-1	0.9	1.0	1.0	0.0
(3005) RFK/DC ARMORY								
(NON-MILITARY) MAINTENANCE	2,055	1,101	1,044	-57	9.8	9.5	8.5	-1.0
(3008) JANITORIAL SERVICES	467	477	498	21	5.4	6.0	6.0	0.0
(3009) FACILITIES- PUBLIC EDUCATION	38,382	26,984	25,779	-1,204	85.5	94.1	91.6	-2.5
(3010) FACILITIES - PARKS AND REC	17,911	16,596	12,905	-3,690	141.4	151.8	148.7	-3.1
(3012) FACILITIES- MPD	1,697	0	0	0	0.0	0.0	0.0	0.0
(3013) FACILITIES- FEMS	1,102	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) FACILITY OPERATIONS</b>	<b>144,342</b>	<b>124,460</b>	<b>105,711</b>	<b>-18,749</b>	<b>409.3</b>	<b>433.8</b>	<b>426.9</b>	<b>-6.9</b>
<b>(4000) PROTECTIVE SERVICES</b>								
(4001) PROTECTIVE SERVICES	44,204	46,064	42,726	-3,338	111.1	118.0	118.0	0.0
<b>SUBTOTAL (4000) PROTECTIVE SERVICES</b>	<b>44,204</b>	<b>46,064</b>	<b>42,726</b>	<b>-3,338</b>	<b>111.1</b>	<b>118.0</b>	<b>118.0</b>	<b>0.0</b>
<b>(5000) CONSTRUCTION SERVICES</b>								
(5001) CONSTRUCTION SERVICES	3,294	2,980	3,427	447	9.8	16.0	15.0	-1.0
(5010) OFFICE OF PLANNING	1	0	482	482	2.7	0.0	3.0	3.0
(5101) CONSTRUCTION DIVISION- PUBLIC ED	164	281	131	-150	1.8	2.0	1.0	-1.0
<b>SUBTOTAL (5000) CONSTRUCTION SERVICES</b>	<b>3,458</b>	<b>3,261</b>	<b>4,039</b>	<b>779</b>	<b>14.3</b>	<b>18.0</b>	<b>19.0</b>	<b>1.0</b>
<b>(6000) CONTRACTING AND PROCUREMENT SERVICES</b>								
(6001) CONTRACTING AND PROCUREMENT SERVICES	2,643	2,684	2,638	-46	17.0	19.0	21.0	2.0
<b>SUBTOTAL (6000) CONTRACTING AND PROCUREMENT SERVICES</b>	<b>2,643</b>	<b>2,684</b>	<b>2,638</b>	<b>-46</b>	<b>17.0</b>	<b>19.0</b>	<b>21.0</b>	<b>2.0</b>
<b>(7000) ENERGY- CENTRALLY MANAGED</b>								
(7001) AUTO FUEL	6,974	13,285	8,574	-4,711	0.0	0.0	0.0	0.0
(7002) HEATING FUEL	0	393	25	-368	0.0	0.0	0.0	0.0
(7003) NATURAL GAS	7,412	13,152	8,228	-4,924	0.0	0.0	0.0	0.0
(7004) ELECTRICITY	52,036	50,535	47,590	-2,945	0.0	0.0	0.0	0.0
(7005) STEAM	1,063	1,447	866	-581	0.0	0.0	0.0	0.0
(7006) WATER	19,775	21,475	22,128	654	0.0	0.0	0.0	0.0
(7007) SUSTAINABLE DC	2,390	5,217	6,087	871	0.0	0.0	0.0	0.0
<b>SUBTOTAL (7000) ENERGY-CENTRALLY MANAGED</b>	<b>89,649</b>	<b>105,503</b>	<b>93,499</b>	<b>-12,004</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(8000) RENT: IN-LEASE</b>								
(8001) RENT: IN-LEASE	143,840	163,398	165,941	2,543	0.0	0.0	0.0	0.0
<b>SUBTOTAL (8000) RENT: IN-LEASE</b>	<b>143,840</b>	<b>163,398</b>	<b>165,941</b>	<b>2,543</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>447,130</b>	<b>465,707</b>	<b>432,884</b>	<b>-32,822</b>	<b>622.5</b>	<b>675.8</b>	<b>671.9</b>	<b>-3.9</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Department of General Services operates through the following 8 divisions:

**Asset Management** – plans and manages the District’s real estate to achieve its highest and best use. This division engages in activities such as lease administration, allocation of owned and leased properties to District agencies, property acquisition and disposition, fixed cost forecasting for District facilities, and rent collection from entities leasing District-owned property.

This division contains the following 4 activities:

- **Lease Management (DGS Realty)** – provides space location and management services for District agencies in both owned and leased buildings;
- **Swing Space** – provides support for services associated with moving agencies from one space to another;
- **Eastern Market** – provides for the operations and management of Eastern Market through the revenue-generating Eastern Market Enterprise Fund; and
- **Public Education Realty** – provides asset management services to public and private entities, allowing access and utilization of school building and grounds by entering into use agreements, licenses, and lease agreements.

**Facility Operations** – is responsible for the day-to-day operation of many District-owned properties, vacant lots, and homeless shelters. Also acts as a liaison for operating purposes between agencies and landlords in leased buildings by maintaining building assets and equipment; performing various repairs and nonstructural improvements; and providing janitorial, trash and recycling pickup, postal, and engineering services.

This division contains the following 7 activities:

- **Postal Services** – provides certain postal services to various District agencies in owned property;
- **Facilities/Occupancy** – includes costs associated with operating DGS-managed District buildings. Specifically, Facilities/Occupancy is responsible for elevator and fire alarm maintenance, landscape, air quality, pest control, HVAC and electrical repairs and maintenance, water treatment, salaries for these services, and other related building services contracts;
- **Parking** – provides parking space allocation services and parking revenue monitoring services to the District;
- **RFK/Armory** – provides facilities and security services for Robert F. Kennedy Memorial Stadium and the District of Columbia Armory (non-military portion) based on a Memorandum of Agreement with the District of Columbia Washington Convention and Sports Authority;
- **Janitorial Services** – includes costs associated with operating DGS-managed District buildings;
- **Facilities - Public Education** – includes facility maintenance and repair costs for the District of Columbia Public Schools (DCPS); and
- **Facilities - Parks and Recreation** – includes facility maintenance and repair costs for parks and recreation centers under the Department of Parks and Recreation (DPR).

**Protective Services** – includes the budget for the Protective Service Department (PSD). PSD provides 24-hour security and law enforcement services to government operations by protecting employees, resources, and facilities at District-owned and leased properties. Security includes patrol operations, contract security guard management, and electronic access control and security systems. PSD also assists District and federal agencies during special events and criminal investigations.

**Construction Services** – implements and manages the public building needs through the Capital Improvements Plan (CIP) for most District government agencies. The CIP outlines agencies’ capital needs, including the rehabilitation of existing properties and construction of new facilities. This division ensures the timely and cost-effective delivery of superior quality engineering, design, and construction, as well as a variety of other technical services on all relevant capital development projects in the CIP.

This division contains the following 3 activities:

- **Construction Services** – houses the operating budget costs of the division including non-capital eligible positions and administrative costs;
- **Office of Planning** – works closely with the District's Office of Planning on conducting analysis on the feasibility of construction projects; and
- **Public Education Construction Services** – houses the operating budget costs of the Public Education activity including non-capital eligible positions and administrative costs.

**Contracting and Procurement** – provides service and support to DGS (and other agencies as needed) in procuring goods and services that fall into the following categories: construction, architecture, and engineering; facilities maintenance and operation; real estate asset management (including leasing and auditing); utility contracts; and security. Additionally, Contracting and Procurement is responsible for vertical construction procurements for any District agency without independent contracting authority.

**Energy – Centrally Managed** – contains the forecasted expenditures for utility and energy commodities purchased by DGS: fuel, natural gas, electricity, steam, and water.

This division contains the following 7 activities:

- **Auto Fuel** – includes forecasting for auto fuel expenditures. The District purchases four types of fuel – Oil, Unleaded Gasoline, E85 Ethanol, and Diesel Oil – that are used to fuel vehicles;
- **Heating Fuel** – includes forecasting expenditures for fuel used to heat facilities and to fuel generators;
- **Natural Gas** – includes forecasted natural gas expenditures;
- **Electricity** – includes forecasted electricity expenditures;
- **Steam** – includes forecasted steam expenditures;
- **Water** – includes forecasted water and sewer expenditures; and
- **Sustainability D.C.** – includes efficiency measures that both (a) reduce demand on resources and support a healthy, productive life for employees and citizens and (b) improve building performance and avoid excess energy consumption. Specific measures that reduce the demand on resources involve enhanced waste diversion from landfills (e.g., recycling and composting), improved storm water management and water reuse, localized urban agriculture, and upgrades to the pedestrian-transit built environment. Specific measures that improve building performance involve capturing and managing highly granular data on building usage by zone, equipment schedules, and specific equipment performance data to guide preventative maintenance and system retrofits. In addition, waste management (including recycling) has been shifted from the facility division to the sustainability activity within the Energy division.

**Rent: In-Lease** – includes the budget for in-leasing space, which is the cost of leasing non-District government-owned buildings. Rent is comprised of four individual components: base rent, operating expenses, real estate tax, and parking. Each one of these four charges is unique to the terms and conditions of the lease agreement with each landlord.

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

### **Division Structure Change**

The Department of General Services has no division structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table AM0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table AM0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>314,156</b>	<b>640.3</b>
Other CSFL Adjustments	Multiple Programs	-13,962	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>300,194</b>	<b>640.3</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	850	-0.9
Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	67	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-9,923	0.0
Technical Adjustment: To support funding of Soccer Stadium cost - workforce programs (one-time)	Multiple Programs	852	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>292,041</b>	<b>639.4</b>
Enhance: To cover costs for new training requirements for special police officers	Multiple Programs	1,438	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>293,479</b>	<b>639.4</b>
Enhance: To support the renovation of the Department of Correction's Portal of Entry facility	Facility Operations	276	0.0
Enhance: To purchase additional metal detector equipment (one-time)	Facility Operations	10	0.0
Enhance: To support the surplus disposition notification tool (one-time)	Agency Management	5	0.0
Enhance: To support the surplus disposition notification tool	Agency Management	3	0.0
Reduce: To recognize savings from a reduction in FTEs	Facility Operations	-113	-2.0
Reduce: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-606	0.0
Reduce: To adjust the Contractual Services budget	Construction Services	-1,121	0.0
Reduce: To align Fixed Costs with proposed estimates	Multiple Programs	-10,450	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>281,483</b>	<b>637.4</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>7,561</b>	<b>13.5</b>
Increase: To align budget with projected revenues	Multiple Programs	681	-1.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>8,242</b>	<b>12.5</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>8,242</b>	<b>12.5</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>8,242</b>	<b>12.5</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>143,990</b>	<b>22.0</b>
Increase: To align budget with projected revenues	Multiple Programs	4,149	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>148,139</b>	<b>22.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>148,139</b>	<b>22.0</b>
Reduce: To align budget with projected revenues	Multiple Programs	-4,979	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>143,159</b>	<b>22.0</b>
<b>GROSS FOR AM0 - DEPARTMENT OF GENERAL SERVICES</b>		<b>432,884</b>	<b>671.9</b>

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

## **FY 2018 Proposed Budget Changes**

The Department of General Services' (DGS) proposed FY 2018 gross budget is \$432,884,392, which represents a 7.0 percent decrease from its FY 2017 approved gross budget of \$465,706,956. The budget is comprised of \$281,482,831 in Local funds, \$8,242,303 in Special Purpose Revenue funds, and \$143,159,258 in Intra-District funds.

### **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DGS' FY 2018 CSFL budget is \$300,193,901, which represents a \$13,962,123, or 4.4 percent, decrease from the FY 2017 approved Local funds budget of \$314,156,024.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for DGS included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$58,628 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$564,274 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Additionally, a decrease of \$14,467,770 for the Fixed Costs Inflation Factor accounts for adjustments to reflect estimates for Fleet services, Telecommunication, and a forecast of DGS' commodities based on historical expenditure trends.

### **Agency Budget Submission**

**Increase:** The Local funds budget proposal for DGS reflects an increase of \$850,297 with a net reduction of 0.9 Full-Time Equivalents (FTEs) across multiple divisions to cover projected salary step increases and Fringe Benefits costs. Also, the proposed budget in Local funds includes a net increase of \$66,631 primarily to account for projected costs for Rent for District agencies moving to new offices and for renewal of expired rental and lease agreements.

In Special Purpose Revenue funds, the proposed budget includes an increase of \$681,160 across multiple divisions. This adjustment primarily aligns funding with projected revenues forecasted for the Eastern Market Enterprise, the Robert F. Kennedy Memorial Stadium maintenance, and the Utility Payment for non-District agencies' funds. Also, this adjustment includes a reduction of 1.0 FTE to align personnel resources with the operational goals of the agency.

In Intra-District funds, the proposed budget includes an increase of \$4,148,854. This adjustment is primarily based on revised agreements with certain District agencies' for Fixed Costs charges. DGS maintains Memoranda of Understanding with agencies that have the authority to budget for certain Fixed Costs commodities. DGS makes payments on behalf of these agencies and charges them for this service.

**Decrease:** The proposed Local funds budget reflects a decrease of \$9,922,744 across agency divisions, due to savings primarily in professional services fees, contractual costs, office supplies, and equipment procurement costs.

**Technical Adjustment:** The budget proposal in Local funds includes an increase of \$852,427 in one-time funding to account for the funding of the Soccer Stadium's workforce programs.

### **Mayor's Proposed Budget**

**Enhance:** The Local funds budget proposal reflects an increase of \$1,438,086 in the Protective Services division to cover funding for new training requirements for special police officers.

### **District's Proposed Budget**

**Enhance:** In Local funds, DGS' budget proposal includes an increase of \$276,000 in the Facility Operations division to support renovations for the Department of Correction's Portal of Entry facility. The proposed budget in Local funds also increased by \$10,000 in one-time funding in the Facility Operations division to support the purchase of additional metal detectors for Wilson High School. Additionally, an increase of \$8,000 in contractual services, of which \$5,000 is one-time funding, supports the surplus disposition notification tool.

**Reduce:** The proposed Local funds budget reflects reductions of \$112,760 in the Facility Operations division due to the elimination of 2.0 vacant FTEs, and \$605,776 across multiple divisions to realize cost savings in nonpersonal services. The Local funds budget proposal also decreased by \$1,121,230 in the Construction Services division to reflect revised spending projections for contractual services. Furthermore, DGS' proposed Local funds budget was reduced by \$10,450,000 in the Rent: In-Lease and Energy – Centrally Managed divisions to account for revised projections in District-wide Fixed Costs estimates.

In Intra-District funds, DGS' budget proposal reflects a reduction of \$4,979,385 across multiple divisions to align the budget with projected revenues based on revised District-wide Fixed Costs estimates.

## Agency Performance Plan\*

Department of General Services (DGS) has the following strategic objectives for FY 2018:

### 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. Increase efficient and effective management of planning, modernization, new construction, and renovation projects for the District.
2. Improve the cleanliness, safety, and operations of the work environment for District agencies through effective and efficient facility management and maintenance.
3. Increase the safety of employees, residents, and visitors at District owned and leased properties by providing effective management of security and law enforcement.
4. 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. Increase efficient and effective management of planning, modernization, new construction, and renovation projects for the District. (4 Activities)

Activity Title	Activity Description	Type of Activity
Perform Existing Conditions Assessments	Assessment of mechanical, electrical and structural condition of all District owned facilities conducted on a recurring cycle.	Daily Service
Project Closures	Project close-out procedures and required documents and documentation, to include warranties, Operations and Maintenance manuals, commissioning documentation, Leadership in Energy and Environmental Design (LEED) certifications, certificate of occupancy, final inspections and final release of liens.	Daily Service
Project Management Services	The Construction Services division manages the planning, modernization and new construction of all capital construction projects (public safety facilities, municipal, education and recreation).	Daily Service
School Modernization, Renovations, And Improvements	The division manages the renovation and new construction of education facilities.	Key Project

#### 2. Improve the cleanliness, safety, and operations of the work environment for District agencies through effective and efficient facility management and maintenance. (7 Activities)

Activity Title	Activity Description	Type of Activity
Indoor Air Quality	Work request comes through customer service, an inspector is assigned to assess indoor air quality and identify the work need to be performed. Once the work is complete, the unit closes the work order.	Daily Service

(Continued on next page)

**2. Improve the cleanliness, safety, and operations of the work environment for District agencies through effective and efficient facility management and maintenance. (7 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Receive, Issue and Complete Work Orders	Customer Response Centers and Building Managers Receive work orders via salesforce, review and assign to appropriate units for processing and action. Once work is complete, the unit closes the work order.	Daily Service
Snow Removal	Provide pretreatment, snow melt application, shoveling. Hauling and cleaning walk ways and sidewalks, drive ways schools, recreation centers and some municipal facilities.	Daily Service
Provide Parking Space Allocation Services	Provide parking management services to District owned parking lots, assign parking and collect revenue.	Daily Service
Maintenance and Repair Services	Provide maintenance repair services for schools, parks, recreation centers and District buildings that are managed by the DGS.	Daily Service
Postal Services	Receives and delivers mail for Executive Office of Mayor (EOM)/Office of the City Administrator (OCA) and other agencies upon request. Implements inter office deliveries and on demand pickup.	Daily Service
Provide Janitorial Services	Provide cleaning services for recreation centers and a few municipal buildings.	Daily Service

**3. Increase the safety of employees, residents, and visitors at District owned and leased properties by providing effective management of security and law enforcement. (10 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Inform and Enhance Security Operations	Inform and enhance security operations through engagement with stakeholders and the interagency community. In FY17 DGS will conduct the following tasks: Advise the FSC or working groups on facility security matters. Perform scheduled Assessments and brief tenants on results. Presenting the FSL assessment to the FSC. Evaluate the facility to determine whether the baseline LOP is adequate, or whether a customized LOP is necessary. Provide District employees with security awareness training.	Key Project
Ensure Sustainment of Contract Security Operations	Ensure sustainment of Contract Security operations through an active compliance and monitoring program. In FY17, DGS will continue this effort at the nearly 70 DC Government- owned, leased and managed facilities.	Key Project
Protect District Facilities, Assets, And Visitors	Protect district facilities, assets, and visitors while facilitating the conduct of government business. In FY17, the agency will conduct risk assessments, at least, every five years for Facility Security Level (FSL) I and II facilities and at least every three years for Level III, IV, and V facilities as per the current federal guidelines and best practices.	Key Project
Security	PSD's Patrol Operations provides assigned building security and mobile security support for all District properties and shelters. The Central Communications Center (CCC) provides 24/7 alarm and Closed Circuit Television (CCTV)	Daily Service

(Continued on next page)

**3. Increase the safety of employees, residents, and visitors at District owned and leased properties by providing effective management of security and law enforcement. (10 Activities)**

Activity Title	Activity Description	Type of Activity
	monitoring and overall communications support for all sections of PSD. Threat Management Section (TMS) provides and supports the Enterprise Security Network of CCTV surveillance systems and Personal Identification Card Activity (PICA), along with all resources and equipment for access control activities (X-Ray machines, scanners, and magnetometers) and all requests from outside agencies for security recordings	
Post Orders Compliance Review	PSD's Threat Management Section and Patrol Operations conducts contract compliance and quality control inspections for all DGS facilities to ensure contract and personnel compliance with existing building rules and regulations and post orders. Post orders are reviewed and updated.	Daily Service
Security Guard Contracting	The PSD-assigned COTR for each security guard contract responds to District facilities to ensure compliance and conducts security meetings (at least once a month) to interact with security agencies concerning all relevant issues (compliance, invoicing, liquidations, etc.)	Daily Service
Monitoring Security Systems	PSD's CCC and the Security Services Center (SSC), located at John Wilson Building (JWB) provide 24/7 alarm and CCTV monitoring. PSD's Threat Management Section continuously monitors all aspects of the Enterprise Wide Security System.	Daily Service
Execute Direct Staffing at Critical Locations	PSD's uniformed officers are directly assigned to secure critical high-profile DC Government facilities such as the JWB, Consolidated Forensic Lab (CFL), and the Office of Unified Communications (OUC).	Daily Service
Managing Security Guard Contract	PSD's Administrative Support and Patrol Operations Sections, working with the PSD Training Specialist and Strategic Development Specialist, are primarily responsible for managing all matters regarding security guard contract implementation, to include: Statements of Work (SOW), assisting with the preparation of Request For Proposals (RFPs), Special Events (monitoring and preparing MOUs), contract compliance, mediating and monitoring contract liquidations, and moderating regularly scheduled (weekly and monthly) security agency awareness meetings, and invoicing (submission and reconciliation).	Daily Service
Conduct Required Training For All Eligible Officers	PSD's Training Specialist, Administrative Support and Patrol Operations leadership and Strategic Development Specialist collaboratively ensure all aspects of mandated and optional training for all PSD officers, to include: preparing training plans, tracking all training and certifications, In-Service training mandates (by DCMR 6A), Firearm and Weapons training and requalification (performed by PSD's Firearm Instructors), D.C. Code and legal issues.	Daily Service

**4. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(18 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Performance Management	The agency works in close collaboration with OCA to develop performance plan and report key results on the quarterly, semi and/or annual basis. The agency also works with Divisions to increase efficiency through a structured bi-weekly performance review meetings.	Key Project
Resource Allocation	In FY17, DGS will identify unit costs and measure agency outputs across all business functions by continuously evaluating its current business practices to provide the most effective and efficient services and support the facilitation of wise top-level resource allocation decision and implementation strategies. Additionally, DGS will use 95 percent of its resources to execute the agency's mission.	Key Project
Reduce Government Leasing Costs	In FY17, DGS will continue to vigorously monitor upcoming lease expirations with significant impact on the portfolio. DGS will continuously focus on reforming its leasing program.	Key Project
Owned and Leased Properties	Portfolio Division provides a quality workplace environment that supports program operations, preserves the value of real property assets, meets the needs of the occupant agencies, and provides amenities and physical fitness facilities in the workplace when adequately justified in owned or leased spaces. Portfolio Division must promote maximum utilization of District owned workspace, consistent with mission requirements, to maximize its value to the District or alternately turned to leased space to meet the client agencies mission critical work requirements, while reducing leased space costs and optimize physical space.	Daily Service
Collect Rent	Portfolio Division's is responsible for the revenue generation and collection of real property that has been identified as excess to operational requirements. In addition, it is Portfolio's responsibility to assist in identifying properties that may be surplus to their needs. Currently, Portfolio internal controls over the collection and recording of rental income need improvement.	Daily Service
Generate Revenue	Portfolio Division objective is to improve the district utilization of space and therefore increase revenue generations. By introducing innovative Total Workspace initiative, aimed at creating a 21st century workspace throughout the District Government, could generate additional revenue opportunities for the District and reduce costs for other client agencies.	Daily Service
Acquisition Planning and Execution Activities	The department has worked closely with our internal divisions and client agencies to create a detailed and meaningful acquisition plan which aligns anticipated procurements with budgetary resources and strategic plans. The annual acquisition plan will allow the department to forecast the procurement needs of the internal divisions and meet both planned and unplanned procurement needs with greater efficiency.	Daily Service

(Continued on next page)

**4. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(18 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Maintain Files	The Acquisition Services branch within the Contracts and Procurement Division assists management with monitoring and oversight over the file room and contract files. This includes periodically assessing the integrity of file room operational procedures as well as ascertaining whether the file room specialist is implementing efficient and effective records management practices.	Daily Service
Vendor Dispute Resolution	Prospective contractors have the right to protest decisions made by the Contracting Officer. All protests and disputes by the contractor against the District shall be first submitted in writing to the Contracting Officer for a decision. The Contracting Officer will make every attempt to resolve protests and disputes via alternative dispute resolution and informal methods. Any dispute that cannot be resolved by this method may be treated as a formal claim.	Daily Service
Direct Vouchers	Procurement personnel assist in the preparation of release documentation for Direct Vouchers and review contractor invoices and recommend approval by the Contracting Officer.	Daily Service
Purchase Contract Files	Procurement personnel are required to reference a contract file checklist to ensure the completeness of contract files and to validate that key compliance documents are properly documented.	Daily Service
Procurement Actions	Operational reviews and assessments are performed to ascertain whether the District's procurement professionals are complying with the applicable procurement laws, regulations, and policies. In addition, these reviews are purposed to identify high risk procurement issues and areas, provide key monitoring and oversight activities on behalf of management, and identify other issues and/or opportunities for operational and process efficiency.	Daily Service
Produce the Contract Action Report (CAR)	Maintain and update the CAR to track all contract actions processed by Contracts and Procurement Division (C&P's) contract specialists. The data represents all contracts and small purchases touched by contract specialists, whether or not the action is related to a specific contract action (such as de-obligations, funding attribute changes, funding increases to projects after Council approval or new fiscal year monies are available).	Daily Service
Contract Management	Sustainability and Energy Division's (S&E) manages many contracts for various services, including temporary contractors, green and cool roofs, solar and wind power purchase agreements, and on-call service contracts.	Daily Service
Bill Management	S&E receives and processes invoices for all commodities, including electricity, natural gas, water, steam, stormwater, waste, recycling, organics and fuel.	Daily Service

(Continued on next page)

**4. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(18 Activities)**

Activity Title	Activity Description	Type of Activity
Training Workforce On In-House It Applications	Impacted employees will be trained to obtain the knowledge and skills necessary to use the Integrated Workspace Management System (IWMS) of record (ARCHIBUS) and Easy Pay (aka OnBase) to manage data previously managed through other systems, applications, spreadsheets, document, etc. The systematic, hands-on trainings will be tailored to employees based on their role within the agency. They will be trained on ways to enter/key-in, import, view, track, export information/data, and generate reports based on divisional requirements via handouts and training manuals. Contracting Officer's Technical Representative (COTRs) will also learn how to more efficiently process invoices within the mandated time period to properly track vendor payments. The IWMS users will be afforded the opportunity to practice the functions of the system on a test database to gain confidence by the end of the specified user acceptance testing (UAT) period.	Key Project

**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. Increase efficient and effective management of planning, modernization, new construction, and renovation projects for the District. (14 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Architect/Engineer Error and Omissions change orders on active education projects compared to total approved construction budge	No	Not Available	Not Available	Not Available	5%	5%
Percent of approved invoices submitted to OCFO for payment processing within 15 calendar days of receipt	No	Not Available	Not Available	Not Available	90%	90%
Percent of Architect/Engineer Error and Omissions change orders on active municipal projects compared to total approved construction budget	No	Not Available	Not Available	Not Available	5%	5%
Percent of Architect/Engineer Error and Omissions change orders on active recreational projects compared to total approved construction	No	Not Available	Not Available	Not Available	5%	5%

(Continued on next page)

**1. Increase efficient and effective management of planning, modernization, new construction, and renovation projects for the District. (14 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of construction projects on budget according to original budget	No	Not Available	Not Available	Not Available	75%	75%
Percent of construction projects on schedule according to original schedule	No	Not Available	Not Available	Not Available	75%	75%
Percent of eligible active construction projects in the portfolio that is tracking LEED Silver which is Gold or Platinum	No	6.40%	10%	5%	5%	5%
Percent of eligible active construction projects that are tracking Leadership in Energy and Environment ( LEED) Silver or better	No	4.20%	10%	5%	5%	5%
Percent of Owner Agency directed change orders on active education projects compared to total approved construction budget	No	Not Available	Not Available	Not Available	10%	10%
Percent of Owner Agency directed change orders on active municipal projects compared to total approved construction	No	Not Available	Not Available	Not Available	10%	10%
Percent of Owner Agency directed change orders on active recreational projects compared to total approved construction budget	No	Not Available	Not Available	Not Available	10%	10%
Percent of Unforeseen Site Condition change orders on active education projects compared to total approved construction budget	No	Not Available	Not Available	Not Available	5%	5%
Percent of Unforeseen Site Condition change orders on active municipal projects compared to total approved construction budget	No	Not Available	Not Available	Not Available	5%	5%
Percent of Unforeseen Site Condition change orders on active recreational projects compared to total approved construction budget	No	Not Available	Not Available	Not Available	5%	5%

**2. Improve the cleanliness, safety, and operations of the work environment for District agencies through effective and efficient facility management and maintenance. (5 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Average days to complete Routine Work Orders	No	Not Available	Not Available	Not Available	30	30
Percent of emergency maintenance requests responded to within two hours per Service Level Agreement	No	Not Available	Not Available	Not Available	90%	90%

(Continued on next page)

**2. Improve the cleanliness, safety, and operations of the work environment for District agencies through effective and efficient facility management and maintenance. (5 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of facilities with Boilers operational and certified by Department of Consumer and Regulatory Affairs (DCRA) by September 30th	No	100%	81%	100%	100%	100%
Percent of high priority work orders completed within 10 days per Service Level Agreement	No	Not Available	Not Available	Not Available	85%	85%
Percent of outdoor swimming pools operational by Opening Day/Memorial Day	No	100%	100%	100%	100%	100%

**3. Increase the safety of employees, residents, and visitors at District owned and leased properties by providing effective management of security and law enforcement. (5 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Number of Access Control Guard Post Inspections (compliance check)	No	468	157	84	96	96
Number of scheduled building assessments conducted	No	74	57	48	20	20
Number of Screening Posts Inspection (e.g. X-ray and magnetometer)	No	86	49	80	80	80
Percent of eligible officers receiving training and re-training as scheduled	No	100%	304%	90%	100%	100%
Percent of working alarms and CCTV cameras	No	99%	100%	90%	100%	100%

**4. Create and maintain a highly efficient, transparent and responsive District government.\*\* (42 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Actual dollar amount spent on leased vehicles	No	Not Available	Not Available	Not Available	\$658,730	\$658,730
Actual dollar amount spent on owned vehicles	No	Not Available	Not Available	Not Available	\$634,855	\$634,855
Actual expenses - Eastern Market	Yes	Not Available	Not Available	Not Available	New Measure	New Measure
Annual Electricity Consumption (kbtu)	No	Not Available	Not Available	Not Available	3.5%	3.5%
Annual electricity- Peak Demand (kbtu)	No	Not Available	Not Available	Not Available	3.5%	3.5%
Annual Natural Gas Consumption(kbtu)	No	Not Available	Not Available	Not Available	3.5%	3.5%
Annual portfolio -water consumption (CCF)	No	Not Available	Not Available	Not Available	3.5%	3.5%
Annual portfolio greenhouse gas emissions (tons)	No	Not Available	Not Available	Not Available	3.5%	3.5%
Annual portfolio- waste generation (tons)	No	Not Available	Not Available	Not Available	3.5%	3.5%
Average processing time for a Request for Proposal (RFP) under \$1 million (in days)	No	51.5	30.1	75	75	75

(Continued on next page)

**4. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(42 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Average processing time for a RFP more than \$1 million (in days)	No	78.2	59.3	105	105	105
Average processing time for small purchases from \$10,001 - \$100,000 (Business Days)	No	10.2	18.1	10	10	10
Average processing time for small purchases under \$10,000 (Business Days)	No	6	21.4	5	5	5
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
District actual rent as a percent of market	No	130.30%	95.20%	94%	95%	95%
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Number of new leases/Total number of active leases	No	Not Available	Not Available	Not Available	4	4
Number of training classes offered for Realty Specialist (employee focus)	No	Not Available	Not Available	Not Available	3	3
Percent of customer service complaints and inquiries resolved within 30 days through ask the Director ( Council, client agencies, DCPS)	No	77.9%	Not Available	95%	95%	95%
Percent of DGS Employees trained in Customer Service Standards	No	10.9%	Not Available	90%	90%	90%
Percent of DGS employees who attended training classes offered ( staff development/not mandatory)	No	Not Available	Not Available	Not Available	85%	85%
Percent of DGS Managers who participated and completed DCHR mandatory training	No	Not Available	Not Available	Not Available	85%	85%
Percent of dollars awarded to Certified Small Business Enterprise (CSBE) firms (Operating)	No	30.3%	25.4%	50%	50%	50%
Percent of dollars awarded to CSBE firms (Capital)	No	55.5%	39.2%	50%	50%	50%
Percent of fiscal year initiatives either met or nearly met	No	Not Available	Not Available	Not Available	90%	90%

(Continued on next page)

**4. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(42 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of fiscal year performance indicators either met or nearly met	No	Not Available	Not Available	Not Available	90%	90%
Percent of industrial/flex space leased versus owned	No	Not Available	Not Available	Not Available	50%	50%
Percent of office space leased versus owned	No	49%	45%	45%	45%	45%
Percent of rent due actually collected	No	182%	98.1%	96%	96%	96%
Performance Management-Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Total dollar amount paid for leased space	No	\$136,698,345	\$143,633,013	\$143,934,200	\$150,000,000	\$150,000,000
Total dollar of capital contracts available for CSBE award	No	\$52,000,000	\$77,421,706	\$100,000,000	\$100,000,000	\$100,000,000
Total dollar of operating contracts available for CSBE award	No	\$85,100	\$102,318,637	\$25,000,000	\$25,000,000	\$25,000,000
Total gross revenue generated ( Eastern Market)	Yes	Not Available	Not Available	Not Available	New Measure	New Measure
Total revenue generated from District owned real property	No	\$42,564,237	\$4,736,602	\$15,002,079	\$13,000,000	\$13,000,000
Vacancy rate of District-owned buildings space excluding schools	No	1%	1%	2%	2%	2%

**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. Allocation of owned and leased properties to District agencies**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Total SF of currently leased office space	No	3,027,364	3,006,443	2,930,028

**2. Perform operational reviews and assessments of procurement actions**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of contracts processed	No	435	428	448

**3. Produce the Contract Action Report (CAR)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Dollar amount of contracts processed	No	\$140,085,501	\$155,900,025	\$179,740,343

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#### 4. Receive, issue and complete work orders

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total number of completed work orders to date	No	8,681	7,313	20,424
Total number of work orders received to date	Yes	Not Available	Not Available	New Measure

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#### 5. Managing and providing security at District owned and leased-properties

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total Service Calls received by PSD	No	1,283	3,553	3,096

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#### 6. Managing Security guard contract

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total dollar value of liquidated damages resulting from contract guard poor performance or corrective action	No	\$15,642	\$3,553	\$2,510

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#### 7. Contract management

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total natural gas consumption (Therms)	No	Not Available	9,336,409	7,322,021.50
Total portfolio waste (Tons)	No	Not Available	13,700	7,413.10
Total recycled materials (Tons)	No	87	2,568	2,140
Total renewable electricity consumption (kWh)	No	391	405	402
Total water consumption (CCF)	No	Not Available	857,905	159,364

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#### 8. School Modernization, Renovations, and Improvements

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of ongoing projects (design or construction phases)	Yes	Not Available	Not Available	New Measure

#### Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

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# Contract Appeals Board

<http://cab.dc.gov>

Telephone: 202-727-6597

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**Table AF0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change from FY 2017</b>
OPERATING BUDGET	\$1,377,677	\$1,492,391	\$1,490,422	-0.1
FTEs	9.9	10.0	10.0	0.0

The mission of the Contract Appeals Board (CAB) is to provide an impartial, expeditious, inexpensive, and knowledgeable forum for the hearing and resolving of contractual disputes, protests, debarments, and suspensions involving the District and its contracting communities.

## Summary of Services

The Contract Appeals Board reviews and determines protests of District contract solicitations and/or awards; appeals by contractors of the District Contracting Officer's final decisions; claims by the District against a contractor; appeals by contractors of suspensions and/or debarments; and contractor appeals of interest payment claims under the Quick Payment Act.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AF0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table AF0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
LOCAL FUNDS	1,378	1,492	1,490	-2	-0.1	9.9	10.0	10.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>1,378</b>	<b>1,492</b>	<b>1,490</b>	<b>-2</b>	<b>-0.1</b>	<b>9.9</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>1,378</b>	<b>1,492</b>	<b>1,490</b>	<b>-2</b>	<b>-0.1</b>	<b>9.9</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AF0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table AF0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
11 - REGULAR PAY - CONTINUING FULL TIME	430	600	668	676	7	1.1
12 - REGULAR PAY - OTHER	564	549	529	529	0	0.0
13 - ADDITIONAL GROSS PAY	8	1	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	157	172	220	204	-17	-7.6
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>1,158</b>	<b>1,323</b>	<b>1,418</b>	<b>1,409</b>	<b>-10</b>	<b>-0.7</b>
20 - SUPPLIES AND MATERIALS	12	4	10	12	2	19.8
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	2	0	9	9	0	0.0
40 - OTHER SERVICES AND CHARGES	15	29	25	28	3	10.4
41 - CONTRACTUAL SERVICES - OTHER	6	14	25	26	1	4.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	7	8	5	7	2	40.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>43</b>	<b>55</b>	<b>74</b>	<b>82</b>	<b>8</b>	<b>10.3</b>
<b>GROSS FUNDS</b>	<b>1,201</b>	<b>1,378</b>	<b>1,492</b>	<b>1,490</b>	<b>-2</b>	<b>-0.1</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AF0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table AF0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) CONTRACT APPEALS BOARD</b>								
(1010) PERSONNEL	0	9	9	0	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	322	211	208	-3	2.0	1.0	1.0	0.0
<b>SUBTOTAL (1000) CONTRACT APPEALS BOARD</b>	<b>322</b>	<b>220</b>	<b>217</b>	<b>-2</b>	<b>2.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>(2000) ADJUDICATION</b>								
(2001) ADJUDICATION	1,055	1,272	1,273	0	7.9	9.0	9.0	0.0
<b>SUBTOTAL (2000) ADJUDICATION</b>	<b>1,055</b>	<b>1,272</b>	<b>1,273</b>	<b>0</b>	<b>7.9</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>1,377</b>	<b>1,492</b>	<b>1,490</b>	<b>-2</b>	<b>9.9</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Contract Appeals Board operates through the following 2 programs:

**Contract Appeals Board (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.

**Adjudication** – adjudicates protests of District contract solicitations and awards, appeals by contractors of District contracting officer's final decisions, claims by the District against contractors, appeals by contractors of suspensions and debarments, and contractor appeals of interest payment claims under the Quick Payment Act.

## Program Structure Change

The Contract Appeals Board has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table AF0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table AF0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,492</b>	<b>10.0</b>
Other CSFL Adjustments	Multiple Programs	-2	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>1,490</b>	<b>10.0</b>
Increase: To align resources with operational spending goals	Multiple Programs	4	0.0
Increase: To support the costs of pre-existing programmatic initiatives	Adjudication	2	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-6	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,490</b>	<b>10.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,490</b>	<b>10.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,490</b>	<b>10.0</b>
<b>GROSS FOR AF0 - CONTRACT APPEALS BOARD</b>		<b>1,490</b>	<b>10.0</b>

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

## FY 2018 Proposed Budget Changes

The Contract Appeals Board's (CAB) proposed FY 2018 gross budget is \$1,490,422, which represents a less than 1.0 percent decrease from its FY 2017 approved gross budget of \$1,492,391. The budget is comprised entirely of Local funds.

### Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs/divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

CAB's FY 2018 CSFL budget is \$1,490,422, which represents a \$1,969 or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$1,492,391.

### CSFL Assumptions

The FY 2018 CSFL calculated for CAB included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$3,306 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$1,250 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Additionally, an increase of \$87 for the Fixed Costs Inflation Factor accounts for fleet services estimates.

**Agency Budget Submission**

**Increase:** The proposal in CAB's FY 2018 budget includes an increase of \$4,272 in nonpersonal services for office supplies, professional services fees, OCTO IT assessments, and contractual services. The proposed budget also increased by \$2,000 to support the procurement and update of office equipment in the Adjudication program.

**Decrease:** The proposed budget reflects a net decrease of \$6,272 to align funding with projected personal services expenditures. This adjustment offsets the proposed increase in nonpersonal services costs.

**Mayor's Proposed Budget**

**No Change:** The Contract Appeals Board's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

**District's Proposed Budget**

**No Change:** The Contract Appeal Board's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan\*

Contract Appeals Board (CAB) has the following strategic objectives for FY 2018:

### 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. Increase public confidence in the DC procurement process through the efficient, effective, and fair disposition of public contracting disputes.
2. Increase use of Alternative Dispute Resolution (ADR) in resolving cases without the need for traditional litigation models, resulting in faster, more efficient dispositions of cases, and greater party satisfaction.
3. Create and maintain a highly efficient, transparent, and responsive District government through the digital archiving and electronic filing of all Board cases permitting web-based retrieval and full-text searching by the parties with pending cases and the public.\*\*

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### 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.

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#### 1. Increase public confidence in the DC procurement process through the efficient, effective, and fair disposition of public contracting disputes. (1 Activity)

Activity Title	Activity Description	Type of Activity
Open Appeal Cases	Working goal to reduce the number of cases that are three years or older to less than 5% through docket review and strategic resource allocation.	Daily Service

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#### 2. Increase use of Alternative Dispute Resolution (ADR) in resolving cases without the need for traditional litigation models, resulting in faster, more efficient dispositions of cases, and greater party satisfaction. (1 Activity)

Activity Title	Activity Description	Type of Activity
Dispute Resolution	Increase use of ADR in resolving disputes before CAB through researching, developing and applying best practices in mediation and other alternative dispute resolution models. At the inception of each case, CAB encourages mediation/settlement through Scheduling Orders. Further, the Presiding Judge in each case encourages mediation/settlement during the pretrial conference. CAB will continue to build upon its capacity to offer meaningful settlement/mediation opportunities to litigants.	Daily Service

**3. Create and maintain a highly efficient, transparent, and responsive District government through the digital archiving and electronic filing of all Board cases permitting web-based retrieval and full-text searching by the parties with pending cases and the public.\*\* (1 Activity)**

Activity Title	Activity Description	Type of Activity
Digital Archiving and Electronic Filing	Increase digital archiving and electronic filing of new cases to provide full-text searching and, therefore, greater transparency for litigants, the contracting community and the public. Completion of digital archiving and loading into the database of historical appeal and protest cases permitting web-based retrieval and full-text searching capability by the parties with pending cases and the public, while promoting electronic filing and uploading of documents in all newly filed cases.	Key Project

## 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. Increase public confidence in the DC procurement process through the efficient, effective, and fair disposition of public contracting disputes. (4 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of appeals resolved within 4 months of the cases being ready for decision	No	80%	92%	90%	90%	90%
Percent of decisions sustained on appeal	No	100%	Not Available	100%	100%	100%
Percent of pending cases that are three years old or less	No	71%	75%	85%	90%	90%
Percent of Protests resolved within 60 business days	No	91%	83%	95%	95%	95%

**2. Increase use of Alternative Dispute Resolution (ADR) in resolving cases without the need for traditional litigation models, resulting in faster, more efficient dispositions of cases, and greater party satisfaction. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of cases resolved through settlement	No	Not Available	72%	30%	30%	50%

**3. Create and maintain a highly efficient, transparent, and responsive District government through the digital archiving and electronic filing of all Board cases permitting web-based retrieval and full-text searching by the parties with pending cases and the public.\*\* (11 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

(Continued on next page)

**3. Create and maintain a highly efficient, transparent, and responsive District government through the digital archiving and electronic filing of all Board cases permitting web-based retrieval and full-text searching by the parties with pending cases and the public.\*\* (11 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Percent of cases closed by the Board in the current fiscal year that are electronically archived to permit web-based retrieval and full-text searching capability	No	100%	100%	100%	100%	100%
Percent of new cases using electronic filing system	No	100%	100%	100%	100%	100%
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Increase digital archiving and electronic filing of new cases to provide full-text searching and, therefore, greater transparency for litigants, the contracting community, and the public.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of archived protest and appeals cases digitized and uploaded to the public website	No	79	26	48
Number of documents filed in new cases	No	1,361	1,346	1,783
Number of new cases filed and processed electronically	No	36	26	33

**2. Increase use of ADR in resolving disputes before CAB through researching, developing, and applying best practices in mediation and other alternative dispute resolution models.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of cases resolved through settlement/voluntary withdrawal	No	43	8	35
Number of Scheduling Orders issued encouraging settlement	No	36	26	33

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**3. Reduce the number of open appeal cases that are three years or older through docket review and strategic resource allocation.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of cases resolved	No	79	26	48
Number of new cases filed	No	36	26	33

**Performance Plan Endnotes**

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



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# Board of Elections

**www.dcboee.org**  
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**Table DL0-1**

<b>Description</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>% Change</b>
	<b>Actual</b>	<b>Approved</b>	<b>Proposed</b>	<b>from FY 2017</b>
OPERATING BUDGET	\$9,379,113	\$7,623,411	\$8,907,003	16.8
FTEs	60.3	60.0	56.0	-6.7

The Board of Elections, a chartered independent agency, is comprised of a three-member Board along with a small, dedicated staff that carries out the agency's mission. The mission of the Board is to enfranchise eligible residents, conduct elections, and assure the integrity of the electoral process as mandated by both federal and local laws.

## **Summary of Services**

The Board of Elections (BOE) achieves its mission through the execution of the following services and programs: voter registration services; voting system technologies; voter information services including public and media outreach and candidate services; information technology and information services systems that support voting, ballot tabulation, and electronic mapping of election district boundaries; planning and implementation of District of Columbia elections; and through the aid of legal counsel, rule making and adjudication functions.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DL0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table DL0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	7,114	7,623	7,907	284	3.7	60.3	60.0	56.0	-4.0	-6.7
<b>TOTAL FOR GENERAL FUND</b>	<b>7,114</b>	<b>7,623</b>	<b>7,907</b>	<b>284</b>	<b>3.7</b>	<b>60.3</b>	<b>60.0</b>	<b>56.0</b>	<b>-4.0</b>	<b>-6.7</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	2,255	0	1,000	1,000	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>2,255</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>PRIVATE FUNDS</b>										
PRIVATE GRANT FUNDS	10	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>9,379</b>	<b>7,623</b>	<b>8,907</b>	<b>1,284</b>	<b>16.8</b>	<b>60.3</b>	<b>60.0</b>	<b>56.0</b>	<b>-4.0</b>	<b>-6.7</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table DL0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table DL0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	2,407	2,581	3,024	2,957	-67	-2.2
12 - REGULAR PAY - OTHER	1,180	1,100	800	634	-166	-20.7
13 - ADDITIONAL GROSS PAY	38	25	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	591	619	761	649	-112	-14.7
15 - OVERTIME PAY	454	430	500	500	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>4,670</b>	<b>4,755</b>	<b>5,085</b>	<b>4,740</b>	<b>-345</b>	<b>-6.8</b>
20 - SUPPLIES AND MATERIALS	206	196	285	285	0	0.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	12	11	20	20	0	0.0
40 - OTHER SERVICES AND CHARGES	1,749	1,736	1,621	2,249	628	38.8
41 - CONTRACTUAL SERVICES - OTHER	1,028	586	570	645	75	13.2
70 - EQUIPMENT AND EQUIPMENT RENTAL	27	2,096	42	967	925	2,177.5
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>3,021</b>	<b>4,624</b>	<b>2,538</b>	<b>4,167</b>	<b>1,628</b>	<b>64.2</b>
<b>GROSS FUNDS</b>	<b>7,691</b>	<b>9,379</b>	<b>7,623</b>	<b>8,907</b>	<b>1,284</b>	<b>16.8</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table DL0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table DL0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	467	472	389	-83	5.5	5.5	4.0	-1.5
(1020) CONTRACTING AND PROCUREMENT	121	151	87	-65	1.5	1.5	1.0	-0.5
(1030) PROPERTY MANAGEMENT	59	9	185	176	1.0	1.0	5.0	4.0
(1040) INFO TECH	567	574	640	66	6.0	5.0	5.0	0.0
(1060) LEGAL	467	476	504	28	3.5	3.0	3.0	0.0
(1070) FLEET MANAGEMENT	0	25	27	2	0.0	0.0	0.0	0.0
(1080) COMMUNICATION	97	104	108	4	1.0	1.0	1.0	0.0
(1085) CUSTOMER SERVICE	394	363	255	-109	3.0	4.0	3.0	-1.0
(1090) PERFORMANCE MGMT	251	307	369	62	2.0	2.0	2.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>2,424</b>	<b>2,482</b>	<b>2,564</b>	<b>82</b>	<b>23.6</b>	<b>23.0</b>	<b>24.0</b>	<b>1.0</b>
<b>(3000) BOARD OF SUPERVISORS</b>								
(3001) BOS OPERATIONS	34	52	52	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) BOARD OF SUPERVISORS</b>	<b>34</b>	<b>52</b>	<b>52</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(4000) ELECTION OPERATIONS</b>								
(4001) VOTER REGISTRATION	816	892	839	-53	20.1	20.0	19.0	-1.0
(4002) VOTER SERVICES	428	493	360	-133	7.5	7.5	5.0	-2.5
(4004) ELECTION OPERATIONS	5,677	3,705	5,092	1,387	9.0	9.5	8.0	-1.5
<b>SUBTOTAL (4000) ELECTION OPERATIONS</b>	<b>6,922</b>	<b>5,090</b>	<b>6,291</b>	<b>1,201</b>	<b>36.7</b>	<b>37.0</b>	<b>32.0</b>	<b>-5.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>9,379</b>	<b>7,623</b>	<b>8,907</b>	<b>1,284</b>	<b>60.3</b>	<b>60.0</b>	<b>56.0</b>	<b>-4.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Board of Elections operates through the following 3 programs:

**Board of Supervisors** – provides assistance to the BOE in carrying out their duties. This policy-making board manages all activities relating to the BOE, including meetings. The Board members meet a minimum of once a month with the Office of the General Counsel, the Office of the Executive Director, and the Office of Campaign Finance to discuss any situation or concern that the BOE may have.

**Election Operations** – provides the administrative functions for the agency’s overall operations. This program directs election-related program operations and support activities; conducts elections; provides voter registration services; and provides voter roll maintenance, technology and information, and administration and support.

This program contains the following 3 activities:

- **Voter Registration** – operates the voter registration system; conducts the absentee voter program, including in person, by mail, overseas citizen services, and absentee registration and voting; maintains voter history data; disseminates and provides access to voter registry data products; determines registration status for special ballots and petition signatures; assists in automated ballot tabulation and recount operations; conducts the biennial voter canvass; and executes the statutorily mandated requirements for the management and maintenance of the District’s voter registry, including data processing systems support for on-line voter registration;
- **Voter Services** – provides centralized voter assistance, public reception, and information services; provides candidates with the information and documentation necessary for them to qualify for office, including petitions and declarations of candidacy; administers ballot access procedures for candidates and initiative, referendum, and recall measures; ensures petition sufficiency, voter qualification and eligibility, absentee registration and voting, and documentation for certification of election results; conducts ballot position lotteries and assists in automated ballot tabulation and recount operations; and conducts the in-person absentee voting program; and
- **Election Operations** – provides central planning, administrative, and logistical support for all agency operations, including those directly associated with the conduct of elections and their subsequent clean-up. This activity is responsible for resource planning and financial management, including budgeting, accounting, procurement activity, and intra-District charges for services; contractual support for elections; and maintenance of agency facilities, specialized equipment, and other material. This activity also coordinates special elections and recall; develops election ballot layouts and design; effects procurement, monitors production, and ensures proper distribution of ballots for each voting precinct; performs comprehensive planning and support to election operations; and ensures that elections are carried out in an open and accessible manner for voters of the District of Columbia.

**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 Board of Elections has no program structure changes in the FY 2018 proposed budget.

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## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table DL0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table DL0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>7,623</b>	<b>60.0</b>
Removal of One-Time Funding	Multiple Programs	-85	0.0
Other CSFL Adjustments	Multiple Programs	42	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>7,580</b>	<b>60.0</b>

**Table DL0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Increase: To align resources with operational spending goals	Multiple Programs	444	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-444	-6.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>7,580</b>	<b>54.0</b>
Enhance: To support FY 2018 Mayoral elections (one-time)	Multiple Programs	215	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>7,795</b>	<b>54.0</b>
Enhance: To support additional FTEs	Election Operations	112	2.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>7,907</b>	<b>56.0</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Increase: To align budget with projected grant awards	Election Operations	1,000	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,000</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,000</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,000</b>	<b>0.0</b>
<b>GROSS FOR DL0 - BOARD OF ELECTIONS</b>		<b>8,907</b>	<b>56.0</b>

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

### FY 2018 Proposed Budget Changes

The Board of Elections' (BOE) proposed FY 2018 gross budget is \$8,907,003, which represents a 16.8 percent increase over its FY 2017 approved gross budget of \$7,623,411. The budget is comprised of \$7,907,003 in Local funds and \$1,000,000 in Federal Grant funds.

### Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

BOE's FY 2018 CSFL budget is \$7,580,363, which represents a \$43,048, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$7,623,411.

### CSFL Assumptions

The FY 2018 CSFL calculated for BOE included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$12,176 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$52,648 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for BOE also includes a reduction of \$85,000 to account for the removal of one-time funding appropriated for FY 2017 to support ballot access initiatives. Additionally, an increase of \$1,480 for the Fixed Costs Inflation Factor accounts for estimates for Fleet services.

### Agency Budget Submission

**Increase:** BOE's proposed Local funds budget reflects a net increase of \$444,317 primarily in the Election Operations program to support the planning, administrative, and logistical costs required for agency operations.

In Federal Grant funds, BOE's proposed budget includes a net increase of \$1,000,000 in the Election Operations program to align the budget with anticipated funding for the Help America Vote Act (HAVA) grant. This adjustment includes \$925,000 to support funding for equipment purchases and maintenance, and \$75,000 to support the costs associated with contractual services.

**Decrease:** BOE's Local funds budget proposal includes a net personal services reduction of \$444,317 and 6.0 Full-Time Equivalent positions (FTEs), primarily in the Election Operations program, to offset the increase in nonpersonal services. This reduction is comprised of \$327,466 and 6.0 FTEs to reflect savings in employee salaries, and \$116,852 to reflect projected Fringe Benefits costs.

### **Mayor's Proposed Budget**

**Enhance:** The proposed Local funds budget reflects an increase of \$215,000 in nonpersonal services across multiple programs. This one-time adjustment is to support the cost of voting equipment and other services needed to ensure the successful conduct of the District's 2018 Mayoral Primary and General Election. Specifically, this funding provides: \$25,000 for United States Postal Service (USPS) Intelligent Mail Barcode Solutions; \$50,000 to support Ward Coordinators for Americans with Disabilities Act (ADA) and Language Assistance services; \$75,000 for rental costs for 50 DS 200 precinct scanners, tabulators and wireless modems; and \$65,000 for the rental of 50 Express Votes voting systems and kiosks.

### **District's Proposed Budget**

**Enhance:** BOE's proposed Local funds budget includes an increase of \$111,640 to support two Voter Registration Specialists in the Election Operations program in accordance with the Automatic Registration Amendment Act of 2016 (D.C. Law 21-0208).

## Agency Performance Plan\*

Board of Elections (BOE) has the following the strategic objectives for FY 2018:

### 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. Increase the percentage of District of Columbia residents registered to vote.
2. Maintain an accurate and up-to-date voter registry.
3. Increase accessibility, public awareness, and knowledge of the electoral process.
4. Leverage technology to improve the efficiency of Board operations.
5. Recruit and train poll workers adequately to fulfill duties and provide excellent customer service to voters.
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. Maintain an accurate and up-to-date voter registry. (1 Activity)

Activity Title	Activity Description	Type of Activity
Processing Voter Registration Information Received	Updating voter registry based upon information from voters and other sources.	Daily Service

#### 2. Increase accessibility, public awareness, and knowledge of the electoral process. (1 Activity)

Activity Title	Activity Description	Type of Activity
Deploy New, Accessible Website	Deploy new, accessible website.	Key Project

### 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. Increase the percentage of District of Columbia residents registered to vote. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of District of Columbia residents who are registered to vote each month	No	Not Available	4,000	Not Available	6,000	6,000

**2. Maintain an accurate and up-to-date voter registry. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent decrease in registered voters who request non-address change related corrections to their voter records	Yes	Not Available	New Measure	Not Available	New Measure	New Measure

**3. Increase accessibility, public awareness, and knowledge of the electoral process. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of polling places that are operationally accessible in FY 2018 elections	Yes	Not Available	New Measure	Not Available	New Measure	New Measure

**4. Leverage technology to improve the efficiency of Board operations. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of voters who register or update their voter registration information electronically through the Board's mobile registration application	Yes	Not Available	New Measure	Not Available	New Measure	New Measure

**5. Recruit and train poll workers adequately to fulfill duties and provide excellent customer service to voters. (5 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of poll workers who complete and submit required post-election documentation in FY 2018	Yes	Not Available	New Measure	Not Available	New Measure	New Measure
Percent of polling places open on time on Election Day	No	Not Available	97%	Not Available	100%	100%
Percent of precincts that successfully electronically transmit election results to Board headquarters on election night in FY 2018	Yes	Not Available	New Measure	Not Available	New Measure	New Measure
Percent of special ballots processed correctly in elections held in FY 2018	Yes	Not Available	New Measure	Not Available	New Measure	New Measure
Percent of voting equipment open on time on Election Day	No	Not Available	92.9%	Not Available	100%	100%

**6. Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

(Continued on next page)

**6. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Processing voter registration information received

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of deceased voters removed from the voter registry	Yes	Not Available	Not Available	New Measure
Number of duplicate voters removed from the voter registry	Yes	Not Available	Not Available	New Measure
Number of incarcerated voters removed from the voter registry	Yes	Not Available	Not Available	New Measure
Number of non-resident voters removed from the voter registry	Yes	Not Available	Not Available	New Measure
Number of voter registration applications and updates submitted online	Yes	Not Available	Not Available	New Measure
Number of voter registration records with legacy birth dates (12/31/1800) corrected	Yes	Not Available	Not Available	New Measure

### Performance Plan Endnotes

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume I, Appendix E.

\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



# Office of Campaign Finance

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**Table CJ0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change from FY 2017</b>
OPERATING BUDGET	\$2,590,226	\$2,833,463	\$2,908,335	2.6
FTEs	28.2	30.0	30.0	0.0

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.

## 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 agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CJ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table CJ0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
LOCAL FUNDS	2,590	2,833	2,908	75	2.6	28.2	30.0	30.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>2,590</b>	<b>2,833</b>	<b>2,908</b>	<b>75</b>	<b>2.6</b>	<b>28.2</b>	<b>30.0</b>	<b>30.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>2,590</b>	<b>2,833</b>	<b>2,908</b>	<b>75</b>	<b>2.6</b>	<b>28.2</b>	<b>30.0</b>	<b>30.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table CJ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table CJ0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
11 - REGULAR PAY - CONTINUING FULL TIME	1,910	2,011	2,209	2,254	45	2.0
13 - ADDITIONAL GROSS PAY	4	7	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	421	442	517	518	1	0.3
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>2,335</b>	<b>2,460</b>	<b>2,726</b>	<b>2,772</b>	<b>46</b>	<b>1.7</b>
20 - SUPPLIES AND MATERIALS	8	4	10	10	0	0.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	1	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	96	111	97	126	29	29.6
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	14	0	0	0	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>104</b>	<b>130</b>	<b>107</b>	<b>136</b>	<b>29</b>	<b>26.9</b>
<b>GROSS FUNDS</b>	<b>2,439</b>	<b>2,590</b>	<b>2,833</b>	<b>2,908</b>	<b>75</b>	<b>2.6</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CJ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 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 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	179	192	195	3	2.8	3.0	3.0	0.0
(1015) TRAINING AND DEVELOPMENT	105	101	104	3	0.9	1.0	1.0	0.0
(1040) INFORMATION TECHNOLOGY	82	122	81	-41	0.9	1.0	1.0	0.0
(1090) PERFORMANCE MGMT	190	207	213	6	0.9	1.0	1.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>556</b>	<b>623</b>	<b>593</b>	<b>-30</b>	<b>5.6</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>
<b>(2000) OVERSIGHT SUPPORT SERVICES</b>								
(2010) PUBLIC INFORMATION AND RECORD MANAGEMENT	423	383	461	78	3.8	4.0	4.0	0.0
(2020) REPORT ANALYSIS AND AUDIT DIVISION	950	1,100	1,121	21	12.2	13.0	13.0	0.0
(2030) OFFICE OF THE GENERAL COUNSEL	661	727	734	6	6.6	7.0	7.0	0.0
<b>SUBTOTAL (2000) OVERSIGHT SUPPORT SERVICES</b>	<b>2,035</b>	<b>2,211</b>	<b>2,315</b>	<b>105</b>	<b>22.6</b>	<b>24.0</b>	<b>24.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>2,590</b>	<b>2,833</b>	<b>2,908</b>	<b>75</b>	<b>28.2</b>	<b>30.0</b>	<b>30.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 2 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.

**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 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table CJ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table CJ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>2,833</b>	<b>30.0</b>
Removal of One-Time Funding	Multiple Programs	-41	0.0
Other CSFL Adjustments	Multiple Programs	12	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>2,804</b>	<b>30.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	48	0.0
Decrease: To offset projected adjustments in personal services costs	Multiple Programs	-48	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>2,804</b>	<b>30.0</b>
Enhance: To support OCTO and DCHR assessments	Oversight Support Services	104	0.0
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>2,908</b>	<b>30.0</b>
<b>GROSS FOR CJ0 - OFFICE OF CAMPAIGN FINANCE</b>		<b>2,908</b>	<b>30.0</b>

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

## FY 2018 Proposed Budget Changes

The Office of Campaign Finance's (OCF) proposed FY 2018 gross budget is \$2,908,335, which represents a 2.6 percent increase over its FY 2017 approved gross budget of \$2,833,463. The budget is comprised entirely of Local funds.

### **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OCF's FY 2018 CSFL budget is \$2,803,907, which represents an \$29,556, or a 1.0 percent decrease from the FY 2017 approved Local funds budget of \$2,833,463.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for OCF included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$2,068 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$1,402 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for OCF include a reduction of \$41,358 to account for the removal of one-time funding appropriated in FY 2017 for Information Technology to support various technology updates. Additionally, an increase of \$12,468 for the Fixed Costs Inflation Factor, to account for fixed costs estimates for Fleet services.

### **Agency Budget Submission**

**Increase:** OCF's proposed budget includes an increase of \$48,048 to personal services across multiple programs to support projected salary steps and Fringe Benefit costs. This adjustment includes increases of \$34,292 in the Oversight Support Services program and \$13,756 in the Agency Management program.

**Decrease:** OCF's budget proposal reflects a net reduction of \$48,048 in nonpersonal services, primarily in Other Services and Charges, across multiple programs, to offset the increase in personal services.

### **Mayor's Proposed Budget**

**Enhance:** The Office of Campaign Finance proposes an increase of \$104,428, to support the Office of the Chief Technology Officer (OCTO) and the District of Columbia Department of Human Resources (DCHR) assessments, Data Net, Court reporting, and employee training.

### **District's Proposed Budget**

**No Change:** The Office of Campaign Finance's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan

Office of Campaign Finance (OCF) has the following strategic objectives for FY 2018:

### 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. Create and maintain a highly efficient, transparent and responsive District government.\*\*

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## 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.

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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 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	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.	Daily Service

(Continued on next page)

**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
	subscription service; makes all public reports and statements available for the public within 48 hours of receipt; and conducts the Filer Pre-Notification and Failure to File Programs.	

## 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 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of expedited advice for time-sensitive election related matters issued within fifteen (15) days of request	No	Not Available	100%	100%	100%	100%
Percent of informal hearings conducted and closed before the next filing deadline	No	100%	100%	100%	100%	100%
Percent of Interpretative Opinions issued within thirty (30) days	No	100%	100%	Not Available	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 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of new candidates and treasurers who receive mandatory training	No	Not Available	100%	100%	Not Available	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 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 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%	93.8%	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 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of financial reports filed electronically	No	100%	100%	100%	100%	100%

**5. Create and maintain a highly efficient, transparent and responsive District government.\*\***  
(10 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Percent of investigative matters closed within ninety (90) days of opening	No	100%	No Applicable Incidents	Not Available	100%	100%
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Public Information collection and dissemination online and onsite

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total number of financial reports filed	No	Not Available	Not Available	610
Total number of financial reports filed electronically	No	Not Available	Not Available	610

### 2. Educational Outreach Services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total number of mandatory training conferences conducted	No	Not Available	Not Available	34

### 3. Audit Programs

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total number of financial reports reviewed, evaluated, and analyzed for the reporting period	No	Not Available	Not Available	727
Total number of periodic random and full field audits completed by the Audit Division	No	Not Available	Not Available	24

### 4. Enforcement Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total number of informal hearings conducted	No	Not Available	Not Available	47
Total number of Interpretative Opinions and Expedited Advice issued	No	Not Available	Not Available	19
Total number of investigations completed within 90 days	No	Not Available	Not Available	Not Available

### Performance Plan Endnotes

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Public Employee Relations Board

www.perb.dc.gov  
Phone: 202-727-1822

Table CG0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$1,250,830	\$1,317,934	\$1,439,951	9.3
FTEs	8.3	9.0	10.0	11.1

The District of Columbia Public Employee Relations Board (hereafter, “PERB”) is an impartial, quasi-judicial, independent agency empowered with the exclusive jurisdiction to resolve labor-management disputes between agencies of the District government, labor organizations representing employees of the various District government agencies, and employees covered by the Comprehensive Merit Personnel Act.

## Summary of Services

PERB determines appropriate compensation and non-compensation bargaining units; certifies, decertifies, amends, clarifies, and modifies labor organizations as exclusive bargaining representatives; facilitates and reviews election procedures and results concerning the selection of labor organizations as the exclusive bargaining representative; investigates and adjudicates unfair labor practices and standards of conduct complaints; reviews appeals of grievance arbitration awards; determines impasse status of collective bargaining between District government agencies and District government employee unions; facilitates impasse arbitration bargaining between District government agencies and District government employee unions; determines negotiability of proposals submitted during collective bargaining contract negotiations between District government agencies and District government employee unions; mediates disputes submitted to PERB; issues subpoenas and conducts hearings; and adopts rules and regulations for conducting PERB business.

The agency’s FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CG0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table CG0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
LOCAL FUNDS	1,251	1,318	1,440	122	9.3	8.3	9.0	10.0	1.0	11.1
<b>TOTAL FOR GENERAL FUND</b>	<b>1,251</b>	<b>1,318</b>	<b>1,440</b>	<b>122</b>	<b>9.3</b>	<b>8.3</b>	<b>9.0</b>	<b>10.0</b>	<b>1.0</b>	<b>11.1</b>
<b>GROSS FUNDS</b>	<b>1,251</b>	<b>1,318</b>	<b>1,440</b>	<b>122</b>	<b>9.3</b>	<b>8.3</b>	<b>9.0</b>	<b>10.0</b>	<b>1.0</b>	<b>11.1</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table CG0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table CG0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	782	863	937	942	5	0.6
12 - REGULAR PAY - OTHER	57	0	0	0	0	N/A
13 - ADDITIONAL GROSS PAY	3	3	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	151	172	178	194	16	9.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>993</b>	<b>1,038</b>	<b>1,114</b>	<b>1,136</b>	<b>21</b>	<b>1.9</b>
20 - SUPPLIES AND MATERIALS	4	5	5	5	0	0.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	16	24	23	23	0	1.3
40 - OTHER SERVICES AND CHARGES	68	40	30	50	20	66.6
41 - CONTRACTUAL SERVICES - OTHER	229	138	142	221	79	55.4
70 - EQUIPMENT AND EQUIPMENT RENTAL	1	6	3	5	2	47.7
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>318</b>	<b>213</b>	<b>203</b>	<b>304</b>	<b>101</b>	<b>49.5</b>
<b>GROSS FUNDS</b>	<b>1,311</b>	<b>1,251</b>	<b>1,318</b>	<b>1,440</b>	<b>122</b>	<b>9.3</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CG0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table CG0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1040) INFORMATION TECHNOLOGY	24	24	23	-1	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	173	341	206	-135	1.8	2.0	2.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>197</b>	<b>365</b>	<b>229</b>	<b>-136</b>	<b>1.8</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>
<b>(2000) ADJUDICATION</b>								
(2001) LEGAL SUPPORT	368	212	551	339	1.8	1.0	3.0	2.0
(2002) COURT APPEALS	673	726	644	-82	4.6	6.0	5.0	-1.0
(2003) PUBLIC EMPLOYEE RELATIONS BOARD	13	15	16	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) ADJUDICATION</b>	<b>1,054</b>	<b>953</b>	<b>1,211</b>	<b>258</b>	<b>6.4</b>	<b>7.0</b>	<b>8.0</b>	<b>1.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>1,251</b>	<b>1,318</b>	<b>1,440</b>	<b>122</b>	<b>8.3</b>	<b>9.0</b>	<b>10.0</b>	<b>1.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Public Employee Relations Board operates through the following 2 programs:

**Adjudication** – provides assistance in resolving labor-management disputes between the District government and labor organizations representing employees of various District agencies.

This program contains the following 2 activities:

- **Legal Support** – provides assistance in resolving labor-management disputes between the District government and labor organizations representing employees of various District agencies; and
- **Court Appeals** – defends appeals filed by an aggrieved party. Also, if the Board's order is reversed by the District of Columbia Superior Court, the Board may file an appeal with the District of Columbia Court of Appeals. Seeks enforcement of the Board's orders.
- **Public Employee Relations Board**– through Board meetings, provides final resolution of labor-management disputes between the District government and labor organizations representing employees of various District agencies.

**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 Public Employee Relations Board has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table CG0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table CG0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,318</b>	<b>9.0</b>
Other CSFL Adjustments	Multiple Programs	7	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>1,325</b>	<b>9.0</b>
Increase: To support additional FTEs	Multiple Programs	38	1.0
Decrease: To offset projected adjustments in personal services costs	Multiple Programs	-38	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,325</b>	<b>10.0</b>
Enhance: To support the Office of the Chief Technology's assessment and the agency's case management system	Adjudication	26	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,351</b>	<b>10.0</b>
Enhance: To support website upgrades (one-time)	Adjudication	37	0.0
Enhance: To support website maintenance and training	Adjudication	37	0.0
Enhance: To support professional fees for outside counsel and the Board members' stipend increase	Adjudication	34	0.0
Reduce: To align resources with operational spending goals	Agency Management	-19	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,440</b>	<b>10.0</b>
<b>GROSS FOR CG0 - PUBLIC EMPLOYEE RELATIONS BOARD</b>		<b>1,440</b>	<b>10.0</b>

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

## FY 2018 Proposed Budget Changes

The Public Employee Relations Board's (PERB) proposed FY 2018 gross budget is \$1,439,951, which represents a 9.3 percent increase over its FY 2017 approved gross budget of \$1,317,934. The budget is comprised entirely of Local funds.

### Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

PERB's FY 2018 CSFL budget is \$1,324,665, which represents a \$6,731, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$1,317,934.

## **CSFL Assumptions**

The FY 2018 CSFL calculated for PERB included adjustment entries that are not described in detail on table 5. These adjustments include a increase of \$2,135 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$4,303 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for PERB also includes an increase of \$293 for the Fixed Costs Inflation Factor to account for fixed costs estimates for telecommunications services.

## **Agency Budget Submission**

**Increase:** PERB's FY 2018 proposed budget reflects a net increase of \$37,997 and 1.0 Full-Time Equivalent (FTE) position to align funding with projected salaries and Fringe Benefits costs.

**Decrease:** The proposed budget includes a net decrease of \$37,997 in nonpersonal services, primarily in the Adjudication program, to offset the projected increase in personal services.

## **Mayor's Proposed Budget**

**Enhance:** The Public Employee Relations Board proposes an increase of \$26,069 in nonpersonal services, to support the Office of the Chief Technology Officer assessment of costs associated with the agency's case management system, and support other agency contracted services.

## **District's Proposed Budget**

**Enhance:** PERB's proposed budget includes a one-time increase of \$36,959 in Contractual Services to support the agency's website upgrades. The proposal also includes \$36,658 to support the agency's website maintenance and "Second Tuesdays" training program, and a net increase of \$34,378 in professional services, which includes: a reallocation of \$18,778 from personal services to support the agency's use of external counsel and \$15,600 to support the Board members' annual stipend increase.

**Reduce:** PERB's proposed budget includes the reallocation of \$18,778 from personal services to nonpersonal services to support the cost of external counsel.

## Agency Performance Plan

Public Employee Relations Board (PERB) has the following strategic objectives for FY 2018:

### 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. Resolve cases efficiently to provide stable labor relations in District agencies.
2. Offer labor relations training and resources to managers and union representatives for a better understanding of their roles and responsibilities.
3. Assist parties to reach mutually agreed resolutions of labor disputes to promote harmony between unions and District agencies.
4. 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. Resolve cases efficiently to provide stable labor relations in District agencies. (3 Activities)

Activity Title	Activity Description	Type of Activity
Decisions and Orders	Drafting opinions for Board approval.	Daily Service
Conduct Hearings	A hearing before a Hearing Examiner to gather facts for determining whether an Unfair Labor Practice has been committed.	Daily Service
Conduct Elections	Allow employees to choose union representation.	Daily Service

#### 2. Offer labor relations training and resources to managers and union representatives for a better understanding of their roles and responsibilities. (1 Activity)

Activity Title	Activity Description	Type of Activity
PERB Labor Relations Institute	The format to facilitate teaching labor relations to DC government managers labor relations specialists and union representative of DC government employees.	Key Project

#### 3. Assist parties to reach mutually agreed resolutions of labor disputes to promote harmony between unions and District agencies. (1 Activity)

Activity Title	Activity Description	Type of Activity
Mediation	Dispute resolution that may reduce time and cost traditionally associated with these disputes and identify mutually agreeable solutions.	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. Resolve cases efficiently to provide stable labor relations in District agencies. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of FY 2010 - FY 2017 Unfair Labor Practice and Standard Of Conduct cases resolved	Yes	Not Available	New Measure	Not Available	New Measure	New Measure
Percent of FY 2018 Unfair Labor Practice and Standard of Conduct Cases resolved within 120 days	No	Not Available	Not Available	Not Available	75%	50%

### 2. Offer labor relations training and resources to managers and union representatives for a better understanding of their roles and responsibilities. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of training, outreach, and facilitation activities conducted	No	100%	100%	100%	100%	100%

### 3. Assist parties to reach mutually agreed resolutions of labor disputes to promote harmony between unions and District agencies. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of cases in which an offer of a Hearing Examiner Settlement Program services are accepted by the parties that are partially or totally resolved	No	Not Available	Not Available	Not Available	50%	50%
Percent of FY 2018 cases in which mandatory mediation service and Hearing Examiner Settlement Program held	No	Not Available	Not Available	Not Available	50%	50%

### 4. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

(Continued on next page)

**4. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Decisions and Orders

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Arbitration Review Requests filed	No	Not Available	Not Available	16
Number of Arbitration Review Requests resolved within 120 days of filing	Yes	Not Available	Not Available	New Measure
Number of Cases Closed by Board Decision	No	Not Available	Not Available	38
Total Number of Cases Filed with PERB	No	Not Available	Not Available	81

### 2. Conduct Hearings

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of FY 2010 - FY 2017 Unfair Labor and Standard of Conduct cases resolved	Yes	Not Available	Not Available	New Measure
Number of FY 2010 - FY 2017 Unfair Labor Practice and Standard of Conduct cases filed	Yes	Not Available	Not Available	New Measure
Number of Unfair Labor Practice and Standard of Conduct Cases Filed	No	Not Available	Not Available	38
Number of Unfair Labor Practice and Standard Of Conduct hearings scheduled within 60 days of FY'18 filing date	No	Not Available	Not Available	4

### 3. PERB Labor Relations Institute

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of participants involved in training, outreach and facilitation activities	No	Not Available	Not Available	60
Second Tuesdays at PERB-Employee Training	No	Not Available	Not Available	8

#### 4. Mediation

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of mediations held within 45 days of filing date	Yes	Not Available	Not Available	New Measure
Number of cases Settled/Withdrawn in mediation	No	Not Available	Not Available	62

#### Performance Plan Endnotes

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



# Office of Employee Appeals

[www.oea.dc.gov](http://www.oea.dc.gov)

Telephone: 202-727-0004

**Table CH0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change from FY 2017</b>
OPERATING BUDGET	\$1,684,034	\$1,815,293	\$2,129,035	17.3
FTEs	14.1	15.0	15.0	0.0

The mission of the Office of Employee Appeals (OEA) is to render impartial, legally sufficient, and timely decisions on appeals filed by District of Columbia government employees. OEA has jurisdiction over appeals in which an employee has been removed as a result of an adverse action for cause, placed on enforced leave for 10 days or more, suspended for 10 days or more, reduced in grade, or been subjected to a reduction in force.

## Summary of Services

OEA offers District government agencies and employees the following three-part appeal process: mediation, adjudication, and petitions for review. The mediation process allows the employee and the agency an opportunity to resolve their disputes without going through the lengthy and costly adjudication process. The adjudication process results in disputes being resolved by an administrative judge who issues an initial decision and finds in favor of either the agency or employee. The petition for review process provides an impartial review of initial decisions by OEA's Board.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CH0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table CH0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	1,684	1,815	2,129	314	17.3	14.1	15.0	15.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>1,684</b>	<b>1,815</b>	<b>2,129</b>	<b>314</b>	<b>17.3</b>	<b>14.1</b>	<b>15.0</b>	<b>15.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>1,684</b>	<b>1,815</b>	<b>2,129</b>	<b>314</b>	<b>17.3</b>	<b>14.1</b>	<b>15.0</b>	<b>15.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table CH0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table CH0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	1,119	1,186	1,287	1,349	62	4.8
12 - REGULAR PAY - OTHER	89	119	110	107	-3	-2.8
13 - ADDITIONAL GROSS PAY	2	1	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	234	251	296	298	2	0.7
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>1,445</b>	<b>1,557</b>	<b>1,693</b>	<b>1,754</b>	<b>61</b>	<b>3.6</b>
20 - SUPPLIES AND MATERIALS	2	6	3	3	0	1.4
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	0	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	43	104	82	327	245	299.7
41 - CONTRACTUAL SERVICES - OTHER	23	14	35	40	5	13.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	13	2	2	5	3	127.3
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>81</b>	<b>127</b>	<b>123</b>	<b>375</b>	<b>253</b>	<b>206.0</b>
<b>GROSS FUNDS</b>	<b>1,525</b>	<b>1,684</b>	<b>1,815</b>	<b>2,129</b>	<b>314</b>	<b>17.3</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CH0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table CH0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1040) INFORMATION TECHNOLOGY	70	69	73	4	0.9	1.0	1.0	0.0
(1085) CUSTOMER SERVICE	57	53	56	3	0.9	1.0	1.0	0.0
(1090) PERFORMANCE MANAGEMENT	199	201	249	48	0.9	1.0	2.0	1.0
(1100) OFFICE OF EMPLOYEE APPEALS	545	705	612	-93	5.6	6.0	5.0	-1.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>871</b>	<b>1,027</b>	<b>990</b>	<b>-37</b>	<b>8.5</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0</b>
<b>(2000) ADJUDICATION</b>								
(2001) ADJUDICATION PROCESS	614	600	701	100	5.2	5.5	5.5	0.0
(2002) APPEALS	127	123	375	253	0.0	0.0	0.0	0.0
(2003) MEDIATION	72	65	63	-2	0.5	0.5	0.5	0.0
<b>SUBTOTAL (2000) ADJUDICATION</b>	<b>813</b>	<b>788</b>	<b>1,139</b>	<b>351</b>	<b>5.6</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>1,684</b>	<b>1,815</b>	<b>2,129</b>	<b>314</b>	<b>14.1</b>	<b>15.0</b>	<b>15.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Employee Appeals operates through the following 2 programs:

**Adjudication** – provides mediation sessions, impartial hearings, and adjudication appeals for District government employees who challenge an agency's final decision on personnel matters.

This program contains the following 3 activities:

- **Adjudication Process** – provides impartial, fair decisions to employees for timely resolution of their appeal;
- **Appeals** – provides an impartial review by the Office of Employee Appeals Board of the decisions filed; and
- **Mediation** – provides both parties an opportunity to resolve or settle disputes without going through the lengthy and costly adjudication process.

**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 Employee Appeals has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table CH0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table CH0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,815</b>	<b>15.0</b>
Removal of One-Time Funding	Multiple Programs	-36	0.0
Other CSFL Adjustments	Multiple Programs	1	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>1,780</b>	<b>15.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	62	0.0
Decrease: To offset projected adjustments in personal services costs	Adjudication	-62	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,780</b>	<b>15.0</b>
Enhance: To support costs associated with compensation agreements	Adjudication	62	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,842</b>	<b>15.0</b>
Enhance: To support the OEA's website upgrades (one-time)	Adjudication	244	0.0
Enhance: To support costs associated with website maintenance	Adjudication	27	0.0
Enhance: To support the OEA Board's stipends	Adjudication	16	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>2,129</b>	<b>15.0</b>
<b>GROSS FOR CH0 - OFFICE OF EMPLOYEE APPEALS</b>		<b>2,129</b>	<b>15.0</b>

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

## FY 2018 Proposed Budget Changes

The Office of Employee Appeals' (OEA) proposed FY 2018 gross budget is \$2,129,035, which represents a 17.3 percent increase over its FY 2017 approved gross budget of \$1,815,293. The budget is comprised entirely of Local funds.

### Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OEA's FY 2018 CSFL budget is \$1,780,435, which represents a \$34,858, or 1.9 percent, decrease from the FY 2017 approved Local funds budget of \$1,815,293.

## **CSFL Assumptions**

The FY 2018 CSFL calculated for OEA included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$888 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$2,031 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for OEA includes a reduction of \$36,000 to account for the removal of one-time funding appropriated in FY 2017 for website upgrades.

## **Agency Budget Submission**

**Increase:** OEA's proposed budget reflects a net increase of \$62,013 in personal services across multiple programs to support projected costs related to salary, step increases, and Fringe Benefits.

**Decrease:** In nonpersonal services, OEA's budget proposal includes a net reduction of \$62,013 in the Adjudication program to offset the projected increase in personal services. This adjustment is comprised of: \$31,966 in Other Services and Charges, \$31,292 in Contractual Services, \$1,555 in Supplies, partially-offset by an increase of \$2,800 in Equipment costs.

## **Mayor's Proposed Budget**

**Enhance:** OEA's proposed budget reflects a net increase of \$62,000 in the Adjudication program to partially offset salary adjustments and step increases as a result of the Legal Service compensation legislation. This includes \$35,000 in Contractual Services, \$25,400 in Other Services and Charges, and \$1,600 in Supplies.

## **District's Proposed Budget**

**Enhance:** OEA's proposed budget reflects an overall increase of \$286,600 in the Adjudication program. This adjustment includes: a one-time increase of \$244,000 for website upgrades; \$27,000 to support the continued maintenance of the agency's website; and \$15,600 to support the costs associated with board member stipends.

## Agency Performance Plan

Office of Employee Appeals performance plan has the following objectives for FY 2018:

### 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. Render impartial, legally sound decisions in a timely manner.
2. Streamline the adjudication process.
3. Maintain a system to allow the public to have access to all decisions rendered by OEA.
4. 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. Render impartial, legally sound decisions in a timely manner. (3 Activities)

Activity Title	Activity Description	Type of Activity
Petitions for Appeal	Intake Coordinator reviews Petition for Appeal, determines the type of appeal, and assigns to Administrative Judge.	Daily Service
Petitions for Review	Office of the General Counsel reviews Petitions for Review, drafts the Opinion and Order, and meets with the Board to present the appeal and issue the decision.	Daily Service
Initial Decisions	Administrative Judges process Petitions for Appeal which culminate in the issuance of an Initial Decision.	Daily Service

#### 2. Streamline the adjudication process. (1 Activity)

Activity Title	Activity Description	Type of Activity
Track Mediation of Attorney Fee Appeals	Develop a system to track mediation of attorney fee appeals to include how many attorney fee cases went through mediation, how long was the mediation process, and what was the outcome.	Key Project

#### 3. Maintain a system to allow the public to have access to all decisions rendered by OEA. (1 Activity)

Activity Title	Activity Description	Type of Activity
Website	Decisions are uploaded to the agency's website so that the public is able to view the decisions and research the decisions.	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. Render impartial, legally sound decisions in a timely manner. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of Initial Decisions issued	No	254	165	250	160	150
Number of opinions and orders issued	No	35	59	25	35	25
Percent of cases reversing agency decisions	No	10.7%	9.8%	Not available	Forthcoming October 2017	Forthcoming October 2017
Percent of OEA decisions upheld by DC Superior Court and the DC Court of Appeals	No	100%	81%	99%	99%	99%
Time required to complete adjudications	No	11	8	12	12	12
Time required to resolve petitions for review	No	9	11	9	9	9

### 2. Streamline the adjudication process. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of appeals involved in mediation process	No	Not available	Not available	Not available	Not Available	Forthcoming October 2017
Percent of appeals resolved through mediation	No	Not available	Not available	Not available	Not Available	Forthcoming October 2017

### 3. Maintain a system to allow the public to have access to all decisions rendered by OEA. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of Initial Decisions uploaded to website	No	Not available	Not available	Not available	Not Available	100%
Percent of opinions and orders uploaded to website	No	Not available	Not available	Not available	Not Available	100%

### 4. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017

(Continued on next page)

**4. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017

**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. Track mediation of attorney fee appeals**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of attorney fee appeals mediated	No	Not Available	Not Available	Not Available

**Performance Plan Endnotes**

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

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# Metropolitan Washington Council of Governments

**www.mwcog.org**  
**Telephone: 202-962-3200**

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**Table EA0-1**

<b>Description</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>% Change</b>
	<b>Actual</b>	<b>Approved</b>	<b>Proposed</b>	<b>from FY 2017</b>
OPERATING BUDGET	\$472,213	\$494,825	\$519,566	5.0

“Region Forward” is the vision and commitment by the Metropolitan Washington Council of Governments (MWCOC) and its member governments, who together seek to create a more accessible, sustainable, prosperous, and livable National Capital Region. MWCOC’s overarching mission is to make “Region Forward” a reality by being a discussion forum, expert resource, issue advocate, and catalyst for action.

In the District’s budget, the MWCOC agency represents the District’s annual payment to MWCOC.  
The agency’s FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table EA0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table EA0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	472	495	520	25	5.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>472</b>	<b>495</b>	<b>520</b>	<b>25</b>	<b>5.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>472</b>	<b>495</b>	<b>520</b>	<b>25</b>	<b>5.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table EA0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table EA0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
50 - SUBSIDIES AND TRANSFERS	450	472	495	520	25	5.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>450</b>	<b>472</b>	<b>495</b>	<b>520</b>	<b>25</b>	<b>5.0</b>
<b>GROSS FUNDS</b>	<b>450</b>	<b>472</b>	<b>495</b>	<b>520</b>	<b>25</b>	<b>5.0</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table EA0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table EA0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) MET WASH COUNCIL OF GOVT'S</b>								
(1100) MET WASH COUNCIL OF GOVT'S	472	495	520	25	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) MET WASH COUNCIL OF GOVT'S</b>	<b>472</b>	<b>495</b>	<b>520</b>	<b>25</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>472</b>	<b>495</b>	<b>520</b>	<b>25</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 District's payment to the Metropolitan Washington Council of Governments is reflected as one program in the District's financial system. However, MWCOG operates through the following 9 programs:

**Transportation Planning** – provides transportation planning for the metropolitan Washington area through the Transportation Planning Board, in cooperation with the area's local governments and federal, state, and regional agencies responsible for funding and implementing highway, bridge, transit, and other projects. Transportation planning is a key part of the Region Forward initiative.

**Commuter Connections** – coordinates programs aimed at alleviating road congestion and reducing vehicle emissions through ride-matching services, employer outreach, telecommuting programs, integrated ride-share information kiosks, and mass marketing campaigns, to encourage alternatives to driving alone.

**Metropolitan Planning and Economic Development** – assists local governments in developing the planning databases and analytic tools needed to analyze regional economic and demographic change. The program provides MWCOG member jurisdictions with analysis of current and projected growth trends and provides data to the Transportation Planning Board as it develops transportation plans for the region. This work is also related to the efforts of the Region Forward Coalition, an advisory body whose membership includes area government officials and stakeholder groups representing businesses, nonprofits, and community-based organizations.

**Housing Opportunities and Community Management** – covers an array of issues that are important to the policy developments of area local governments and their housing authorities. The program provides data on the region’s housing stock, Section 8 housing, homelessness, and housing affordability. Both the Region Forward Coalition and the Human Services and Public Safety Policy Committee help direct this work.

**Child Welfare** – facilitates regional foster care and adoption initiatives to help area children lead happy, healthy, and productive lives.

**Public Safety, Health, and Homeland Security** – coordinates regional programs and policies on a broad range of issues, including law enforcement, fire safety, public health, and emergency preparedness. The program helps to keep the region safe and healthy by supporting innovative regional policies and programs, developing regional mutual aid agreements, providing technical assistance and training to public safety and health officials, and developing public education and prevention measures. The National Capital Region Emergency Preparedness Council, an advisory body at MWCOG, is responsible for oversight of regional homeland security programs in partnership with Maryland, Virginia, and the federal government. The National Capital Region Homeland Security Program Management Office (PMO) at MWCOG engages regional leaders, emergency planners and first responders, and other subject matter experts in the identification of regional goals and objectives, and the capabilities and projects necessary to achieve them.

**Water Resources Planning and Management** – facilitates efforts to clean the region’s waterways including the Chesapeake Bay, the Anacostia River watershed, and the Potomac River. The program includes water quality management policy, technical analysis, storm water management, water health issues, drought coordination, and water-related homeland security planning. The Chesapeake Bay and Water Resources Policy Committee and the Anacostia Watershed Restoration Partnership also help guide this work program.

**Environmental Resources** – provides support to local government programs in the region that address solid waste management, recycling, energy, airport noise, pollution, and alternative fuels. The Climate, Energy and Environment Policy Committee guides this work program.

**Air Quality Planning** – supports the Metropolitan Washington Air Quality Committee, which is certified to prepare federally mandated plans to clean the region’s air. This program also tracks pollution levels on a daily basis through the Air Quality Index, provides seasonal forecasts, and organizes public education campaigns.

### **Program Structure Change**

The Metropolitan Washington Council of Governments has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table EA0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table EA0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>495</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>495</b>	<b>0.0</b>
Technical Adjustment: To reflect increased membership dues and fees	Met Wash Council of Govt's	25	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>520</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>520</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>520</b>	<b>0.0</b>
<b>GROSS FOR EA0 - METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS</b>		<b>520</b>	<b>0.0</b>

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

## FY 2018 Proposed Budget Changes

The Metropolitan Washington Council of Governments' (MWCOC) proposed FY 2018 gross budget is \$519,566, which represents a 5.0 percent increase over its FY 2017 approved gross budget of \$494,825. The budget is comprised entirely of Local funds.

### Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

MWCOC's FY 2018 CSFL budget is \$494,825, which reflects no change from the FY 2017 approved Local funds budget of \$494,825.

### Agency Budget Submission

**Technical Adjustment:** MWCOC's proposed budget reflects an increase of \$24,741 to account for the MWCOC membership assessment rate.

### Mayor's Proposed Budget

**No Change:** The Metropolitan Washington Council of Governments' budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### District's Proposed Budget

**No Change:** The Metropolitan Washington Council of Governments' budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.



# Office of the Attorney General for the District of Columbia

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**Table CB0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$76,456,339	\$91,746,877	\$101,484,098	10.6
FTEs	527.8	593.6	639.4	7.7

The mission of the Office of the Attorney General (OAG) is to enforce the laws of the District of Columbia, provide legal services to the District government, and independently and objectively pursue the public interest.

## Summary of Services

The Office of the Attorney General (OAG) is charged with conducting the District's legal business. OAG represents the District in virtually all civil and commercial litigation, prosecutes certain criminal offenses, has sole jurisdiction over juvenile prosecutions, and represents the District in a variety of administrative hearings and other proceedings. In addition, OAG is responsible for advising the Executive Office of the Mayor, the Council of the District of Columbia, and various Boards and Commissions, and for determining the legal sufficiency of proposed legislation, regulations, and commercial transactions. All told, the Attorney General supervises the legal work of about 280 attorneys and an additional 314 administrative/professional staff. As an independent agency with an elected Attorney General, OAG also pursues the public interest.

On November 2, 2010, 76 percent of District voters, acting by referendum, approved a Council-enacted amendment to the District of Columbia Home Rule Act to make, for the first time, the Attorney General of the District of Columbia an elected office. The Council also enacted amendments to local District law designed to establish OAG as an independent agency. Previously, the Attorney General had been appointed by, and operated under the direction of, the Mayor. The overall purpose of the Attorney General Act and the attendant changes to the Home Rule Act was to elevate and strengthen the position of Attorney General, ensure the position's independence, and significantly enhance the Attorney General's ability to serve the interests of the District of Columbia in an objective and independent fashion.

The 2014 election was the culmination of a grassroots referendum that demanded an Attorney General who would be directly accountable to residents and bound to pursue the public interest. As an independent office no longer subordinate to the Mayor, OAG was elevated, strengthened, and empowered to serve the interests of the District of Columbia in an objective and independent fashion.

In FY 2018, with appropriate funding, OAG can expand the depth and breadth of the work it performs in three crucial priority areas:

- (1) Providing for the Safety and Security of the District and it's Residents;
- (2) Pursuing Affirmative Litigation to Promote the Public Interest; and
- (3) Ensuring OAG is a First-In-Class Public Law Firm.

OAG continues to focus on the dual goals of ensuring that it continues to provide high-quality legal representation to the District of Columbia and District agencies while simultaneously serving the public interest by creating programs to address the needs of District residents in new and creative ways.

The agency's FY 2018 proposed budget is presented in the following tables:

## **FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type**

Table CB0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table CB0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b><u>GENERAL FUND</u></b>										
LOCAL FUNDS	53,937	61,459	63,616	2,157	3.5	370.6	405.6	440.1	34.5	8.5
SPECIAL PURPOSE REVENUE FUNDS	1,109	4,209	10,504	6,295	149.6	2.8	6.7	13.7	7.0	104.2
<b>TOTAL FOR GENERAL FUND</b>	<b>55,046</b>	<b>65,668</b>	<b>74,120</b>	<b>8,452</b>	<b>12.9</b>	<b>373.3</b>	<b>412.3</b>	<b>453.8</b>	<b>41.5</b>	<b>10.1</b>
<b><u>FEDERAL RESOURCES</u></b>										
FEDERAL GRANT FUNDS	17,991	22,570	23,040	469	2.1	123.4	151.8	152.4	0.7	0.4
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>17,991</b>	<b>22,570</b>	<b>23,040</b>	<b>469</b>	<b>2.1</b>	<b>123.4</b>	<b>151.8</b>	<b>152.4</b>	<b>0.7</b>	<b>0.4</b>
<b><u>PRIVATE FUNDS</u></b>										
PRIVATE DONATIONS	326	456	539	83	18.1	5.6	7.0	8.0	1.0	14.3
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>326</b>	<b>456</b>	<b>539</b>	<b>83</b>	<b>18.1</b>	<b>5.6</b>	<b>7.0</b>	<b>8.0</b>	<b>1.0</b>	<b>14.3</b>
<b><u>INTRA-DISTRICT FUNDS</u></b>										
INTRA-DISTRICT FUNDS	3,093	3,052	3,785	733	24.0	25.5	22.5	25.1	2.6	11.7
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>3,093</b>	<b>3,052</b>	<b>3,785</b>	<b>733</b>	<b>24.0</b>	<b>25.5</b>	<b>22.5</b>	<b>25.1</b>	<b>2.6</b>	<b>11.7</b>
<b>GROSS FUNDS</b>	<b>76,456</b>	<b>91,747</b>	<b>101,484</b>	<b>9,737</b>	<b>10.6</b>	<b>527.8</b>	<b>593.6</b>	<b>639.4</b>	<b>45.8</b>	<b>7.7</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table CB0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table CB0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	50,176	42,153	48,174	53,532	5,358	11.1
12 - REGULAR PAY - OTHER	7,453	7,677	7,961	7,060	-900	-11.3
13 - ADDITIONAL GROSS PAY	672	551	2,613	1,018	-1,595	-61.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	11,539	10,194	11,573	12,359	786	6.8
15 - OVERTIME PAY	75	77	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>69,915</b>	<b>60,651</b>	<b>70,321</b>	<b>73,969</b>	<b>3,649</b>	<b>5.2</b>
20 - SUPPLIES AND MATERIALS	289	410	480	721	240	50.0
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	660	641	657	685	28	4.2
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	350	362	365	356	-10	-2.6
33 - JANITORIAL SERVICES	0	13	0	0	0	N/A
34 - SECURITY SERVICES	386	355	451	439	-12	-2.7
35 - OCCUPANCY FIXED COSTS	1,046	832	811	934	123	15.2
40 - OTHER SERVICES AND CHARGES	2,545	2,451	4,031	5,331	1,300	32.3
41 - CONTRACTUAL SERVICES - OTHER	9,024	9,366	12,465	16,345	3,879	31.1
50 - SUBSIDIES AND TRANSFERS	991	894	1,475	1,475	0	0.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	532	481	691	1,230	539	78.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>15,823</b>	<b>15,805</b>	<b>21,426</b>	<b>27,515</b>	<b>6,088</b>	<b>28.4</b>
<b>GROSS FUNDS</b>	<b>85,738</b>	<b>76,456</b>	<b>91,747</b>	<b>101,484</b>	<b>9,737</b>	<b>10.6</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CB0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table CB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) AMP PERSONNEL	434	437	581	144	3.6	4.0	6.0	2.0
(1015) AMP TRAINING AND EMPLOYEE DEVELOPMENT	518	454	570	116	0.9	1.0	1.0	0.0
(1030) AMP PROPERTY MGMT	1,713	1,739	1,882	142	0.0	0.0	0.0	0.0
(1040) AMP IT	2,728	2,937	2,975	38	5.4	5.0	5.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>5,393</b>	<b>5,568</b>	<b>6,008</b>	<b>441</b>	<b>10.0</b>	<b>10.0</b>	<b>12.0</b>	<b>2.0</b>

**Table CB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>								
(110F) BUDGET OPERATIONS	165	170	174	4	0.9	1.0	1.0	0.0
(120F) ACCOUNTING OPERATIONS	867	966	972	6	6.1	7.0	7.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>1,031</b>	<b>1,136</b>	<b>1,146</b>	<b>9</b>	<b>7.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>
<b>(1200) PERSONNEL LABOR AND EMPLOYMENT DIVISION</b>								
(1201) PERSONNEL AND LABOR								
LITIGATION ACTIVITY	1,469	1,430	1,393	-37	10.9	11.0	12.0	1.0
(1204) OFFICE OF DIVISION DEPUTY	427	607	623	16	3.6	3.6	5.0	1.4
<b>SUBTOTAL (1200) PERSONNEL LABOR AND EMPLOYMENT DIVISION</b>	<b>1,896</b>	<b>2,038</b>	<b>2,016</b>	<b>-22</b>	<b>14.5</b>	<b>14.6</b>	<b>17.0</b>	<b>2.4</b>
<b>(2100) COMMERCIAL DIVISION</b>								
(2101) LAND USE	682	728	750	22	4.0	4.0	4.0	0.0
(2103) PROCUREMENT	748	843	872	29	4.4	4.6	4.6	0.0
(2104) REAL ESTATE	184	0	0	0	1.8	0.0	0.0	0.0
(2106) TRANSPORTATION	142	0	0	0	0.0	0.0	0.0	0.0
(2113) COMMERCIAL AGENCY COUNSEL	0	277	0	-277	0.0	2.0	0.0	-2.0
(2117) TAX AND FINANCE	1,445	1,280	1,401	122	6.6	8.5	8.5	0.0
(2118) LAND ACQUISITION AND BANKRUPTCY	742	793	800	7	5.4	5.0	4.0	-1.0
(2119) OFFICE OF DIVISION DEPUTY	1,177	1,494	1,842	347	9.1	10.0	13.0	3.0
<b>SUBTOTAL (2100) COMMERCIAL DIVISION</b>	<b>5,119</b>	<b>5,415</b>	<b>5,664</b>	<b>249</b>	<b>31.4</b>	<b>34.2</b>	<b>34.2</b>	<b>0.0</b>
<b>(3100) LEGAL COUNSEL DIVISION</b>								
(3101) LEGAL ADVICE	1,728	1,787	1,952	165	10.9	11.6	12.6	1.0
(3102) RULEMAKING	177	196	0	-196	0.9	1.0	0.0	-1.0
(3103) OFFICE OF DIVISION DEPUTY	179	204	414	210	0.9	1.0	2.0	1.0
<b>SUBTOTAL (3100) LEGAL COUNSEL DIVISION</b>	<b>2,083</b>	<b>2,187</b>	<b>2,366</b>	<b>179</b>	<b>12.7</b>	<b>13.6</b>	<b>14.6</b>	<b>1.0</b>
<b>(4000) CHILD SUPPORT SERVICES DIVISION</b>								
(4001) CSED ESTABLISHMENT	6,262	8,129	8,304	175	49.4	60.0	60.0	0.0
(4002) CSED ENFORCEMENT	10,203	12,554	12,797	243	69.5	83.5	83.5	0.0
(4103) ADMINISTRATION CUSTOMER SERVICE	9,976	13,269	18,306	5,037	65.7	78.6	86.6	8.0
<b>SUBTOTAL (4000) CHILD SUPPORT SERVICES DIVISION</b>	<b>26,441</b>	<b>33,951</b>	<b>39,407</b>	<b>5,456</b>	<b>184.7</b>	<b>222.2</b>	<b>230.2</b>	<b>8.0</b>
<b>(5100) CIVIL LITIGATION DIVISION</b>								
(5101) GENERAL LITIGATION SECTIONS	6,357	0	0	0	42.7	0.0	0.0	0.0
(5113) OFFICE OF DIVISION DEPUTY	571	549	593	44	2.7	3.0	4.0	1.0
(5115) CIVIL LITIGATION SECTION I	0	1,357	1,139	-218	0.0	9.0	8.0	-1.0
(5116) CIVIL LITIGATION SECTION II	0	2,081	1,660	-421	0.0	14.8	12.8	-2.0
(5117) CIVIL LITIGATION SECTION III	0	2,089	1,561	-527	0.0	13.0	11.0	-2.0
(5118) CIVIL LITIGATION SECTION IV	0	0	1,296	1,296	0.0	0.0	7.0	7.0
<b>SUBTOTAL (5100) CIVIL LITIGATION DIVISION</b>	<b>6,927</b>	<b>6,076</b>	<b>6,250</b>	<b>173</b>	<b>45.4</b>	<b>39.8</b>	<b>42.8</b>	<b>3.0</b>

**Table CB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(5200) PUBLIC INTEREST DIVISION</b>								
(5201) EQUITY DIVISION	2,266	2,462	2,369	-93	14.5	17.0	17.0	0.0
(5202) CIVIL ENFORCEMENT	2,083	2,046	1,777	-269	15.5	14.5	12.5	-2.0
(5203) PUBLIC ADVOCACY	1,849	0	0	0	15.4	0.0	0.0	0.0
(5211) OFFICE OF THE DIVISION DEPUTY	146	1,257	619	-638	0.9	9.0	4.0	-5.0
(5212) GOVERNMENT CONTRACTS SECTION	0	1,337	1,342	5	0.0	9.0	9.0	0.0
<b>SUBTOTAL (5200) PUBLIC INTEREST DIVISION</b>	<b>6,343</b>	<b>7,103</b>	<b>6,108</b>	<b>-995</b>	<b>46.4</b>	<b>49.5</b>	<b>42.5</b>	<b>-7.0</b>
<b>(5300) OFFICE OF CONSUMER PROTECTION</b>								
(5301) OFFICE OF CONSUMER PROTECTION	0	1,268	1,328	59	0.0	10.0	10.0	0.0
<b>SUBTOTAL (5300) OFFICE OF CONSUMER PROTECTION</b>	<b>0</b>	<b>1,268</b>	<b>1,328</b>	<b>59</b>	<b>0.0</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>
<b>(5400) PUBLIC ADVOCACY DIVISION</b>								
(5401) HOUSING AND COMMUNITY JUSTICE SECTION	0	0	1,128	1,128	0.0	0.0	9.0	9.0
(5402) PUBLIC INTEGRITY UNIT	0	0	2,075	2,075	0.0	0.0	16.0	16.0
(5403) OFFICE OF DIVISION DEPUTY	0	0	203	203	0.0	0.0	1.0	1.0
<b>SUBTOTAL (5400) PUBLIC ADVOCACY DIVISION</b>	<b>0</b>	<b>0</b>	<b>3,406</b>	<b>3,406</b>	<b>0.0</b>	<b>0.0</b>	<b>26.0</b>	<b>26.0</b>
<b>(6100) PUBLIC SAFETY DIVISION</b>								
(6101) CRIMINAL SECTION	2,092	2,580	2,725	145	24.6	22.0	23.0	1.0
(6102) JUVENILE SECTION	3,302	3,256	3,446	189	29.1	27.0	28.0	1.0
(6104) NEIGHBORHOOD AND VICTIMS' SERVICES	842	1,209	195	-1,014	8.6	10.0	2.0	-8.0
(6113) OFFICE OF DIVISION DEPUTY	1,218	1,729	2,023	295	4.5	13.0	17.0	4.0
(6114) DOMESTIC VIOLENCE SECTION	0	951	1,004	53	0.0	8.0	8.0	0.0
(6115) MENTAL HEALTH SECTION	0	973	1,102	129	0.0	8.5	9.5	1.0
<b>SUBTOTAL (6100) PUBLIC SAFETY DIVISION</b>	<b>7,454</b>	<b>10,698</b>	<b>10,495</b>	<b>-203</b>	<b>66.8</b>	<b>88.5</b>	<b>87.5</b>	<b>-1.0</b>
<b>(7000) SOLICITOR GENERAL DIVISION</b>								
(7001) CIVIL AND ADMINISTRATIVE APPEALS	1,688	1,785	2,147	362	9.5	10.5	12.5	2.0
(7002) CRIMINAL AND JUVENILE APPEALS	465	486	631	145	2.7	3.0	4.0	1.0
(7003) OFFICE OF DIVISION DEPUTY	409	512	475	-36	1.8	3.0	3.0	0.0
<b>SUBTOTAL (7000) SOLICITOR GENERAL DIVISION</b>	<b>2,562</b>	<b>2,783</b>	<b>3,254</b>	<b>471</b>	<b>14.1</b>	<b>16.5</b>	<b>19.5</b>	<b>3.0</b>
<b>(8100) FAMILY SERVICES DIVISION</b>								
(8101) CHILD PROTECTION	3,815	0	0	0	30.7	0.0	0.0	0.0
(8103) DOMESTIC VIOLENCE PROSECUTION	822	0	0	0	8.6	0.0	0.0	0.0
(8104) OFFICE OF DIVISION DEPUTY	507	819	524	-295	5.6	7.2	5.6	-1.6
(8105) MENTAL HEALTH	978	0	0	0	9.1	0.0	0.0	0.0
(8106) CHILD PROTECTION SECTION I	0	955	955	0	0.0	7.0	7.0	0.0
(8107) CHILD PROTECTION SECTION II	0	956	1,046	90	0.0	7.0	7.0	0.0

**Table CB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(8108) CHILD PROTECTION SECTION III	0	922	899	-23	0.0	7.0	7.0	0.0
(8109) CHILD PROTECTION SECTION IV	0	963	1,025	62	0.0	7.0	7.0	0.0
<b>SUBTOTAL (8100) FAMILY SERVICES DIVISION</b>	<b>6,122</b>	<b>4,615</b>	<b>4,449</b>	<b>-166</b>	<b>54.1</b>	<b>35.2</b>	<b>33.6</b>	<b>-1.6</b>
<b>(9200) SUPPORT SERVICES DIVISION</b>								
(9201) SUPPORT SERVICES AND OPERATIONS	1,221	1,330	1,739	409	15.1	14.6	17.6	3.0
(9202) INVESTIGATIONS	1,028	1,099	1,117	18	9.1	10.0	10.0	0.0
<b>SUBTOTAL (9200) SUPPORT SERVICES DIVISION</b>	<b>2,249</b>	<b>2,429</b>	<b>2,856</b>	<b>427</b>	<b>24.2</b>	<b>24.6</b>	<b>27.6</b>	<b>3.0</b>
<b>(9300) OFFICE OF THE ATTORNEY GENERAL</b>								
(9301) IMMEDIATE OFFICE	2,836	6,480	6,734	253	16.4	27.0	34.0	7.0
<b>SUBTOTAL (9300) OFFICE OF THE ATTORNEY GENERAL</b>	<b>2,836</b>	<b>6,480</b>	<b>6,734</b>	<b>253</b>	<b>16.4</b>	<b>27.0</b>	<b>34.0</b>	<b>7.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>76,456</b>	<b>91,747</b>	<b>101,484</b>	<b>9,737</b>	<b>527.8</b>	<b>593.6</b>	<b>639.4</b>	<b>45.8</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Office of the Attorney General operates through the following 15 divisions:

**Personnel, Labor, and Employment** – defends agencies in personnel-related matters such as suspensions, terminations for employee misconduct, and reductions-in-force; provides training and professional development for all OAG employees in order to more effectively fulfill its mission; hires and maintains excellent and diverse staff through on-campus interviews, interviews at job fairs, and traditional acceptance of applications; ensures fairness and diversity in the workplace; processes all grievances related to discipline; and serves as OAG's chief negotiator on collective bargaining issues for the attorney union.

This division contains the following 2 activities:

- **Personnel and Labor Litigation** – provides litigation representation and advice services to District government agencies so that they can manage and reduce liability exposure with respect to personnel decisions and minimize fiscal and programmatic impact; and
- **Office of the Division Deputy** – provides supervision of, and support to, divisional activities, and processes all grievances and unfair labor practice charges brought by the attorneys' union.

**Commercial** – provides legal services and advice for numerous core governmental functions, from the procurement of essential goods and services and acquisition of real estate through support of economic development efforts and government property management, to the financing of government operations through bonds and collection of taxes.

This division contains the following 5 activities:

- **Land Use** – provides legal assistance to District agencies with respect to land use planning, zoning, historic preservation, transportation, motor vehicle regulation, and the use of public space;
- **Procurement** – provides legal services, including legal review and advice to the District government and its contracting officials, so that it can enter into legally defensible contracts;
- **Tax and Finance** – provides tax litigation and bond preparation legal services to the District government so that it can obtain better financial documents and can recover funds owed from taxes;
- **Land Acquisition and Bankruptcy** – provides land acquisition and bankruptcy legal services to the District government so that it can recover funds owed from bankruptcy proceedings; and
- **Office of the Division Deputy** – provides supervision of, and support to, divisional activities.

**Legal Counsel** – provides legal research and advice to the Executive Office of the Mayor (EOM), the Attorney General, department and agency heads, and occasionally the Council of the District of Columbia; and drafts statutes and regulations for the EOM and the agencies.

This division contains the following 2 activities:

- **Legal Advice** – provides legal guidance, counseling, legal sufficiency certification services, legislation monitoring, management and training in the areas of administrative and regulatory law and procedures to the District government and its employees so that they can legally and efficiently accomplish the District government’s mission while minimizing risk of adverse legal consequences; and
- **Office of the Division Deputy** - provides supervision of, and support to, divisional activities.

**Child Support Services** – authorized under Title IV-D of the Social Security Act, this division provides child support services to citizens of the District to enhance the lives of all District children by establishing support orders, enforcing them when necessary, and collecting and distributing the amounts collected to the custodial parents and the children.

This division contains the following 3 activities:

- **Child Support Enforcement Division (CSED) Establishment** – provides intake interview and investigatory services to custodial parents so that they can establish paternity, child support, and medical support orders;
- **CSED Enforcement** – provides support order enforcement services to custodial parents and other legal payees so that they can receive support due under child support orders; and
- **Administration/Customer Service** – provides support and supervision services to the Child Support Services division to enable it to meet its goals.

**Civil Litigation** – provides representation for the District of Columbia, its agencies, and employees in civil lawsuits, both jury and non-jury, filed in federal and local courts. Its cases range from simple slip-and-fall and auto accident claims to extremely serious lawsuits, such as medical malpractice resulting in quadriplegia and brain damage. This division handles constitutional challenges to government actions; civil rights actions under 42 U.S.C. § 1983 arising from alleged police misconduct, as well as related common law claims of false arrest and excessive force; and civil rights cases brought by employees and others under Title VII of the 1964 Civil Rights Act (as amended), the Americans with Disabilities Act, and other federal and local anti-discrimination laws.

This division contains the following 5 activities:

- **Office of the Division Deputy** – provides supervision of, and support to, divisional activities; and

- **Civil Litigation Sections I, II, III, and IV** – these sections provide litigation, representation, and advice services to the District government, its agencies, and employees so that liability can be minimized and risk mitigated in the numerous civil actions filed against the District and its employees every year.

**Public Interest** – provides representation for the District of Columbia, its agencies, and employees in complex civil lawsuits including those seeking injunctive relief, those requiring enforcement of agency orders, and contract matters.

This division contains the following 4 activities:

- **Equity** – defends the District government in complex equity actions seeking temporary, preliminary, and permanent injunctive relief that may impact the operations of an agency's program;
- **Civil Enforcement Section** – provides enforcement, protection, representation, and advisory services to the District government and residents so that they can enjoy reduced risk of harm, protection of rights, and monetary recovery;
- **Office of the Division Deputy** – provides supervision of the Public Integrity Unit and support to divisional activities. The Public Integrity Unit is responsible for civil enforcement of the District's False Claims Act and Nonprofit Corporation Act, federal and District antitrust laws, and other laws that protect the District government, nonprofit organizations, and the marketplace from fraudulent, abusive, and anti-competitive practices; and
- **Government Contracts Section** – defends the District government in contract matters filed at the District of Columbia Contract Appeals Board and the District of Columbia Superior Court. The contractor disputes include, but are not limited to, challenges to terminations for default, equitable adjustment, and construction delay claims, as well as general breach of contract disputes.

**Office of Consumer Protection** – receives and mediates consumer complaints, investigates and takes enforcement actions under the Consumer Protection Procedures Act and other District and federal consumer laws, performs public outreach and education, and provides legislative support on issues that affect consumers.

**Public Advocacy** – focuses on affirmative, public interest civil litigation on behalf of residents of the District, including litigating cases essential to preserving affordable housing and protecting residents from other abuses; and litigating in an array of public integrity arenas, including false claims, Medicaid fraud, antitrust, nonprofit organization abuses, and tuition fraud.

This division contains the following 3 activities:

- **Housing and Community Justice**– engages with District residents in order to determine existing community legal needs; addresses nuisance properties using authority under the Drug, Firearm, or Prostitution-Related Nuisance Abatement Act; litigates to preserve affordable housing; develops legal strategies to address other community abuses, potentially to include wage theft;
- **Public Integrity** - enforces the District's False Claims Act and Nonprofit Corporation Act, federal and District antitrust laws, and other laws that protect the District Government, nonprofit organizations, and the marketplace from fraudulent, abusive, and anticompetitive practices; and
- **Office of the Division Deputy** – provides supervision of, and support to, divisional activities.

**Public Safety** – protects vulnerable populations, assists crime victims, initiates legal action to rehabilitate, and when necessary, prosecute juveniles charged with law violations, prosecutes adult misdemeanor criminal offenses within the jurisdiction of the Office of the Attorney General, and protects neighborhoods by prosecuting nuisance property offenses to make District communities safer.

This division contains the following 6 activities:

- **Criminal** – provides prosecution services, consultation, and other legal representation services to the District government to enhance the safety of the residents of the District of Columbia through the appropriate resolution of cases;
- **Juvenile** – provides prosecution services of juvenile matters, consultation, and other legal representation services to the District government to enhance the safety of the residents of the District of Columbia through the appropriate resolution of cases;
- **Neighborhood and Victims' Services** – serves two distinct functions. The prosecutors in the Nuisance Abatement Unit combine civil and criminal remedies to address the quality of life in communities throughout the District of Columbia. The Victim Witness Assistance Unit is comprised of social services professionals dedicated to assisting and supporting individuals who are victims of and witnesses to serious and violent crimes by juvenile and adult offenders;
- **Office of the Division Deputy** – provides supervision of the Juvenile Specialty Courts Unit, the Special Projects and Litigation Support Unit, the Victim Witness Assistance Unit and support to divisional activities. The Juvenile Specialty Courts Unit handles truancy and juvenile behavioral diversion program cases. The Special Projects and Litigation Support Unit enhances the Division's ability to compile and analyze data, to research and support special initiatives, to coordinate the presentation of the office in many criminal justice and criminal justice-related areas, and to support the litigation of all sections and units in the Division. The Victim Witness Assistance Unit is comprised of social service professionals dedicated to assisting and supporting individuals who are victims and witnesses to serious and violent crimes by juvenile and adult offenders;
- **Domestic Violence** – provides services to domestic violence victims in the District of Columbia to reduce their risk of harm and protect their rights, thereby enhancing their quality of life; and
- **Mental Health** – provides representation to the Department of Behavioral Health (DBH) and the Department on Disability Services (DDS) by litigating cases in Family Court. Attorneys in the Mental Health Section represent DBH in all phases of the civil commitment process and represent DDS at admission hearings, commission hearings, annual reviews, and guardianship hearings.

**Solicitor General** – manages the District's civil and criminal appellate litigation and practices most frequently before the District of Columbia Court of Appeals, the United States Court of Appeals for the District of Columbia Circuit, and the Supreme Court of the United States. The docket includes appeals in a wide variety of civil, family, criminal, juvenile, tax, and administrative cases from trial courts and petitions for review from District agencies.

This division contains the following 3 activities:

- **Civil and Administrative Appeals** – provides appellate representation in a wide variety of civil and administrative cases;
- **Criminal and Juvenile Appeals** – provides appellate representation in criminal and juvenile cases; and
- **Office of the Division Deputy** – provides supervision of, and support to, divisional activities.

**Family Services** – protects the District's most vulnerable citizens -- abused and neglected children -- by representing their interests in Family Court proceedings.

This division contains the following 5 activities:

- **Office of the Division Deputy** – provides supervision of, and support to, divisional activities; and
- **Child Protection Sections I, II, III, and IV** – Child protection activities are carried out by four sections. To reduce the risk of harm to vulnerable and at-risk children, these sections protect the rights of children in Family Court proceedings to prevent abuse and neglect by their caretakers.

**Support Services** – provides for administrative support in the agency, including investigative services.

This division contains the following 2 activities:

- **Support Services and Operations** – provides administrative and operational support to the entire office, not otherwise included in the Agency Management program, including procurement and customer service; and
- **Investigations** – provides investigative support to the litigating divisions of the office.

**Immediate Office of the Attorney General** – provides overall supervision and guidance to all divisions within the office, pursues the public interest, and objectively and independently serves District residents through its communications and outreach programs.

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

**Agency Financial Operations**– provides comprehensive and efficient financial management services to, and on behalf of, District agencies to maintain the financial integrity of the District of Columbia. This division is standard for all agencies using performance-based budgeting.

### Division Structure Change

The proposed division structure changes are provided in the Agency Realignment appendix to the proposed budget, which is located at [www.cfo.dc.gov](http://www.cfo.dc.gov) on the Annual Operating Budget and Capital Plan page.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table CB0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table CB0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>61,459</b>	<b>405.6</b>
Other CSFL Adjustments	Multiple Programs	-75	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>61,384</b>	<b>405.6</b>
Create: To reallocate resources for agency restructure	Public Advocacy Division	2,080	15.0
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	300	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-45	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-123	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-2,213	-0.5
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>61,384</b>	<b>420.1</b>
Enhance: To support in-house legal services	Multiple Programs	529	5.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>61,913</b>	<b>425.1</b>
Enhance: To support additional FTEs	Multiple Programs	1,658	15.0
Enhance: To align resources with operational spending goals	Multiple Programs	45	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>63,616</b>	<b>440.1</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>22,570</b>	<b>151.8</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	360	0.7
Increase: To align resources with operational spending goals	Child Support Services Division	86	0.0

**Table CB0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Increase: To align Fixed Costs with proposed estimates	Child Support Services Division	23	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>23,040</b>	<b>152.4</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>23,040</b>	<b>152.4</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>23,040</b>	<b>152.4</b>
<b>PRIVATE DONATIONS: FY 2017 Approved Budget and FTE</b>		<b>456</b>	<b>7.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Office of the Attorney General	83	1.0
<b>PRIVATE DONATIONS: FY 2018 Agency Budget Submission</b>		<b>539</b>	<b>8.0</b>
No Change		0	0.0
<b>PRIVATE DONATIONS: FY 2018 Mayor's Proposed Budget</b>		<b>539</b>	<b>8.0</b>
No Change		0	0.0
<b>PRIVATE DONATIONS: FY 2018 District's Proposed Budget</b>		<b>539</b>	<b>8.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>4,209</b>	<b>6.7</b>
Create: To reallocate resources for agency restructure	Public Advocacy Division	10	0.0
Increase: To support the costs of pre-existing programmatic initiatives	Child Support Services Division	4,250	0.0
Increase: To align resources with operational spending goals	Office of the Attorney General	1,500	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Child Support Services Division	545	7.0
Decrease: To realize programmatic cost savings in nonpersonal services	Public Safety Division	-10	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>10,504</b>	<b>13.7</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>10,504</b>	<b>13.7</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>10,504</b>	<b>13.7</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>3,052</b>	<b>22.5</b>
Create: To reallocate resources for agency restructure	Public Advocacy Division	134	1.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	587	1.6
Increase: To align resources with operational spending goals	Public Safety Division	18	0.0
Increase: To support the costs of pre-existing programmatic initiatives	Commercial Division	3	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Public Interest Division	-8	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>3,785</b>	<b>25.1</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>3,785</b>	<b>25.1</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>3,785</b>	<b>25.1</b>
<b>GROSS FOR CB0 - OFFICE OF THE ATTORNEY GENERAL FOR THE DISTRICT OF COLUMBIA</b>		<b>101,484</b>	<b>639.4</b>

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

## **FY 2018 Proposed Budget Changes**

The Office of the Attorney General's (OAG) proposed FY 2018 gross budget is \$101,484,098, which represents a 10.6 percent increase over its FY 2017 approved gross budget of \$91,746,877. The budget is comprised of \$63,616,335 in Local funds, \$23,039,546 in Federal Grant funds, \$539,030 in Private Donations, \$10,503,720 in Special Purpose Revenue funds, and \$3,785,467 in Intra-District funds.

## **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OAG's FY 2018 CSFL budget is \$61,384,082, which represents a \$75,178, or less than 1.0 percent, decrease from its FY 2017 approved Local funds budget of \$61,459,260.

## **CSFL Assumptions**

The FY 2018 CSFL calculated for OAG included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$25,781 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$133,715 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for OAG includes a reduction of \$183,112 for the Fixed Costs Inflation Factor, primarily in the following areas: Energy, Telecommunications, Security, Occupancy, and Fleet costs.

## **Agency Budget Submission**

**Create:** The FY 2018 budget proposal includes increases of \$2,080,046 and 15.0 Full-Time Equivalents (FTEs) in Local funds; \$10,000 in Special Purpose Revenue (SPR) funds; and \$133,795 and 1.0 FTE in Intra-District (ID) funds to reflect funding for the newly established Public Advocacy division. This division will investigate law violations and litigate civil cases on behalf of residents of the District of Columbia.

**Increase:** The proposed Local funds budget includes an increase of \$300,219 to cover increased agency-managed Fixed Costs projections for Energy and Occupancy across multiple divisions.

In Federal Grant funds, the proposed budget reflects an increase of \$360,147 and 0.7 FTE to align the budget with projected personal services costs. The Child Support Services (CSS) division's nonpersonal services budget increased by \$85,504 due to increased projections for contracts costs associated with the acknowledgement of paternity, vital records, and state disbursement operations; and fixed costs estimates increased by \$23,446 to reflect higher projections for Energy and Occupancy.

The proposed Private Donations funds budget includes an increase of \$82,798 and 1.0 FTE to align personal services budget with projected costs in the Office of the Attorney General division.

The proposed budget submission in SPR funds includes an increase of \$4,249,541 to support infrastructure upgrades for the CSS. These upgrades will include the District of Columbia Child Support Enforcement System (DCCSES), an electronic database that manages all child support case information. This system currently requires significant upgrades to keep pace with changes in federally mandated child support legal requirements. Additional SPR adjustments to the Office of the Attorney General's division include an increase of \$1,500,000 to reflect additional funding for the Litigation Support fund. This fund supports costs associated with prosecuting and defending cases on behalf of the District of Columbia. An adjustment was also made to reflect an increase of \$545,438 and 7.0 FTEs in personal services to the CSS division, which aligns the budget with projected costs.

The FY 2018 proposed Intra-District funds budget reflects an increase of \$586,826 and 1.6 FTEs to align the budget with projected personal services costs across multiple programs. The Public Safety division increased by \$17,908 to support revised Memoranda of Understanding (MOU) agreements with the Department of Health and the Office of Tax and Revenue to support litigation matters. The Commercial division also proposed an increase of \$3,195 to the ID budget, which will be used primarily to support revised MOU agreements with the Department of Transportation.

**Decrease:** The proposed Local funds budget reflects decreases across multiple divisions. These adjustments reflect decreases of \$44,639 to properly align the Contractual Services budget with actual costs and \$122,610 for equipment purchases. A proposed decrease of \$2,213,016 and 0.5 FTE aligns the budget with projected personal service costs.

In Special Purpose Revenue funds, a reduction of \$10,000 in the Public Safety division enables the agency to redirect the funds to support the newly created Public Advocacy division. The proposed Intra-District funds budget reflects a decrease of \$8,450 in the Public Interest division due to a reduction in MOU agreements with the Department of Employment Services and the Department of Health Care Finance.

### **Mayor's Proposed Budget**

**Enhance:** The Office of the Attorney General's budget proposal reflects an increase of \$529,204 and 5.0 FTEs in Local funds across multiple divisions. Among other things, these positions will focus on the litigation of criminal and behavioral health cases on behalf of the District, the filing of appeals to protect vulnerable children in neglect proceedings, and the rehabilitation of juvenile offenders.

### **District's Proposed Budget**

**Enhance:** The Office of the Attorney General's budget proposal reflects an increase of \$1,703,049 and 15.0 FTEs in Local funds. This includes \$350,378 and 3.0 FTEs for the voluntary victim-offender mediation program, \$278,248 and 2.0 FTEs attorneys to monitor wage theft actions, \$163,144 and 1.0 FTE attorney to monitor environmental complaints, and \$911,279 and 9.0 FTEs for litigation support and services throughout the agency.



# D.C. Board of Ethics and Government Accountability

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**Table AG0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$1,788,807	\$2,059,619	\$2,328,719	13.1
FTEs	14.9	15.0	16.5	10.0

The Board of Ethics and Government Accountability (BEGA) is responsible for overseeing the Office of Government Ethics and the Office of Open Government. The Office of Government Ethics administers and enforces the District of Columbia Code of Conduct. The Office of Open Government enforces government-wide compliance with the D.C. Freedom of Information Act and the Open Meetings Act.

## Summary of Services

Specifically, BEGA is responsible for:

- Investigating alleged violations of the Code of Conduct, holding adversarial hearings and, where appropriate, levying sanctions;
- Issuing Advisory Opinions, providing “safe-harbor” for good-faith reliance on these opinions;
- Issuing Advisory Opinions on its own initiative;
- Conducting mandatory ethics training for District government employees;
- Updating and maintaining the District Ethics Manual;
- Receiving and reviewing public financial disclosure statements from public officials and certification statements from Advisory Neighborhood Commissioners;
- Overseeing compliance of certain government employees who must file confidential financial disclosure statements with their agency heads;
- Receiving and auditing lobbyist registration forms and lobbyist activity reports;
- Issuing binding opinions on compliance with the Open Meetings Act;
- Monitoring and providing advice on District agency compliance with the Freedom of Information Act; and
- Assisting government agencies in the implementation of open government policies and practices.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AG0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table AG0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	1,683	1,910	2,179	269	14.1	14.9	15.0	16.5	1.5	10.0
SPECIAL PURPOSE REVENUE FUNDS	106	150	150	0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>1,789</b>	<b>2,060</b>	<b>2,329</b>	<b>269</b>	<b>13.1</b>	<b>14.9</b>	<b>15.0</b>	<b>16.5</b>	<b>1.5</b>	<b>10.0</b>
<b>GROSS FUNDS</b>	<b>1,789</b>	<b>2,060</b>	<b>2,329</b>	<b>269</b>	<b>13.1</b>	<b>14.9</b>	<b>15.0</b>	<b>16.5</b>	<b>1.5</b>	<b>10.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AG0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table AG0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	1,077	1,207	1,232	1,517	285	23.1
12 - REGULAR PAY - OTHER	26	113	169	87	-82	-48.4
13 - ADDITIONAL GROSS PAY	2	2	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	205	265	294	323	28	9.6
15 - OVERTIME PAY	0	0	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>1,310</b>	<b>1,588</b>	<b>1,695</b>	<b>1,926</b>	<b>232</b>	<b>13.7</b>
20 - SUPPLIES AND MATERIALS	8	2	3	66	63	2,370.9
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	1	0	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	129	195	362	287	-75	-20.8
41 - CONTRACTUAL SERVICES - OTHER	0	0	0	50	50	N/A
70 - EQUIPMENT AND EQUIPMENT RENTAL	8	3	0	0	0	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>146</b>	<b>200</b>	<b>365</b>	<b>402</b>	<b>38</b>	<b>10.3</b>
<b>GROSS FUNDS</b>	<b>1,455</b>	<b>1,789</b>	<b>2,060</b>	<b>2,329</b>	<b>269</b>	<b>13.1</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AG0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table AG0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) OFFICE OF OPEN GOVERNMENT</b>								
(1100) OFFICE OF OPEN GOVERNMENT	438	420	553	132	3.0	3.0	4.0	1.0
<b>SUBTOTAL (1000) OFFICE OF OPEN GOVERNMENT</b>	<b>438</b>	<b>420</b>	<b>553</b>	<b>132</b>	<b>3.0</b>	<b>3.0</b>	<b>4.0</b>	<b>1.0</b>
<b>(2000) BOARD OF ETHICS</b>								
(2010) BOARD OF ETHICS	1,351	1,639	1,776	137	11.9	12.0	12.5	0.5
<b>SUBTOTAL (2000) BOARD OF ETHICS</b>	<b>1,351</b>	<b>1,639</b>	<b>1,776</b>	<b>137</b>	<b>11.9</b>	<b>12.0</b>	<b>12.5</b>	<b>0.5</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>1,789</b>	<b>2,060</b>	<b>2,329</b>	<b>269</b>	<b>14.9</b>	<b>15.0</b>	<b>16.5</b>	<b>1.5</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 District of Columbia Board of Ethics and Government Accountability operates through the following 2 programs:

**Office of Open Government**– Receives and resolves all Open Meetings Act complaints against public bodies; oversees compliance of public bodies and enforces all requirements of the Open Meetings Act; issues advice to public bodies and on compliance with the Open Meeting Act; issues advice to District Government agencies on compliance with the Freedom of Information Act; conducts mandatory Open Meetings Act trainings and Freedom of Information Act trainings; provides policy recommendations to government on transparency best practices.

**Board of Ethics** – receives, investigates assesses, and adjudicates violations of the Code of Conduct, provides mandatory ethics training; issues rules and regulations governing the ethical conduct of employees and public officials; provides ethics guidance and safe harbor advice to government employees; provides for anonymous and confidential receipt of information related to violations of the Code of Conduct or other information with regard to its administration or enforcement; oversees all Lobbyist registration and activity in the District; oversees and enforces all Financial Disclosure Statement filing by District public officials and government employees.

## Program Structure Change

The District of Columbia Board of Ethics and Government Accountability has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table AG0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table AG0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,910</b>	<b>15.0</b>
Other CSFL Adjustments	Multiple Programs	3	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>1,912</b>	<b>15.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	109	0.0
Increase: To align resources with operational spending goals	Multiple Programs	5	0.0
Decrease: To offset projected adjustments in personal services costs	Multiple Programs	-114	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,912</b>	<b>15.0</b>
Enhance: To support operational requirements	Multiple Programs	33	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,945</b>	<b>15.0</b>
Enhance: To support additional FTEs	Multiple Programs	126	1.5
Enhance: To align resources with operational spending goals	Office of Open Government	58	0.0
Enhance: To support E-filing system upgrades required to implement the Financial Disclosure Amendment Act of 2016 (one-time)	Board of Ethics	50	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>2,179</b>	<b>16.5</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>150</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>150</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>150</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>150</b>	<b>0.0</b>
<b>GROSS FOR AG0 - D.C. BOARD OF ETHICS AND GOVERNMENT ACCOUNTABILITY</b>		<b>2,329</b>	<b>16.5</b>

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

## FY 2018 Proposed Budget Changes

The D.C. Board of Ethics and Government Accountability's (BEGA) proposed FY 2018 gross budget is \$2,328,719, which represents a 13.1 percent increase over its FY 2017 approved gross budget of \$2,059,619. The budget is comprised of \$2,178,719 in Local funds and \$150,000 in Special Purpose Revenue funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

BEGA's FY 2018 CSFL budget is \$1,912,202, which represents a \$2,583, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$1,909,619.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for BEGA includes adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$2,647 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$5,304 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

Additionally, a decrease of \$73 for Fixed Costs Inflation Factor accounts for adjustments to fleet services estimates.

### **Agency Budget Submission**

**Increase:** BEGA proposes to increase its Local funds personal services budget by \$108,656, which consists of \$98,763 for projected salary steps and \$9,893 for Fringe Benefits. This increase enables the agency to properly align the personal services budget to include converting 2.0 Full-Time Equivalents from Temporary Full-Time to Continuing Full-Time positions. The budget in Local funds also includes an increase of \$5,000 to procure additional supplies for operational needs within the Board of Ethics program.

**Decrease:** The proposed Local funds budget reflects a decrease of \$113,656, which is primarily the result of lower professional services fees. This adjustment offsets projected personal services cost increases.

### **Mayor's Proposed Budget**

**Enhance:** The D.C. Board of Ethics and Government Accountability's budget proposal reflects an increase of \$33,000 to support the agency's operational requirements.

### **District's Proposed Budget**

**Enhance:** The Local funds budget proposal reflects an increase of \$125,517 and 1.5 FTEs. This increase enables the agency to hire a full-time Administrative Assistant to support the E-filing system and a part-time Administrative Assistant for the implementation of the Council's Financial Disclosure Amendment Act of 2016. Other adjustments in Local funds include increases of \$58,000 in the Office of the Open Government program to procure additional office supplies and materials necessary for operational requirements, and \$50,000 in one-time funding to the Board of Ethics program for upgrades to the E-filing system.

## Agency Performance Plan\*

D.C. Board of Ethics and Government Accountability (BEGA) has the following strategic objectives for FY 2018:

### 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. Issue Ethics advice in an expeditious and consistent fashion.
2. Conduct timely and appropriate investigations and enforcement actions.
3. Conduct mandatory training on the Code of Conduct and produce ethics training materials.
4. 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. Issue Ethics advice in an expeditious and consistent fashion. (1 Activity)

Activity Title	Activity Description	Type of Activity
Render Timely Advice	Work with staff to ensure that ethics guidance is provided to government employees who seek ethics guidance in a substantive and useful manner.	Daily Service

#### 2. Conduct timely and appropriate investigations and enforcement actions. (1 Activity)

Activity Title	Activity Description	Type of Activity
Support Ongoing Investigations	Monitor and support ongoing investigations to ensure timely completion. Track progress throughout the year and work with staff to ensure movement.	Daily Service

#### 3. Conduct mandatory training on the Code of Conduct and produce ethics training materials. (1 Activity)

Activity Title	Activity Description	Type of Activity
Training Sessions	Increase number of trainings available to District government employees. Allocate staff time to ensure availability when requests are made from client agencies.	Daily Service

#### 4. Create and maintain a highly efficient, transparent and responsive District government.\*\* (1 Activity)

Activity Title	Activity Description	Type of Activity
Response to Inquiries	Ensure that every request for advice or information is acknowledged within 24 hours of	Daily Service

(Continued on next page)

**4. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(1 Activity)**

Activity Title	Activity Description	Type of Activity
	receipt. Work with staff to ensure that either a substantive response is provided or, where that is not possible, an acknowledgment that the request is under review.	

**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. Issue Ethics advice in an expeditious and consistent fashion. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of advice queries received that were handled as informal rather than formal advice	No	Not Available	Not Available	Not Available	10%	10%
Percent of formal written Advisory Opinions appealed to the Ethics Board	No	100%	Not Available	85%	85%	85%
Percent of formal written Advisory Opinions issued within 30 days of receipt of complete information from requester	No	Not Available	100%	Not Available	85%	85%

**2. Conduct timely and appropriate investigations and enforcement actions. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of enforcement actions that result in a sanction	No	Not Available	Not Available	Not Available	85%	85%
Percent of final Ethics Board Orders issued within 45 days of close of hearing record	No	Not Available	100%	Not Available	85%	85%
Percent of investigations resolved by dismissal, negotiated disposition, or issuance of Notice of Violation within 120 days of initiation	No	Not Available	83.3%	Not Available	80%	80%

**3. Conduct mandatory training on the Code of Conduct and produce ethics training materials. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of agency trainings held within 90 days of agency making the request	No	Not Available	Not Available	Not Available	90%	90%
Percent of evaluations completed by attendees with an overall positive rating of “3” or higher on the BEGA training evaluation form	No	Not Available	Not Available	Not Available	80%	80%

(Continued on next page)

### 3. Conduct mandatory training on the Code of Conduct and produce ethics training materials. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of off site agency training requests granted	No	Not Available	Not Available	Not Available	90%	90%

### 4. Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Monitor and support ongoing investigations to ensure timely completion.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of complaints received	No	Not Available	Not Available	138
Number of formal investigations dismissed	No	Not Available	Not Available	17
Number of formal investigations initiated on intake	No	Not Available	Not Available	24
Number of formal investigations resolved after an evidentiary hearing	No	Not Available	Not Available	0
Number of formal investigations resolved with a negotiated disposition	No	Not Available	Not Available	1
Number of preliminary investigations converted to formal investigations	No	Not Available	Not Available	3
Number of preliminary investigations dismissed	No	Not Available	Not Available	34

(Continued on next page)

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**1. Monitor and support ongoing investigations to ensure timely completion.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of preliminary investigations opened based on information provided by means other than the hotline	No	Not Available	Not Available	85
Number of preliminary investigations opened based on tips to the hotline	No	Not Available	Not Available	2
Number of preliminary investigations resolved after an evidentiary hearing	No	Not Available	Not Available	0
Number of preliminary investigations resolved with a negotiated disposition	No	Not Available	Not Available	12

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**2. Increase Training Sessions. Increase number of trainings available to District government employees.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of trainings conducted	No	Not Available	Not Available	121

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**3. Ensure that every request for advice or information is acknowledged within 24 hours of receipt.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of formal advisory opinions issued	No	Not Available	Not Available	8

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**4. Render Timely Advice. Respond to requests for informal ethics advice in a substantive and useful manner.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of formal written advisory opinions issued on the agency's own initiative	No	Not Available	Not Available	2
Number of formal written advisory opinions issued pursuant to a request	No	Not Available	Not Available	4
Number of requests for informal ethics advice	No	Not Available	Not Available	690

**Performance Plan Endnotes**

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



# Statehood Initiatives

**Table AR0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change from FY 2017</b>
OPERATING BUDGET	\$289,688	\$234,298	\$233,912	-0.2
FTEs	1.3	1.0	1.0	0.0

The mission of Statehood Initiatives (SI) is to inform the Congress and individual members of Congress that the District meets the standards traditionally required by Congress for the admission as a state of the United States; to monitor the progress of the petition for admission of the District of Columbia to statehood pending before the Congress and report on the progress to the District residents; and to advise the District on matters of public policy that bear on the achievement of statehood.

The agency may employ staff and expend funds donated by private sources for public purposes related to the achievement of statehood and may carry out any other powers or duties as may be provided by law. The Statehood Initiatives Agency reflects the Mayor's submission for the New Columbia Statehood Fund, prepared by the Commission, pursuant to the D.C. Code, § 1-129.32 (f), Establishment of the New Columbia Statehood Fund.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AR0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table AR0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
LOCAL FUNDS	290	234	234	0	-0.2	1.3	1.0	1.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>290</b>	<b>234</b>	<b>234</b>	<b>0</b>	<b>-0.2</b>	<b>1.3</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>290</b>	<b>234</b>	<b>234</b>	<b>0</b>	<b>-0.2</b>	<b>1.3</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AR0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table AR0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
11 - REGULAR PAY - CONTINUING FULL TIME	21	43	113	0	-113	-100.0
12 - REGULAR PAY - OTHER	60	101	0	120	120	N/A
13 - ADDITIONAL GROSS PAY	0	1	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	9	14	21	13	-7	-36.2
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>90</b>	<b>160</b>	<b>134</b>	<b>134</b>	<b>0</b>	<b>-0.3</b>
20 - SUPPLIES AND MATERIALS	0	0	45	27	-18	-40.1
40 - OTHER SERVICES AND CHARGES	27	129	45	73	28	62.5
50 - SUBSIDIES AND TRANSFERS	20	0	10	0	-10	-100.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>47</b>	<b>130</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0.1</b>
<b>GROSS FUNDS</b>	<b>137</b>	<b>290</b>	<b>234</b>	<b>234</b>	<b>0</b>	<b>-0.2</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AR0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table AR0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(2000) OFFICE OF THE STATEHOOD DELEGATION</b>								
(2010) OFFICE OF THE STATEHOOD DELEGATION	0	134	134	0	0.0	1.0	1.0	0.0
NO ACTIVITY ASSIGNED	160	0	0	0	1.3	0.0	0.0	0.0
<b>SUBTOTAL (2000) OFFICE OF THE STATEHOOD DELEGATION</b>	<b>160</b>	<b>134</b>	<b>134</b>	<b>0</b>	<b>1.3</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>(3000) NEW COLUMBIA STATEHOOD COMMISSION</b>								
(3010) NEW COLUMBIA STATEHOOD COMMISSION	0	100	100	0	0.0	0.0	0.0	0.0
NO ACTIVITY ASSIGNED	130	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) NEW COLUMBIA STATEHOOD COMMISSION</b>	<b>130</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>290</b>	<b>234</b>	<b>234</b>	<b>0</b>	<b>1.3</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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

Statehood Initiatives operates through the following 2 programs:

**Office of the Statehood Delegation** – provides support to the Statehood Delegation in promoting statehood and voting rights for the citizens of the District of Columbia.

**New Columbia Statehood Commission** – educates, advocates, promotes, and advances the proposition of statehood and voting rights for the District of Columbia to District residents and citizens of the 50 states.

## Program Structure Change

Statehood Initiatives has no program structure changes in the FY 2018 proposed budget.

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## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table AR0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

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**Table AR0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>234</b>	<b>1.0</b>
Other CSFL Adjustments	Multiple Programs	0	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>234</b>	<b>1.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>234</b>	<b>1.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>234</b>	<b>1.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>234</b>	<b>1.0</b>
<b>GROSS FOR AR0 - STATEHOOD INITIATIVES</b>		<b>234</b>	<b>1.0</b>

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

## FY 2018 Proposed Budget Changes

Statehood Initiatives' (SI) proposed FY 2018 gross budget is \$233,912, which represents a less than 1.0 percent decrease from its FY 2017 approved gross budget of \$234,298. The budget is comprised entirely of Local funds.

### Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

SI's FY 2018 CSFL budget is \$233,913, which represents a \$385, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$234,298.

### CSFL Assumptions

The FY 2018 CSFL calculated for SI included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$1,514 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$1,128 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Because the net total of the changes is less than \$500, the dollar value on Table 5 appears as \$0.

### Agency Budget Submission

**No Change:** The Statehood Initiatives Agency has no change from the FY 2017 approved budget to the FY 2018 proposed budget.

**Mayor's Proposed Budget**

**No Change:** The Statehood Initiatives' budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

**District's Proposed Budget**

**No Change:** The Statehood Initiative Agency's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.



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# Office of the Inspector General

<http://oig.dc.gov>

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**Table AD0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$14,682,548	\$18,722,457	\$18,368,064	-1.9
FTEs	93.3	112.0	112.0	0.0

The mission of the Office of the Inspector General (OIG) is to independently audit, inspect, and investigate matters pertaining to the District of Columbia government in order to: prevent and detect corruption, mismanagement, waste, fraud, and abuse; promote economy, efficiency, effectiveness, and accountability; inform stakeholders about issues relating to District programs and operations; and recommend and track the implementation of corrective actions.

## Summary of Services

OIG initiates and conducts independent financial and performance audits, inspections, and investigations of District government operations; conducts other special audits, assignments, and investigations; audits procurement and contract administration continually; forwards to the authorities evidence of criminal wrongdoing discovered as the result of audits, inspections, or investigations conducted by the Office; contracts with an outside audit firm to perform the annual audit of the District government's financial operations with the results published in the Comprehensive Annual Financial Report (CAFR) and chairs the CAFR oversight committee; and serves as the principal liaison between the District government and the U.S. Government Accountability Office.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AD0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table AD0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	12,591	16,154	15,521	-633	-3.9	77.8	94.8	94.8	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>12,591</b>	<b>16,154</b>	<b>15,521</b>	<b>-633</b>	<b>-3.9</b>	<b>77.8</b>	<b>94.8</b>	<b>94.8</b>	<b>0.0</b>	<b>0.0</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	2,092	2,569	2,848	279	10.9	15.5	17.2	17.2	0.0	0.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>2,092</b>	<b>2,569</b>	<b>2,848</b>	<b>279</b>	<b>10.9</b>	<b>15.5</b>	<b>17.2</b>	<b>17.2</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>14,683</b>	<b>18,722</b>	<b>18,368</b>	<b>-354</b>	<b>-1.9</b>	<b>93.3</b>	<b>112.0</b>	<b>112.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AD0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table AD0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	9,532	8,562	10,422	10,743	322	3.1
12 - REGULAR PAY - OTHER	0	285	451	417	-34	-7.6
13 - ADDITIONAL GROSS PAY	79	162	200	200	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	1,927	1,800	2,392	2,411	19	0.8
15 - OVERTIME PAY	0	4	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>11,537</b>	<b>10,813</b>	<b>13,465</b>	<b>13,771</b>	<b>306</b>	<b>2.3</b>
20 - SUPPLIES AND MATERIALS	18	22	676	260	-416	-61.6
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	8	39	13	30	17	128.5
32 - RENTALS - LAND AND STRUCTURES	125	0	228	171	-57	-25.0
35 - OCCUPANCY FIXED COSTS	0	0	1	0	-1	-100.0
40 - OTHER SERVICES AND CHARGES	4,163	3,555	4,339	3,810	-529	-12.2
50 - SUBSIDIES AND TRANSFERS	0	246	0	326	326	N/A
70 - EQUIPMENT AND EQUIPMENT RENTAL	253	8	0	0	0	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>4,566</b>	<b>3,870</b>	<b>5,258</b>	<b>4,597</b>	<b>-661</b>	<b>-12.6</b>
<b>GROSS FUNDS</b>	<b>16,103</b>	<b>14,683</b>	<b>18,722</b>	<b>18,368</b>	<b>-354</b>	<b>-1.9</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AD0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table AD0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	137	317	0	-317	1.2	1.0	0.0	-1.0
(1020) CONTRACTING AND PROCUREMENT	515	252	267	15	2.0	2.0	2.0	0.0
(1030) PROPERTY MANAGEMENT	68	206	157	-49	0.0	1.0	1.0	0.0
(1040) INFORMATION TECHNOLOGY	494	1,000	1,206	206	2.8	3.0	3.0	0.0
(1050) FINANCIAL MANAGEMENT	317	154	145	-9	2.0	1.0	0.0	-1.0
(1060) LEGAL	750	735	776	41	4.5	5.0	5.0	0.0
(1070) FLEET MANAGEMENT	8	41	11	-30	0.0	0.0	0.0	0.0
(1085) CUSTOMER SERVICE	147	667	877	210	1.1	7.0	8.0	1.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>2,437</b>	<b>3,372</b>	<b>3,439</b>	<b>68</b>	<b>13.6</b>	<b>20.0</b>	<b>19.0</b>	<b>-1.0</b>
<b>(2000) OPERATIONS</b>								
(2010) AUDIT	5,032	5,126	4,534	-592	25.8	22.0	21.0	-1.0
(2030) INSPECTIONS AND EVALUATIONS	1,278	1,329	1,359	30	11.1	11.0	11.0	0.0
<b>SUBTOTAL (2000) OPERATIONS</b>	<b>6,311</b>	<b>6,456</b>	<b>5,894</b>	<b>-562</b>	<b>36.9</b>	<b>33.0</b>	<b>32.0</b>	<b>-1.0</b>
<b>(3000) EXECUTIVE</b>								
(3001) EXECUTIVE	0	1,293	1,067	-226	0.0	4.0	4.0	0.0
(3010) INVESTIGATIONS	3,226	2,717	2,767	50	22.6	21.0	21.0	0.0
(3020) MFCU 25% MATCH	618	856	774	-83	4.7	5.8	5.8	0.0
(3030) MEDICAID FRAUD CONTROL UNIT	2,092	2,569	2,848	279	15.5	17.2	17.2	0.0
<b>SUBTOTAL (3000) EXECUTIVE</b>	<b>5,935</b>	<b>7,435</b>	<b>7,455</b>	<b>21</b>	<b>42.7</b>	<b>48.0</b>	<b>48.0</b>	<b>0.0</b>
<b>(4000) RISK ASSESSMENT AND FUTURE PLANNING</b>								
(4011) RISK ASSESSMENT AND FUTURE PLANNING	0	1,024	983	-41	0.0	8.0	8.0	0.0
<b>SUBTOTAL (4000) RISK ASSESSMENT AND FUTURE PLANNING</b>	<b>0</b>	<b>1,024</b>	<b>983</b>	<b>-41</b>	<b>0.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>
<b>(5000) QUALITY MANAGEMENT</b>								
(5001) QUALITY MANAGEMENT	0	436	596	160	0.0	3.0	5.0	2.0
<b>SUBTOTAL (5000) QUALITY MANAGEMENT</b>	<b>0</b>	<b>436</b>	<b>596</b>	<b>160</b>	<b>0.0</b>	<b>3.0</b>	<b>5.0</b>	<b>2.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>14,683</b>	<b>18,722</b>	<b>18,368</b>	<b>-354</b>	<b>93.3</b>	<b>112.0</b>	<b>112.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 the Inspector General (OIG) operates through these 5 programs:

**Operations** – includes all external functions of the OIG including these units: Audit, and Inspections and Evaluations. These units comprise these activities:

- **Audit** – conducts audits, reviews, and analysis of financial, operational, and programmatic functions; and
- **Inspections and Evaluations** – inspects and evaluates District agencies under defined performance criteria, evaluates management and programs, and makes recommendations relating to improving overall efficiency and effectiveness.

**Executive** – oversees all agency level divisions including: Office of the General Counsel, Operations, Business Management, Investigations, and Medicaid Fraud Control.

- **Executive** - oversees all agency level divisions;
- **Investigations**– investigates fraud and other misconduct by District government employees and contractors doing business with the District Government;
- **Medicaid Fraud Control Unit (MFCU) 25% Match**– represents the Local match associated with the MFCU federal grant; and
- **Medicaid Fraud Control Unit** – investigates and prosecutes cases of Medicaid provider fraud and patient abuse and neglect in Medicaid-funded facilities.

**Risk Assessments and Future Planning** – aggregates, analyzes, and synthesizes information to identify and prioritize risks facing the District, and synergizes the OIG’s work to maximize the value it provides to the District.

**Quality Management (QM)** – supports the integrity of OIG operations through effective quality review processes.

**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 the Inspector General has no program structure changes in the FY 2018 proposed budget.

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## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table AD0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

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**Table AD0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>16,154</b>	<b>94.8</b>
Removal of One-Time Funding	Multiple Programs	-1,200	0.0
Other CSFL Adjustments	Multiple Programs	267	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>15,221</b>	<b>94.8</b>
Increase: To align resources with operational spending goals	Multiple Programs	240	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	56	0.0

**Table AD0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Decrease: To align Fixed Costs with proposed estimates	Executive	-61	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-235	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>15,221</b>	<b>94.8</b>
Enhance: To align resources with operational spending goals	Multiple Programs	200	0.0
Enhance: To provide special skilled consultants to perform audit activities and inspections needed in investigations	Executive	100	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>15,521</b>	<b>94.8</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>15,521</b>	<b>94.8</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>2,569</b>	<b>17.2</b>
Increase: To align resources with operational spending goals	Executive	377	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Executive	58	0.0
Increase: To align Fixed Costs with proposed estimates	Executive	19	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Executive	-175	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>2,848</b>	<b>17.2</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>2,848</b>	<b>17.2</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>2,848</b>	<b>17.2</b>
<b>GROSS FOR AD0 - OFFICE OF THE INSPECTOR GENERAL</b>		<b>18,368</b>	<b>112.0</b>

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

## FY 2018 Proposed Budget Changes

The Office of the Inspector General's (OIG) proposed FY 2018 gross budget is \$18,368,064, which represents a 1.9 percent decrease from its FY 2017 approved gross budget of \$18,722,457. The budget is comprised of \$15,520,513 in Local funds and \$2,847,551 in Federal Grant funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OIG's FY 2018 CSFL budget is \$15,220,513, which represents a \$933,336, or 5.8 percent, decrease from the FY 2017 approved Local funds budget of \$16,153,879.

## CSFL Assumptions

The FY 2018 CSFL calculated for OIG includes a reduction of \$1,200,000 to account for the removal of one-time funding appropriated in FY 2017. This reduction is comprised of \$200,000 for the conversion of attorneys from Excepted Service to Legal Service and \$1,000,000 for one-time support of operational costs of the agency.

CSFL funding for OIG includes adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$8,126 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$78,994 in nonpersonal services based on the

Consumer Price Index factor of 2.5 percent. Additionally, the CSFL includes an increase of \$200,000 for a Recurring Budget Item to support personal services costs, and a reduction of \$4,234 for the Fixed Costs Inflation Factor to account for Fixed Costs estimates for fleet services.

### **Agency's Proposed Budget Request**

The Office of the Inspector General's (OIG) proposed FY 2018 gross budget request is \$19,094,564, which represents a 2.0 percent increase over its FY 2017 approved gross budget of \$18,722,457. The budget request is comprised of \$16,247,013 in local funds and \$2,847,551 in Federal Grant funds.

To continue providing quality investigative services for the District, OIG proposed the following FY 2018 budget changes.

**Increase:** In Local Funds, the proposed budget includes a net increase of \$239,889 primarily to reflect projected costs of information technology hardware and software maintenance. Additionally, the OIG's proposed budget includes an increase of \$55,990 in personal services across multiple programs to support proposed salary, steps, and associated Fringe Benefits adjustments.

OIG's Federal Grants proposed budget reflects an increase of \$376,717 in the Executive program to support indirect cost charges that were not budgeted in the previous fiscal year. The agency budget proposal also includes increases of \$58,246 in the Executive program to support personal services for step increases and Fringe Benefits costs and \$19,037 to support agency-managed Fixed Costs primarily for Telecommunications.

**Decrease:** OIG's proposed Local Funds budget reflects a reduction of \$60,597 in the Executive program in Fixed Costs, which includes decreases of \$56,945 for Rent, \$3,280 for agency-managed Telecommunications, and \$372 for Occupancy. Additionally, a decrease of \$235,280 is made across multiple programs in supply costs.

In Federal Grant funds, the proposed budget decreased by \$175,027 in the Executive program for nonpersonal services.

OIG's proposed budget request includes three distinct enhancement requests. These requests are being made to improve OIG's capability to ensure that it meets its legislative mandate to promote economy, efficiency, and effectiveness and to prevent and detect corruption, mismanagement, waste, fraud, and abuse in District government programs and operations. OIG's budget enhancement requests are as follows:

- \$340,000 to provide NPS increases to augment its Full-Time Equivalent (FTE) positions with consultants to support its operational units and objectives (Audit, Investigations, Inspections and Evaluations and the Medicaid Fraud Control Unit). Consultants will supplement staff to perform audit activities and inspections and evaluations work and address areas of special skills needed in investigations. Consultants will include, but are not limited to, forensic auditors, forensic computer technology experts, and subject experts in auditing, investigations and evaluations;
- \$486,500 to provide an additional 5 FTEs: 2.0 FTEs to the Audit Unit to meet legislative mandates and special projects; 2.0 FTEs to the Investigations Unit to expand workload capacity related to administrative and criminal investigations; and 1.0 FTE to the Office of General Counsel for an attorney to focus on contracts and procurement; and
- \$200,000 to reinstate the OIG's FY 2017 enhancement to adjusted salaries for 22 staff. In FY 2017, OIG was granted an \$800,000 enhancement that it chose to receive as \$200,000 each year over four fiscal years from 2017 to 2020, but the \$200,000 was not included in the FY 2018 Maximum Allowable Request Ceiling.

**Mayor's Proposed Budget Recommendation**

**Enhance:** In Local funds, OIG's budget increased by \$200,000 to account for salary adjustments to 22.0 existing positions across multiple programs, and by \$100,000 for consultants to augment existing staff that conduct audit activities, inspections, and evaluations.

**District's Proposed Budget Recommendation**

**No Change:** The Office of the Inspector General's budget proposal reflects no change from the Mayor's proposed budget recommendation to the District's proposed budget recommendation.

## Agency Performance Plan\*

Office of Inspector General (AIG) has the following strategic objectives for FY 2018:

### 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. Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement.
2. Integrate plans, processes, and resources to support organizational accountability.
3. Deliver actionable, relevant, and timely products and services to customers and stakeholders that promote economic, efficient, and effective government.
4. Implement an information and knowledge management system that supports the OIG mission.
5. 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. Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement. (3 Activities)

Activity Title	Activity Description	Type of Activity
Oversight Work	Conduct audits, investigations, and inspections based on proactively identified leads and indicators	Daily Service
Hotline Program	Operate a hotline program to aid in identifying and evaluating allegations of corruption, fraud, waste, abuse, and mismanagement	Daily Service
Reduce Misconduct	Forward to the appropriate authority any report, as a result of any audit, inspection or investigation conducted by the office, in order to reduce misconduct or unethical behavior	Daily Service

#### 2. Integrate plans, processes, and resources to support organizational accountability. (3 Activities)

Activity Title	Activity Description	Type of Activity
Spending Plans	Develop spending plans to ensure appropriated resources are used efficiently and effectively to support organizational accountability and are in compliance with District regulations	Daily Service
OIG Policies and Procedures	Integrate internal OIG policies and procedures to ensure the OIG executes its mission in compliance with applicable standards to support organizational accountability	Key Project
Performance Excellence	Implement a performance assessment/excellence framework within the OIG to ensure continuous improvement	Key Project

### 3. Deliver actionable, relevant, and timely products and services to customers and stakeholders that promote economic, efficient, and effective government. (4 Activities)

Activity Title	Activity Description	Type of Activity
Conduct Independent Audits	Initiate and conduct independent financial and performance audits, inspections, and investigations of District government operations	Daily Service
Annual District Audit	Contract with an outside audit firm to perform the annual audit of the District government's financial operations with the results published in the Comprehensive Annual Financial Report (CAFR) and chair the CAFR oversight committee	Key Project
US Government Accountability Office (GAO) Liaison	Serve as the principal liaison between the District government and the GAO	Key Project
Reporting Evidence of Wrongdoing	Forward to the Mayor, within a reasonable time for reporting evidence of criminal wrongdoing to the Office of the U.S. Attorney's Office for the District of Columbia, or other law enforcement office, any report regarding the evidence, if appropriate	Daily Service

### 4. Implement an information and knowledge management system that supports the OIG mission. (3 Activities)

Activity Title	Activity Description	Type of Activity
Information Management System	Collect, process, and communicate information to enable the agency's leadership team to make more effective and efficient decisions	Key Project
Knowledge Management System	Manage agency knowledge to improve performance and achieve the OIG mission	Key Project
Information Security	Establish and maintain digital and physical security controls to protect critical information and knowledge assets from unauthorized access	Key Project

### 5. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (1 Activity)

Activity Title	Activity Description	Type of Activity
Staffing Assessments	Assess current staffing to ensure it meets the OIG's mission and vision	Key Project

## 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. Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of contacts evaluated and appropriate course or action determined within 10 business days of receipt by RAFP hotline program	No	Not Available	87%	Not Available	95%	95%

(Continued on next page)

**1. Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of OIG recommendations selected and reviewed for follow up	No	Not Available	Not Available	Not Available	40%	70%
Percent of proactive analytical activities initiated by Risk Assessment and Future Planning's (RAFP) data analysis unit that resulted in an investigation, audit, or inspection	No	Not Available	No Applicable Incidents	Not Available	20%	25%

**2. Integrate plans, processes, and resources to support organizational accountability. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of full-time equivalents (FTEs) familiar with the performance excellence framework	No	Not Available	Not Available	Not Available	90%	90%

**3. Deliver actionable, relevant, and timely products and services to customers and stakeholders that promote economic, efficient, and effective government. (8 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of criminal/civil resolutions obtained in Medicaid Fraud Control Unit (MFCU) cases	No	26	16	Not Available	15	30
Percent of administrative investigations completed by Investigation Unit (IU) within six months of assignment	No	Not Available	Not Available	Not Available	10%	50%
Percent of criminal investigations by both MFCU and IU presented to and accepted by the US Attorney's office for prosecution	No	30.8%	31.3%	Not Available	30%	75%
Percent of draft audit reports issued for comment within OIG - defined timeframes	No	Not Available	Not Available	Not Available	50%	85%
Percent of draft inspection and evaluation reports issued for comment within OIG - defined timeframes	No	Not Available	Not Available	Not Available	50%	85%
Percent of OIG recommendations agreed to by District agencies	No	Not Available	83.7%	Not Available	50%	85%
Percent of strategic engagements accomplished	No	Not Available	Not Available	Not Available	75%	75%
Potential monetary benefits resulting from audits and inspections (in millions)	No	\$0	\$0	Not Available	\$5	\$20

**4. Implement an information and knowledge management system that supports the OIG mission.  
(2 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of aged laptops replaced based on three-year life cycle replacement plan	No	Not Available	Not Available	Not Available	100%	Forthcoming October 2017
Percent of IT services/systems covered in the Business Continuity/ Disaster Recovery (BC/DR) plan	No	Not Available	Not Available	Not Available	50%	75%

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(12 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service-Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Percent of job and career fair participants that subsequently interviewed for OIG position	No	Not Available	Not Available	Not Available	10%	30%
Percent of position descriptions reviewed and revised in accordance with DCHR Class and Comp Reform	No	Not Available	Not Available	Not Available	100%	Forthcoming October 2017
Percent of responses received from the OIG's stakeholder satisfaction survey	No	Not Available	Not Available	Not Available	20%	50%
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

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## 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?”

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### 1. Oversight Work

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of proactive analytical products RAFP-DAU that initiated an investigation, audit, or inspection	No	Not Available	Not Available	Not Available
Number of recommendations made to District agencies	No	Not Available	Not Available	Not Available
Number of referrals made to District agencies resulting from hotline contacts	No	Not Available	Not Available	Not Available

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### 2. Hotline Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of contacts analyzed by the RAFP Hotline Program and MFCU	No	Not Available	Not Available	3,593
Number of contacts received and analyzed by the RAFP Hotline Program	No	Not Available	Not Available	Not Available

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### 3. Conduct Independent Audits

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of final audit reports issued by contracted experts (financial and performance)	No	Not Available	Not Available	Not Available
Number of final audit reports issued by OIG staff (financial and performance)	No	Not Available	Not Available	Not Available
Number of final inspections/evaluation reports issued	No	Not Available	Not Available	Not Available
Number of strategic engagements with OIG stakeholders	No	Not Available	Not Available	Not Available

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### 4. Information Security

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of aged laptops	No	Not Available	Not Available	Not Available
Number of IT services/systems	No	Not Available	Not Available	Not Available
Number of new laptops	No	Not Available	Not Available	Not Available

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### 5. Staffing Assessments

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of applications submitted to the OIG	No	Not Available	Not Available	Not Available
Number of job and career fairs attended by the OIG	No	Not Available	Not Available	Not Available

### Performance Plan Endnotes

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

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# Office of the Chief Financial Officer

[www.cfo.dc.gov](http://www.cfo.dc.gov)

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**Table AT0-1**

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from
				FY 2017
OPERATING BUDGET	\$145,137,792	\$177,644,492	\$179,608,342	1.1
FTEs	900.2	981.0	1,003.0	2.2

The mission of the Office of the Chief Financial Officer (OCFO) is to provide financial management services to the government and the people of the District of Columbia to sustain the District's long-term fiscal and economic viability.

## Summary of Services

The Office of the Chief Financial Officer provides enhanced fiscal and financial stability, accountability, and integrity for the Government of the District of Columbia. The OCFO ensures that District spending levels remain within approved budgets and available revenues for each fiscal year, so that spending deficits do not occur; maintains adequate cash balances; minimizes receivables balances; manages the District's debt and finances in a manner that provides optimal opportunities to maximize bond ratings and minimize the cost of borrowed capital; ensures that the ratio of total debt service to General Fund expenditures remains within a maximum of 12 percent; improves tax payment compliance by increasing collections from the accounts receivable balance and the non-filer population, as measured by percentage change in delinquent collections; develops and supports financial management systems that provide accurate and timely information; and produces the District's Comprehensive Annual Financial Report (CAFR) on time with an unqualified (clean) opinion.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AT0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table AT0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	118,045	124,986	126,627	1,641	1.3	807.6	880.4	890.9	10.6	1.2
SPECIAL PURPOSE REVENUE FUNDS	18,475	43,493	44,042	549	1.3	39.7	55.0	64.0	9.0	16.4
<b>TOTAL FOR GENERAL FUND</b>	<b>136,520</b>	<b>168,479</b>	<b>170,669</b>	<b>2,190</b>	<b>1.3</b>	<b>847.3</b>	<b>935.4</b>	<b>954.9</b>	<b>19.6</b>	<b>2.1</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	396	525	450	-75	-14.3	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>396</b>	<b>525</b>	<b>450</b>	<b>-75</b>	<b>-14.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	8,222	8,640	8,489	-151	-1.8	53.0	45.6	48.1	2.4	5.4
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>8,222</b>	<b>8,640</b>	<b>8,489</b>	<b>-151</b>	<b>-1.8</b>	<b>53.0</b>	<b>45.6</b>	<b>48.1</b>	<b>2.4</b>	<b>5.4</b>
<b>GROSS FUNDS</b>	<b>145,138</b>	<b>177,644</b>	<b>179,608</b>	<b>1,964</b>	<b>1.1</b>	<b>900.2</b>	<b>981.0</b>	<b>1,003.0</b>	<b>22.0</b>	<b>2.2</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AT0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table AT0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	76,843	80,879	87,457	89,589	2,132	2.4
12 - REGULAR PAY - OTHER	1,385	1,379	897	968	71	7.9
13 - ADDITIONAL GROSS PAY	335	738	51	51	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	16,376	17,654	20,461	20,225	-236	-1.2
15 - OVERTIME PAY	806	615	25	25	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>95,745</b>	<b>101,265</b>	<b>108,891</b>	<b>110,859</b>	<b>1,967</b>	<b>1.8</b>
20 - SUPPLIES AND MATERIALS	266	299	474	473	-1	-0.3
40 - OTHER SERVICES AND CHARGES	10,613	11,685	11,770	11,804	34	0.3
41 - CONTRACTUAL SERVICES - OTHER	28,658	30,370	55,739	55,116	-623	-1.1
70 - EQUIPMENT AND EQUIPMENT RENTAL	1,054	1,518	769	1,356	587	76.3
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>40,591</b>	<b>43,873</b>	<b>68,753</b>	<b>68,749</b>	<b>-4</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>136,336</b>	<b>145,138</b>	<b>177,644</b>	<b>179,608</b>	<b>1,964</b>	<b>1.1</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AT0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table AT0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	1,917	1,955	2,005	50	13.6	14.0	15.0	1.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	507	617	478	-140	3.7	4.0	3.0	-1.0
(1020) CONTRACTING AND PROCUREMENT	1,307	1,565	1,692	127	10.9	12.0	13.0	1.0
(1030) PROPERTY MANAGEMENT	865	1,320	1,394	74	8.3	9.0	9.0	0.0
(1060) LEGAL SERVICES	2,370	2,626	2,688	62	13.2	15.0	15.0	0.0
(1080) COMMUNICATIONS	193	167	166	-1	0.9	1.0	1.0	0.0
(1090) PERFORMANCE MANAGEMENT	1,762	2,001	1,894	-107	9.1	10.0	9.0	-1.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>8,920</b>	<b>10,252</b>	<b>10,318</b>	<b>66</b>	<b>59.7</b>	<b>65.0</b>	<b>65.0</b>	<b>0.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>								
(110F) BUDGET OPERATIONS	891	635	923	288	3.7	4.0	7.0	3.0
(120F) ACCOUNTING OPERATIONS	447	643	645	2	4.6	6.0	6.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>1,338</b>	<b>1,278</b>	<b>1,569</b>	<b>291</b>	<b>8.3</b>	<b>10.0</b>	<b>13.0</b>	<b>3.0</b>
<b>(2000) FINANCIAL OPERATIONS AND SYSTEMS</b>								
(2100) OPERATIONS AND ADMINISTRATION	969	1,089	1,089	-1	6.5	7.0	7.0	0.0
(2200) ACCOUNTING OPERATIONS	1,888	2,183	2,183	0	15.7	17.0	17.0	0.0
(2300) FINANCIAL POLICIES AND PROCEDURES	572	649	656	7	3.7	4.0	4.0	0.0
(2500) FINANCIAL CONTROL AND REPORTING	3,386	3,652	3,446	-206	24.0	26.0	26.0	0.0
(2600) BENEFITS ADMINISTRATION	989	1,195	1,144	-51	8.6	9.0	9.0	0.0
(2700) PAYROLL DISBURSEMENTS AND WAGE REPORTING	5,226	5,050	5,111	61	37.1	34.0	34.0	0.0
<b>SUBTOTAL (2000) FINANCIAL OPERATIONS AND SYSTEMS</b>	<b>13,029</b>	<b>13,819</b>	<b>13,630</b>	<b>-190</b>	<b>95.6</b>	<b>97.0</b>	<b>97.0</b>	<b>0.0</b>
<b>(3000) BUDGET DEVELOPMENT AND EXECUTION</b>								
(3100) EXECUTIVE DIRECTION AND SUPPORT	1,087	1,410	1,217	-193	6.5	8.0	6.0	-2.0
(3400) FINANCIAL PLANNING AND ANALYSIS	1,101	1,266	1,314	48	7.4	8.0	9.0	1.0
(3700) OPERATING BUDGET FORMULATION AND DEVEL.	2,764	2,912	2,883	-29	19.4	21.0	21.0	0.0
(3800) CAPITAL BUDGET FORMULATION AND DEVEL.	763	776	801	25	5.5	5.0	6.0	1.0
<b>SUBTOTAL (3000) BUDGET DEVELOPMENT AND EXECUTION</b>	<b>5,715</b>	<b>6,365</b>	<b>6,215</b>	<b>-150</b>	<b>38.8</b>	<b>42.0</b>	<b>42.0</b>	<b>0.0</b>

**Table AT0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(4000) RESEARCH AND ANALYSIS</b>								
(4100) EXECUTIVE DIRECTION AND SUPPORT	747	653	762	109	2.8	3.0	3.0	0.0
(4300) REVENUE ESTIMATION	1,278	1,389	1,290	-100	8.3	9.0	9.0	0.0
(4500) ECONOMIC DEVELOPMENT	952	966	934	-32	4.6	5.0	5.0	0.0
(4700) LEGISLATIVE AND FISCAL ANALYSIS	737	743	766	23	4.6	5.0	5.0	0.0
(4800) ECONOMIC AFFAIRS	1,041	1,178	1,178	0	6.5	7.0	7.0	0.0
<b>SUBTOTAL (4000) RESEARCH AND ANALYSIS</b>	<b>4,754</b>	<b>4,929</b>	<b>4,929</b>	<b>0</b>	<b>26.8</b>	<b>29.0</b>	<b>29.0</b>	<b>0.0</b>
<b>(5000) TAX ADMINISTRATION</b>								
(5100) EXECUTIVE DIRECTION AND SUPPORT	4,015	4,388	4,426	38	19.4	20.0	20.0	0.0
(5200) EXTERNAL CUSTOMER SERVICE INFORMATION	7,923	8,509	8,687	178	80.8	89.0	89.0	0.0
(5300) RECORDER OF DEEDS	2,400	4,148	3,313	-835	22.2	25.0	25.0	0.0
(5400) REAL PROPERTY TAX ADMINISTRATION	9,869	10,793	11,016	223	87.7	99.0	102.0	3.0
(5500) TAX AUDITS AND INVESTIGATIONS	10,363	10,480	10,614	134	83.0	91.0	90.0	-1.0
(5600) REVENUE ACCOUNTING	2,427	2,138	2,217	79	17.5	18.0	18.0	0.0
(5700) RECEIPTS AND DELINQUENT COLLECTIONS	19,819	30,718	31,390	673	187.7	200.0	205.0	5.0
<b>SUBTOTAL (5000) TAX ADMINISTRATION</b>	<b>56,815</b>	<b>71,174</b>	<b>71,663</b>	<b>489</b>	<b>498.3</b>	<b>542.0</b>	<b>549.0</b>	<b>7.0</b>
<b>(6000) INFORMATION TECHNOLOGY</b>								
(6100) INFORMATION TECHNOLOGY SUPPORT	28,091	26,301	26,576	275	71.9	80.0	78.0	-2.0
<b>SUBTOTAL (6000) INFORMATION TECHNOLOGY</b>	<b>28,091</b>	<b>26,301</b>	<b>26,576</b>	<b>275</b>	<b>71.9</b>	<b>80.0</b>	<b>78.0</b>	<b>-2.0</b>
<b>(7000) FINANCE AND TREASURY</b>								
(7100) EXECUTIVE DIRECTION AND SUPPORT	1,231	1,267	1,144	-123	4.6	6.0	6.0	0.0
(7200) DEBT MANAGEMENT	1,131	1,501	1,007	-494	4.9	9.0	6.0	-3.0
(7300) CASH MANAGEMENT AND INVESTMENTS	7,916	10,678	11,610	932	13.9	7.0	10.0	3.0
(7400) DISBURSEMENTS	1,423	2,175	2,194	19	6.5	7.0	7.0	0.0
(7500) CASH RECEIPTS AND ACCOUNTING	3,446	3,892	3,864	-27	38.6	36.0	39.0	3.0
(7600) ASSET MANAGEMENT FOR SPECIAL PROGRAMS	2,593	4,894	5,276	382	13.1	20.0	22.0	2.0
(7700) CENTRAL COLLECTION UNIT (CCU)	4,881	14,090	14,985	895	0.0	10.0	19.0	9.0
<b>SUBTOTAL (7000) FINANCE AND TREASURY</b>	<b>22,621</b>	<b>38,497</b>	<b>40,080</b>	<b>1,584</b>	<b>81.5</b>	<b>95.0</b>	<b>109.0</b>	<b>14.0</b>
<b>(8000) INTEGRITY AND OVERSIGHT</b>								
(8100) AUDIT SERVICES	2,632	3,470	3,053	-417	11.0	12.0	12.0	0.0
(8200) SECURITY INTEGRITY OVERSIGHT	438	1,559	1,577	17	2.8	9.0	9.0	0.0
(8300) INVESTIGATIONS	856	0	0	0	5.5	0.0	0.0	0.0
<b>SUBTOTAL (8000) INTEGRITY AND OVERSIGHT</b>	<b>3,926</b>	<b>5,030</b>	<b>4,630</b>	<b>-400</b>	<b>19.3</b>	<b>21.0</b>	<b>21.0</b>	<b>0.0</b>

**Table AT0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(REVN) REVENUE</b>								
(SPRV) SPECIAL PURPOSE REVENUE	-71	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (REVN) REVENUE</b>	<b>-71</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED</b>								
<b>OPERATING BUDGET</b>	<b>145,138</b>	<b>177,644</b>	<b>179,608</b>	<b>1,964</b>	<b>900.2</b>	<b>981.0</b>	<b>1,003.0</b>	<b>22.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 the Chief Financial Officer operates through the following 9 programs:

**Financial Operations and Systems** – carries out the District's accounting operations, including critical functions such as District-wide General Ledger accounting, financial reporting, and pay and retirement services. The program produces the CAFR, which shows the District's financial position at the end of each fiscal year. The program also develops accounting policies and procedures; policies that support the System of Accounting and Reporting (SOAR), the District's formal book of record; and policies and procedures for other areas of financial management throughout the OCFO.

This program contains the following 6 activities:

- **Operations and Administration** – provides leadership, general program management, personnel, procurement, automated accounting system access security, fixed asset accountability, and other logistical support services to Office of Financial Operations and Systems staff for general accounting services, specialized accounting systems management, payroll, financial reporting, accounting policies and procedures, and benefits administration for employees, agencies, and District leaders for their use in decision-making. Additionally, this activity provides citizens with financial information so that they can keep abreast of the District's financial position;
- **Accounting Operations** – provides District-wide General Ledger accounting in order to maintain the official automated book of record on which the financial position of the District is ascertained for the District's elected and appointed leaders, Congress, District agencies (directors, financial managers, and employees), public and private financial communities, and the general public. This activity ensures timely and accurate information on the District's financial position and facilities to decision-makers;
- **Financial Policies and Procedures** – provides recorded references for standard government accounting practices (policies and theories) and guidelines for operation (procedures and process flows) of the District's daily accounting functions and the supporting automated system of record to ensure that accounting and financial managers and their staff follow the District's financial policy and procedures;
- **Financial Control and Reporting** – provides statements of financial position for the Mayor, Council of the District of Columbia, Congress, District managers, national bond-rating agencies, and the general public to enable informed decisions based on timely and accurate financial information;

- **Federal Annuitant Benefits Administration** – provides accurate and timely annuity payments and related benefits to former and retired federal law enforcement officers; and
- **Payroll Disbursements and Wage Reporting** – provides a record of compensation and related payments to District employees with accurate and timely paychecks.

**Budget and Planning (Budget Development and Execution)** – prepares, monitors, analyzes, and executes the District government’s budget, including operating, capital, and enterprise funds, in a manner that facilitates fiscal integrity and maximizes services to taxpayers. This program also provides advice to policy-makers on the District government’s budget and has the primary responsibility for ensuring that the budget is balanced at the time of budget formulation, and maintaining that balance throughout the year as the budget is executed.

This program contains the following 4 activities:

- **Executive Direction and Support** – provides general program management, leadership, technical assistance, and support services to Office of Budget and Planning staff and other District government personnel facilitating financial planning, budgetary performance, and cost analysis to enable them to make effective decisions and achieve strategic goals. This activity also provides citizens with information on District finances;
- **Financial Planning and Analysis** – monitors and analyzes the District’s budget and expenditures; provides technical support for the District’s Anti-Deficiency Board; provides technical support of system applications to District staff; and coordinates and monitors the District’s Financial Review Process (FRP) by ensuring the timely submission of agencies’ FRP reports, which include expenditure forecasts. This activity also develops and reports on budget revisions, intra-District modifications, and monthly operating budget expenditures; analyzes and forecasts compensation costs; provides historical information for bond issuance statements; provides supporting budget documentation to auditors; and prepares the District’s five-year Financial Plan for the budget books;
- **Operating Budget Formulation and Development** – provides the framework for formulation of the District’s annual operating budget; publishes the operating budget on behalf of the Mayor and the District; executes the operating budget during the fiscal year; monitors agency spending, including analysis of spending pressures; reviews and approves federal and private grant budget authority requests from District agency heads; and provides other financial and budgetary services to the Mayor, Council, and other stakeholders on a timely and accurate basis enabling District officials to make informed decisions on allocations of District operating resources among policy priorities; and
- **Capital Budget Formulation and Development** – provides the framework for formulation of the District’s 6-year capital budget; publishes the capital budget on behalf of the Mayor and the District; executes the capital budget during the fiscal year; provides detailed reviews of available capital financing and aligns such financing with the District’s annual capital funds budget authority within the debt cap; and provides other financial and budgetary services to the Mayor and Council on a timely and accurate basis to enable them to make informed decisions on District capital resources.

**Revenue Analysis (Research and Analysis)** – provides revenue estimates, revenue policy analysis, and analysis supporting economic development. The program area is divided into two offices, both of which report directly to the CFO: the Office of Revenue Analysis (ORA) and Economic Development Finance (EDF). ORA services include the preparation of (i) analyses of revenue sources and development of quarterly revenue estimates that set the hard budget constraint for the District of Columbia budget; (ii) fiscal impact statements, which provide estimates of direct costs to the four-year Financial Plan; (iii) periodic reports on economic and revenue trends and the monthly Economic Indicators for the District of Columbia; (iv) the chapter on revenue in each annual Budget and Financial Plan that is prepared by the District of Columbia; and (v) special studies, including on metropolitan and nationwide household tax burden comparisons, a bi-annual Tax Expenditure Study detail on statutory provisions of District taxes, a running historical update of major changes in District revenue laws, an Annual Revenue Data Book, and the monthly Cash Report of District tax collections.

EDF provides sophisticated analyses of fiscal, economic, financial, and administrative impacts of proposed projects; analyzes the financial feasibility of economic development projects in the District; and advises the CFO and Mayor on proposed economic development debt issuances. EDF oversees all Tax Increment Financing (TIF) and Payment-in-Lieu-of-Taxes (PILOT) projects into which the District enters; provides guidance on changes in development policy options and long-term financial expectations; reviews legislative proposals that include tax abatements or exemptions and provides an advisory tax abatement financial analysis (TAFA) for submission to Council; coordinates with ORA to provide fiscal impact analyses on proposed tax-supported financings, land transfers, and economic development projects; and represents the OCFO on the boards of Events DC (formerly the Washington Convention and Sports Authority) and Destination D.C.

This program contains the following 5 activities:

- **Executive Direction and Support** – provides general program management, leadership, technical assistance, and support services to staff including research and analytical services on revenue and economic data and analysis of fiscal and administrative impacts to decision-makers;
- **Revenue Estimation** – provides economic and revenue data and analysis and District tax structure data and analysis to the Mayor, Council, and Congress so that they can have timely and quality information for policy formulation and decision-making;
- **Economic Development** – provides analysis of the fiscal, economic, financial, and administrative impact on real estate projects to the Chief Financial Officer, the Mayor, the Deputy Mayor for Planning and Economic Development, and the Council so that they can effectively assess economic development initiatives and ensure maximum economic benefit to the city;
- **Legislative and Fiscal Analysis** – provides legislative fiscal impact analysis for the Mayor, the Council, and Congress so that they can have timely and quality information for policy formulation and decision-making; and
- **Economic Affairs** – develops and presents documents detailing the economic and revenue affairs of the District of Columbia to components of the OCFO, the Mayor, the Council, and Congress so that they can have timely and quality information for policy formulation and decision-making.

**Tax and Revenue (Tax Administration)** – provides fair, efficient, and effective administration of the District's business, income, excise, and real property tax laws.

This program contains the following 7 activities:

- **Executive Direction and Support** – provides general program management, leadership, and support services to the Tax Administration program so that it can coordinate comprehensive tax services for District taxpayers and ensure that the District is collecting the accurate amount of tax revenue;
- **External Customer Service, Information, and Education** – provides customer service through walk-in and telephone customer service centers, which assist approximately 300,000 taxpayers annually. This activity also consists of developing and distributing public tax forms; supporting various electronic tax filing and payment options, including electronic self-service and account management functions; initiating and responding to mail correspondence with taxpayers; and tax registration and certification services;
- **Recorder of Deeds** – provides support for the transfer and titling of real property in the District and responds to requests for title documents from individuals and real estate title industries;
- **Real Property Tax Administration** – provides for the assessment and billing of real property taxes and first-level assessment appeals;
- **Tax Audits and Investigations** – enforces tax compliance by identifying potential non-filers and performing other tax compliance checks to ensure that the District is collecting the correct amount of tax payments due from all taxpayers. This activity also identifies and investigates cases of tax fraud;

**Revenue Accounting** – provides for the proper accounting of and reporting on revenue collections and supports issuance of tax refunds; and

- **Receipts and Delinquent Collections** – provides for the processing of more than one million tax returns annually and the recording and prompt deposit of billions of dollars in tax payments. This activity includes collections of delinquent tax payments.

**Information Technology** – provides for the development and maintenance of state-of-the-art financial information systems to support the District of Columbia's payroll, pension, accounting, tax, budget, treasury, and web-based financial reporting systems. The principal objectives of the program are to maintain accurate systems, modify systems in response to the changing needs of the District, and maintain compliance with federal, state, and local regulations.

**Finance and Treasury** – provides management of the financial assets and liabilities of the Government of the District of Columbia. This includes investing, collecting, safekeeping, disbursing, recording, and acquiring District financial resources.

This program contains the following 7 activities:

- **Executive Direction and Support** – provides leadership, strategic direction, and administrative support services to department managers and employees so that they can achieve organizational and individual performance results;
- **Debt and Grants Management** – provides for the issuance of bonds, notes, and other financing vehicles for the District so that it can finance capital infrastructure projects and help ensure seasonal cash needs, and manages the cash and accounting of District agencies' federal grant drawdowns;
- **Cash Management and Investments** – provides for the management of the cash resources of the District so that the District can meet its cash obligations and maximize its return on investments;
- **Disbursement Management** – provides check-printing and disbursement services for District agencies so that they can fulfill their payment obligations;
- **Cash Receipts and Accounting** – provides revenue collection services, including cashiering at various District sites, and provides for the management of banking services for all District agencies;
- **Asset Management for Special Programs** – provides for the management of the District-run pension plans, college savings plan, and unclaimed property; and
- **Central Collection Unit** – consolidates several District agency collection programs into the OCFO to pursue the collection of outstanding debts owed to the District.

**Integrity and Oversight** – maintains the accountability, integrity, and efficiency of the District of Columbia's financial management and tax administration systems. Through its audit and investigative activities, this program provides the Chief Financial Officer with independent reviews and appraisals of OCFO operations and maintains the highest standards of integrity and security of OCFO employees.

This program contains the following 2 activities:

- **Audit Services** – provides audit and review services to assist the District's financial managers to ensure the integrity, efficiency, and effectiveness of District programs; manages the review and response to external audit reports; and coordinates District single audits and management letter comments for District agencies so that they can improve operations; and
- **Security Integrity Oversight** – provides security and integrity oversight for the OCFO by administering the OCFO's emergency response program and conducting integrity probes and integrity awareness presentations aimed at detecting and preventing fraud and other misconduct in OCFO programs; and maintains public confidence in the integrity of the OCFO by investigating alleged misconduct by OCFO employees, as well as by conducting background investigations to determine suitability for employment. This investigative service provides reports to OCFO management so that they can take administrative action as appropriate.

**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.

**Agency Financial Operations** – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all agencies using performance-based budgeting.

## Program Structure Change

The Office of the Chief Financial Officer has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table AT0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table AT0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>124,986</b>	<b>880.4</b>
Other CSFL Adjustments	Multiple Programs	1,055	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>126,041</b>	<b>880.4</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	308	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-308	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>126,041</b>	<b>880.4</b>
Shift: Funding from SPR to Local	Tax Administration	77	1.0
Enhance: To support additional FTEs	Multiple Programs	917	10.5
Reduce: To offset projected adjustments in personal services costs	Finance And Treasury	-132	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>126,902</b>	<b>891.9</b>
Reduce: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-275	-1.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>126,627</b>	<b>890.9</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>525</b>	<b>0.0</b>
Decrease: To align budget with projected grant awards	Finance and Treasury	-75	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>450</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>450</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>450</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>43,493</b>	<b>55.0</b>
Increase: To support additional FTEs	Multiple Programs	1,011	10.0
Increase: To adjust the Contractual Services budget	Finance and Treasury	538	0.0
Decrease: To align budget with projected revenues	Multiple Programs	-923	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>44,119</b>	<b>65.0</b>
Shift: To reallocate funding within agency (across fund types)	Tax Administration	-77	-1.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>44,042</b>	<b>64.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>44,042</b>	<b>64.0</b>

**Table AT0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>8,640</b>	<b>45.6</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	174	2.4
Decrease: To adjust the Contractual Services budget	Multiple Programs	-325	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>8,489</b>	<b>48.1</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>8,489</b>	<b>48.1</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>8,489</b>	<b>48.1</b>
<b>GROSS FOR AT0 - OFFICE OF THE CHIEF FINANCIAL OFFICER</b>		<b>179,608</b>	<b>1,003.0</b>

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

### FY 2018 Proposed Budget Changes

The Office of the Chief Financial Officer's (OCFO) proposed FY 2018 gross budget is \$179,608,342, which represents a 1.1 percent increase over its FY 2017 approved gross budget of \$177,644,492. The budget is comprised of \$126,627,016 in Local funds, \$450,000 in Federal Grant funds, \$44,042,407 in Special Purpose Revenue funds, and \$8,488,919 in Intra-District funds.

### Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OCFO's FY 2018 CSFL budget is \$126,040,861, which represents a \$1,054,595, or 0.8 percent, increase over the FY 2017 approved Local funds budget of \$124,986,266.

### CSFL Assumptions

The FY 2018 CSFL calculated for OCFO included adjustment entries that are not described in detail on table 5. These adjustments were made for decreases of \$166,949 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$627,535 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. CSFL funding for the OCFO also includes a decrease of \$5,991 for the Fixed Costs Inflation factor to account for adjustments in certain contract-related items and an increase of \$600,000 for Operating Impact of Capital to account for costs related to the CFOSolve Financial Application.

### Agency Budget Submission

**Increase:** In Local funds, the OCFO's proposed budget increased by a net amount of \$307,811 to support agency-wide salary, Fringe Benefits adjustments, and the movement of certain positions from full-time to part-time status.

In Special Purpose Revenue (SPR) funds, the proposed budget increased by \$1,011,040 and 10.0 Full-Time Equivalents (FTEs) for adjustments to salaries, Fringe Benefits costs, and other personal services adjustments within the agency. Specifically, funding supports additional staff primarily to the

Finance and Treasury program's Unclaimed Property and Central Collections units. Also in the Finance and Treasury program, the proposed budget increased by \$538,463 to cover certain banking fees and other contractual costs.

In Intra-District funds, the proposed budget increased by \$173,643 and 2.4 FTEs to cover additional staff and projected salary and Fringe Benefits costs throughout the agency.

**Decrease:** The proposed Local funds budget decreased by \$307,811 as a result of contractual services savings throughout the agency. In Federal Grant funds, the proposed budget decreased by \$75,000 in the Finance and Treasury program to align the budget with projects associated with Electronic Benefit Transaction funding.

The proposed SPR funds budget decreased by \$923,360 across multiple programs to align the budget with projected resources and program objectives. In Intra-District funds, the proposed net decrease of \$325,000 is primarily in the Integrity and Oversight program, and reflects projected savings from the District's Single Audit contract.

### **Mayor's Proposed Budget**

**Enhance:** A proposed increase of \$917,123 and 10.5 FTEs in Local funds supports two revenue-generating initiatives in the Office of Tax and Revenue (OTR) along with other programs within the Office of the Chief Financial Officer. The first OTR initiative aims to recover District property taxes through expanding the accountability of the District's Homestead program through the use of a national database of homestead deductions claimed. This will result in revoking the Homestead exemption on District properties for which the exemption cannot be substantiated. The other OTR initiative involves partnering with local banks to increase the effectiveness of the levy process to secure payments from delinquent taxpayers. In addition, other programs supported include OTR's Revenue Accounting Administration, the Office of Finance and Treasury's (OFT) Debt Management Unit, and OFT's Banking Services Division. In these units, local fund resources are either reallocated or added to maintain staff support from positions formerly funded with nonlocal resources. In the Cash Management Unit, one manager's position is being split into two lower graded positions to better suit the unit's operational needs.

**Reduce:** The OCFO's budget proposal reflects a reduction of \$132,453 in the Local funds budget for Contractual Services to allow the agency to convert a contractor to a full-time position.

**Shift:** The proposed budget reflects a reduction of \$76,687 and 1.0 FTE from SPR funds, which will shift to Local funds. The FTE will continue to support the activities required in the OTR Revenue Accounting Administration.

### **District's Proposed Budget**

**Reduce:** The Local funds budget proposal for the Office of the Chief Financial Officer reflects a decrease of \$275,201 due to the elimination of a vacant position and alignment of the personal services budget with projected costs.



# Agency Budget Chapters - Part I

## *(by Appropriation Title)*

### **B. Economic Development and Regulation**

1. Office of the Deputy Mayor for Planning and Economic Development (EB0).....B-1
2. Office of Planning (BD0) .....B-15
3. Department of Small and Local Business Development (EN0).....B-31
4. Office of Cable Television, Film, Music, and Entertainment (CI0) .....B-43
5. Office of Zoning (BJ0) .....B-55
6. Department of Housing and Community Development (DB0) .....B-65
7. Department of Employment Services (CF0).....B-85
8. Real Property Tax Appeals Commission (DA0).....B-101
9. Department of Consumer and Regulatory Affairs (CR0) .....B-109
10. Office of the Tenant Advocate (CQ0) .....B-125
11. D.C. Commission on the Arts and Humanities (BX0).....B-137
12. Alcoholic Beverage Regulation Administration (LQ0).....B-151
13. Public Service Commission (DH0).....B-159
14. Office of the People's Counsel (DJ0) .....B-169
15. Department of Insurance, Securities, and Banking (SR0) .....B-177
16. Housing Authority Subsidy (HY0).....B-193
17. Housing Production Trust Fund Subsidy (HP0) .....B-197
18. Business Improvement Districts Transfer (ID0) .....B-203



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# Office of the Deputy Mayor for Planning and Economic Development

**www.dmped.dc.gov**  
**Telephone: 202-727-6365**

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**Table EB0-1**

<b>Description</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>% Change</b>
	<b>Actual</b>	<b>Approved</b>	<b>Proposed</b>	<b>from FY 2017</b>
OPERATING BUDGET	\$33,074,197	\$36,532,392	\$46,345,932	26.9
FTEs	79.9	79.0	85.2	7.8

The Office of the Deputy Mayor for Planning and Economic Development (DMPED) supports the Mayor in developing and executing the District's economic development vision.

## **Summary of Services**

DMPED assists the Mayor in the coordination, planning, supervision, and execution of programs, policies, proposals, and functions related to economic development in the District of Columbia. DMPED sets development priorities and policies, coordinates how the District markets itself to job creators, and leads District development, attraction, and retention efforts. DMPED also works to achieve its mission by focusing on outreach to the business community and neighborhood stakeholders and by forging partnerships between government, business, institutions and communities to foster economic growth for residents of the District of Columbia.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table EB0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table EB0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	17,171	13,801	13,000	-801	-5.8	67.4	67.5	68.2	0.7	1.0
SPECIAL PURPOSE REVENUE FUNDS	14,993	20,975	32,096	11,121	53.0	7.7	9.0	15.0	6.0	66.7
<b>TOTAL FOR GENERAL FUND</b>	<b>32,164</b>	<b>34,776</b>	<b>45,096</b>	<b>10,320</b>	<b>29.7</b>	<b>75.0</b>	<b>76.5</b>	<b>83.2</b>	<b>6.7</b>	<b>8.7</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	470	1,756	1,250	-507	-28.9	2.2	2.5	2.0	-0.5	-19.7
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>470</b>	<b>1,756</b>	<b>1,250</b>	<b>-507</b>	<b>-28.9</b>	<b>2.2</b>	<b>2.5</b>	<b>2.0</b>	<b>-0.5</b>	<b>-19.7</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	440	0	0	0	N/A	2.6	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>440</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>2.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>33,074</b>	<b>36,532</b>	<b>46,346</b>	<b>9,814</b>	<b>26.9</b>	<b>79.9</b>	<b>79.0</b>	<b>85.2</b>	<b>6.2</b>	<b>7.8</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table EB0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table EB0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	3,881	4,317	4,546	5,717	1,172	25.8
12 - REGULAR PAY - OTHER	3,229	3,569	3,511	3,108	-403	-11.5
13 - ADDITIONAL GROSS PAY	295	62	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	1,377	1,576	1,668	1,827	159	9.5
15 - OVERTIME PAY	0	2	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>8,783</b>	<b>9,527</b>	<b>9,724</b>	<b>10,652</b>	<b>928</b>	<b>9.5</b>

**Table EB0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
20 - SUPPLIES AND MATERIALS	24	49	32	97	65	201.9
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	8	44	12	12	0	0.0
40 - OTHER SERVICES AND CHARGES	9,128	4,636	138	597	459	332.8
41 - CONTRACTUAL SERVICES - OTHER	2,962	1,840	4,077	12,476	8,399	206.0
50 - SUBSIDIES AND TRANSFERS	13,583	16,892	22,498	22,438	-59	-0.3
70 - EQUIPMENT AND EQUIPMENT RENTAL	11	87	52	74	23	44.2
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>25,716</b>	<b>23,547</b>	<b>26,808</b>	<b>35,694</b>	<b>8,886</b>	<b>33.1</b>
<b>GROSS FUNDS</b>	<b>34,499</b>	<b>33,074</b>	<b>36,532</b>	<b>46,346</b>	<b>9,814</b>	<b>26.9</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table EB0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table EB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1001) AGENCY OVERSIGHT	2,385	1,722	1,392	-329	16.1	9.0	10.0	1.0
(1005) POLICY	19	662	814	152	1.9	5.0	6.0	1.0
(1010) PERSONNEL	0	40	41	1	0.0	0.0	0.0	0.0
(1020) CONTRACTING AND PROCUREMENT	759	765	688	-77	7.6	5.0	5.0	0.0
(1060) LEGAL	1,049	1,240	1,311	71	3.8	7.0	7.0	0.0
(1080) COMMUNICATIONS	325	407	423	17	1.0	4.0	4.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>4,536</b>	<b>4,835</b>	<b>4,669</b>	<b>-166</b>	<b>30.4</b>	<b>30.0</b>	<b>32.0</b>	<b>2.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>								
(110F) BUDGET OPERATIONS	332	374	394	21	1.9	2.0	2.2	0.2
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>332</b>	<b>374</b>	<b>394</b>	<b>21</b>	<b>1.9</b>	<b>2.0</b>	<b>2.2</b>	<b>0.2</b>
<b>(2000) DEPUTY MAYOR FOR PLANNING AND ECONOMIC</b>								
(2010) AGENCY OVERSIGHT	2,158	0	0	0	0.0	0.0	0.0	0.0
(2020) COMMUNITY OUTREACH	0	225	348	123	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) DEPUTY MAYOR FOR PLANNING AND ECONOMIC</b>	<b>2,158</b>	<b>225</b>	<b>348</b>	<b>123</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Table EB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(3000) BUSINESS AND WORKFORCE DEVELOPMENT</b>								
(3010) BUSINESS DEVELOPMENT	4,642	1,760	2,497	737	5.7	6.0	7.0	1.0
(3020) CORPORATE ASSISTANCE	83	283	3,293	3,010	1.9	1.0	1.0	0.0
(3030) WORKFORCE INVESTMENT	1,428	0	0	0	4.0	0.0	0.0	0.0
(3035) WORKFORCE INVESTMENT COUNCIL	420	0	0	0	2.6	0.0	0.0	0.0
(3045) INNOVATION INITIATIVES	0	0	500	500	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) BUSINESS AND WORKFORCE DEVELOPMENT</b>	<b>6,573</b>	<b>2,043</b>	<b>6,289</b>	<b>4,247</b>	<b>14.3</b>	<b>7.0</b>	<b>8.0</b>	<b>1.0</b>
<b>(5000) PROJECT INVESTMENT</b>								
(5030) ECONOMIC DEVELOPMENT FINANCING	1,121	0	0	0	7.7	0.0	0.0	0.0
(5035) INDUSTRIAL REVENUE BOND	0	1,242	1,150	-92	0.0	9.0	9.0	0.0
(5080) GREAT STREETS INITIATIVE	5,684	8,984	7,826	-1,158	0.0	1.0	1.0	0.0
(5085) GRANTS	6,793	476	609	133	0.0	4.0	8.0	4.0
(5090) DC CHINA CENTER	200	150	0	-150	0.0	0.0	0.0	0.0
(5095) WASHINGTON DC ECONOMIC PARTNERSHIP	0	3,000	3,831	831	0.0	0.0	0.0	0.0
<b>SUBTOTAL (5000) PROJECT INVESTMENT</b>	<b>13,799</b>	<b>13,852</b>	<b>13,416</b>	<b>-436</b>	<b>7.7</b>	<b>14.0</b>	<b>18.0</b>	<b>4.0</b>
<b>(6000) REAL ESTATE DEVELOPMENT</b>								
(6020) DEVELOPMENT AND DISPOSITION	2,136	3,617	3,457	-159	14.2	16.0	15.0	-1.0
(6030) NEW COMMUNITIES INITIATIVE	2,339	3,511	4,228	717	2.8	4.0	4.0	0.0
(6040) ST ELIZABETHS	674	1,355	1,209	-146	4.8	3.0	3.0	0.0
(6050) WALTER REED	526	6,721	12,335	5,613	3.8	3.0	3.0	0.0
<b>SUBTOTAL (6000) REAL ESTATE DEVELOPMENT</b>	<b>5,676</b>	<b>15,204</b>	<b>21,229</b>	<b>6,025</b>	<b>25.7</b>	<b>26.0</b>	<b>25.0</b>	<b>-1.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>33,074</b>	<b>36,532</b>	<b>46,346</b>	<b>9,814</b>	<b>79.9</b>	<b>79.0</b>	<b>85.2</b>	<b>6.2</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 the Deputy Mayor for Planning and Economic Development operates through the following 6 programs:

**Deputy Mayor for Planning and Economic Development** – provides specialized and strategic economic development assistance. This includes community outreach and engagement efforts, program and policy development, and inter-agency coordination of services between businesses, developers, and community stakeholders to enable them to pursue ventures that revitalize neighborhoods, create jobs, expand and diversify the local economy, and provide pathways to the middle class for District residents. This also includes support for the highly-lauded our RFP process that engages residents and stakeholders prior to the issuance of a real estate RFP.

**Business and Workforce Development** – creates and retains jobs for District residents by growing and supporting businesses currently in the District, attracting new businesses, and ensuring that District residents have the training necessary to compete for jobs.

This program contains the following 3 activities:

- **Business Development** – promotes local business opportunities and strengthens the business climate to attract and retain businesses and expand entrepreneurship;
- **Corporate Assistance** – supports attraction and retention of large-scale commercial tenants and employers; and
- **Innovation Initiatives** – supports efforts recommended in the Economic Strategy and Pathways to Inclusion Report to catalyze inclusive innovation in the District.

**Project Investment** – provides gap financing and other economic assistance services to businesses and organizations to leverage private sector investment in neighborhood retail, commercial, employment, and housing opportunities for District residents.

This program contains the following 4 activities:

- **Industrial Revenue Bond** – provides access to tax-exempt Industrial Revenue Bond and tax increment financing to help businesses and non-profit organizations renovate and build new construction, make tenant improvements, and purchase capital;
- **Great Streets Initiative** – issues small business capital improvement grants and makes catalytic investments within retail priority areas;
- **Grants** – makes other project investments; and
- **Washington D.C. Economic Partnership** – supports the activities of the non-profit, public-private organization, the Washington DC Economic Partnership (WDCEP). WDCEP promotes economic development in the District, including business attraction and retention, entrepreneurship, technology, and real estate development.

**Real Estate Development** – implements real estate development projects and coordinates the implementation of the Anacostia Waterfront Initiative, which supports the District's goals of promoting environmentally and socially responsible redevelopment along the Anacostia River and increasing public access to the river and riverfront parks.

This program contains the following 4 activities:

- **Development and Disposition** – manages a portfolio of real estate development projects;
- **New Communities Initiative** – manages projects envisioned to revitalize severely distressed subsidized housing and redevelop neighborhoods into vibrant mixed-income communities;
- **St. Elizabeths** – manages a project designed to create well-planned, multi-use, mixed-income, walkable, livable community on the St. Elizabeths East Campus; and
- **Walter Reed** – provides administrative support to the Walter Reed Army Medical Center Local Redevelopment Authority and manages implementation of the reuse plan.

**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.

**Agency Financial Operations** – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all agencies using performance-based budgeting.

## Program Structure Change

The Office of the Deputy Mayor for Planning and Economic Development has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table EB0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table EB0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>13,801</b>	<b>67.5</b>
Removal of One-Time Funding	Multiple Programs	-1,660	0.0
Other CSFL Adjustments	Multiple Programs	87	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>12,228</b>	<b>67.5</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	510	0.7
Increase: To align resources with operational spending goals	Multiple Programs	81	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-592	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>12,228</b>	<b>68.2</b>
Reduce: To recognize cost savings in Business and Workforce Development	Business and Workforce Development	-111	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>12,117</b>	<b>68.2</b>
Enhance: To support the Washington DC Economic Partnership contracts	Project Investment	1,500	0.0
Enhance: To support a family unit study (one-time)	Business and Workforce Development	250	0.0
Enhance: To support the Coalition for Non-Profit Housing and Economic Development (CNHED) study (one-time)	Real Estate Development	200	0.0
Reduce: To adjust the Contractual Services budget	Multiple Programs	-1,067	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>13,000</b>	<b>68.2</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,756</b>	<b>2.5</b>
Increase: To align resources with operational spending goals	Real Estate Development	750	1.0
Decrease: To align budget with projected grant awards	Real Estate Development	-1,257	-1.5
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,250</b>	<b>2.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,250</b>	<b>2.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,250</b>	<b>2.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>20,975</b>	<b>9.0</b>
Increase: To align budget with projected revenues	Multiple Programs	7,666	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Project Investment	159	4.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>28,800</b>	<b>13.0</b>
Enhance: To align budget with projected revenues	Multiple Programs	3,297	2.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>32,096</b>	<b>15.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>32,096</b>	<b>15.0</b>
<b>GROSS FOR EB0 - OFFICE OF THE DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT</b>		<b>46,346</b>	<b>85.2</b>

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

## **FY 2018 Proposed Budget Changes**

The Office of the Deputy Mayor for Planning and Economic Development's (DMPED) proposed FY 2018 gross budget is \$46,345,932, which represents a 26.9 percent increase over its FY 2017 approved gross budget of \$36,532,392. The budget is comprised of \$13,000,026 in Local funds, \$1,249,638 in Federal Grant funds, and \$32,096,268 in Special Purpose Revenue funds.

### **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DMPED's FY 2018 CSFL budget is \$12,227,616, which represents a \$1,573,348, or 11.4 percent, decrease from the FY 2017 approved Local funds budget of \$13,800,964.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for DMPED included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$91,017 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DMPED also includes a reduction of \$1,660,000 to account for the removal of one-time funding appropriated in FY 2017, which consists of \$1,060,000 to support the D.C. Economic Partnership and \$600,000 to support the Georgia Avenue NW Great Streets Initiative. Additionally, a decrease of \$4,365 for the Fixed Costs Inflation Factor accounts for adjustments to the fleet services estimates.

### **Agency Budget Submission**

**Increase:** In Local funds, the proposed budget includes a net increase of \$510,382 in personal services across multiple programs. This increase primarily supports the realignment of Full-Time Equivalents (FTEs) from Temporary Full-Time to Continuing Full-Time, the addition of one FTE to support Agency Financial Operations, and related salary, step, and Fringe Benefit increases. Additionally in Local funds, the proposed budget includes a net increase of \$81,239 in the Agency Management and Real Estate Development programs, primarily to support equipment needs at the St. Elizabeths campus.

In Federal Grant funds, the proposed budget includes an increase of \$750,399 in the Real Estate Development program, primarily in Contractual Services - Other and Other Services and Charges, due to an increase in anticipated grant funding for the Walter Reed Army Medical Center.

The proposed Special Purpose Revenue (SPR) funds budget includes an increase of \$7,665,505 in the Real Estate Development and Business and Workforce Development programs, primarily for contractual services, to align the budget with anticipated revenues for the development of the Walter Reed Army Medical Center, the New Communities Initiative, Development and Disposition Agreements, and the establishment of the new Innovation Initiatives activity. Additionally in Special Purpose Revenue funds, the proposed budget includes a net increase of \$159,223 in the Project Investment program to support the realignment of FTEs from Temporary Full-Time to Continuing Full Time and the addition of 4.0 FTEs to support the agency's new initiatives.

**Decrease:** DMPED's Local funds budget proposal includes a net decrease of \$591,621 in Contractual Services across multiple programs. This is the net result of re-allocation of funds from the DC China Center and other contracts in Business Development to the International Business activity; changes to Community Outreach programs; and reductions to the Washington DC Economic Partnership contract.

In Federal Grant funds, the proposed budget includes an overall reduction of \$1,257,251 and 1.5 FTEs in the Real Estate Development program, due to the elimination of the Community Development Block Grant program.

### **Mayor's Proposed Budget**

**Enhance:** The proposed SPR funds budget increased by \$3,296,602 and 2.0 FTEs to support corporate attraction and retention initiatives, which include assisting firms with understanding Qualified High Tech Companies (QHTCs) and Corporate Assistance for Creative and Open Spaces (COSM) opportunities.

**Reduce:** The proposed Local funds budget includes a decrease of \$110,834 in the Business and Workforce Development program to recognize cost savings in contracts for the Chamber of Commerce, Cherry Blossom Festival, and Destination DC.

### **District's Proposed Budget**

**Enhance:** DMPED's proposed Local funds budget reflects a net increase of \$1,950,000, which includes \$1,500,000 in the Project Investment program to support the Washington DC Economic Partnership contracts, \$250,000 in one-time funding in the Business and Workforce Development program to support a family unit study, and \$200,000 in one-time funding in the Real Estate Development program to support a study in partnership with the Coalition for Non-Profit Housing and Economic Development.

**Reduce:** DMPED's Local funds budget proposal reflects a reduction of \$1,066,756 in Contractual Services across multiple programs to realize cost savings with various contracts.

## Agency Performance Plan

Office of the Deputy Mayor for Planning and Economic Development's (DMPED) performance plan has the following objectives for FY 2018:

### 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. Deliver high-quality economic development and affordable housing opportunities that meet the needs of District residents and the business community across all 8 Wards.
2. Increase job creation in the District by attracting and retaining businesses, thereby growing tax revenue, particularly in Wards 7 and 8.
3. Improve public engagement by creating more opportunities for community participation and feedback and by highlighting the economic climate and development of the District.
4. Utilize tech innovation and open data to drive positive change and good government for District residents.
5. 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. Deliver high-quality economic development and affordable housing opportunities that meet the needs of District residents and the business community across all 8 Wards. (5 Activities)

Activity Title	Activity Description	Type of Activity
Real Estate Development and Disposition	Activities related to real estate development project management: document prep, negotiation, project closings, solicitation development, issuance, evaluation, and award. Also includes title and appraisal review, construction monitoring, contract monitoring, and invoicing.	Daily Service
New Communities Initiative	Manages projects envisioned to revitalize severely distressed subsidized housing and redevelop neighborhoods into vibrant mixed-income communities.	Key Project
St. Elizabeths	Manages a project designed to create well-planned, multi-use, mixed-income, walkable, livable community on the St. Elizabeths East Campus.	Key Project
Walter Reed	Provides administrative support to the Walter Reed Army Medical Center Local Redevelopment Authority and manages implementation of the reuse plan.	Key Project
Industrial Revenue Bond	Provides access to tax-exempt Industrial Revenue Bond and tax increments financing to help businesses and non-profit organizations renovate and build new construction, make	Daily Service

(Continued on next page)

**1. Deliver high-quality economic development and affordable housing opportunities that meet the needs of District residents and the business community across all 8 Wards. (5 Activities)**

Activity Title	Activity Description	Type of Activity
	tenant improvements, and purchase capital. This team manages and administers the movement and closing of DC Revenue Bond Deals through the process.	

**2. Increase job creation in the District by attracting and retaining businesses, thereby growing tax revenue, particularly in Wards 7 and 8. (4 Activities)**

Activity Title	Activity Description	Type of Activity
Great Streets Initiative	Program management, program evaluation, grant application, community outreach, database management, award disbursement.	Key Project
International Business Development	Marketing, promotional outreach, and business development. Another focus is to attract Chinese and other foreign direct investment to the District and facilitates District companies entry into foreign markets.	Key Project
Retail and Business Partnerships	Support retail growth in the District and partner with organizations such as the Washington DC Economic Partnership (WDCEP) and DC Chamber of Commerce, which help businesses in the District.	Key Project
Business Development	Relationship building, partnership development, marketing and promoting key initiatives, program management; supporting businesses that would like to locate or grow in the District, through incentives and support in navigating District government.	Daily Service

**3. Improve public engagement by creating more opportunities for community participation and feedback and by highlighting the economic climate and development of the District. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Communications	Communicate DMPED projects, priorities, and economic intelligence to internal and external stakeholders.	Daily Service
Community Outreach	Create more opportunities for community participation and feedback.	Daily Service

**4. Utilize tech innovation and open data to drive positive change and good government for District residents. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Economic Intelligence	Maintain the Economic Intelligence Dashboard, develop compelling data analysis, maps, other communications, and manage DMPED's data.	Daily Service

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (2 Activities)**

Activity Title	Activity Description	Type of Activity
Contracting and Procurement	Partner with vendors to purchase quality goods and services in a timely manner, award grants, ensure all purchasing and grant actions are conducted with integrity, impartiality and transparency. Manage government funds to	Daily Service

(Continued on next page)

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(2 Activities)**

Activity Title	Activity Description	Type of Activity
	ensure they are spent in accordance with applicable District laws, regulations and fiduciary responsibilities.	
Human Resources	Hire and provide professional development for a best-in-class workforce.	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. Deliver high-quality economic development and affordable housing opportunities that meet the needs of District residents and the business community across all 8 Wards. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of affordable housing units yielded	No	3,113	3,461	Not Available	2,870	2,870
Share of DMPED project square footage in Wards 7 and 8 as a percent of the total DMPED project square footage	Yes	Not Available	Not Available	Not Available	New Measure	New Measure

**2. Increase job creation in the District by attracting and retaining businesses, thereby growing tax revenue, particularly in Wards 7 and 8. (5 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Net number of jobs created in DC	No	7,200	15,700	Not Available	7,500	7,500
Percent of Great Streets grant funding expended	No	Not Available	Not Available	Not Available	Not Available	0.8%
Return on investment (ROI) of retention or attraction initiatives finalized (where DMPED negotiated incentives)	Yes	Not Available	Not Available	Not Available	New Measure	New Measure
Square footage of space occupied by companies whose attraction/relocation was supported by DMPED	Yes	Not Available	Not Available	Not Available	New Measure	New Measure
Unemployment decrease in Wards 7 and 8 (above and beyond overall DC unemployment rate decrease)	No	-0.9%	-0.4%	Not Available	-0.7%	-0.5%

**3. Improve public engagement by creating more opportunities for community participation and feedback and by highlighting the economic climate and development of the District. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of participants in Our RFP workshops	Yes	140	Not Available	Not Available	New Measure	New Measure
Number of unique Economic Intelligence dashboard visitors	Yes	Not Available	646	Not Available	New Measure	New Measure

(Continued on next page)

**3. Improve public engagement by creating more opportunities for community participation and feedback and by highlighting the economic climate and development of the District. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of unique visitors to online business development tools	Yes	Not Available	Not Available	Not Available	New Measure	New Measure

**4. Utilize tech innovation and open data to drive positive change and good government for District residents. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of economic indicators tracked regularly on an open dashboard	Yes	Not Available	Not Available	Not Available	New Measure	New Measure
Number of tech and innovation sector active prospects	Yes	Not Available	Not Available	Not Available	New Measure	New Measure
Participants at DMPED-supported tech and innovation events	Yes	Not Available	Not Available	Not Available	New Measure	New Measure

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget - Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget - Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement - Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement - Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service - Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management - Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Real Estate Development and Disposition

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of financial closings for DMPED projects	No	Not Available	Not Available	7
Number of projects under construction or in DMPED's pipeline	No	Not Available	Not Available	40
Number of RFPs Awarded	No	Not Available	Not Available	7

### 2. Industrial Revenue Bond

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of IRB projects closed	No	15	16	15
Total bond financing issued	No	232,310,000	737,469,155	619,786,799

### 3. Community Outreach

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Community Meetings held	No	Not Available	Not Available	205

### 4. Economic Intelligence

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Economic Indicator dashboards produced	No	45	43	50

### 5. Great Streets Initiative

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of GS Applications	No	Not Available	Not Available	164

### 6. International Business Development

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of international business development missions	No	Not Available	Not Available	1

### 7. Retail and Business Partnerships

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Needs-assessments Performed	Yes	Not Available	Not Available	New Measure
Number of grants/contracts/agreements with partners	Yes	Not Available	Not Available	New Measure

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## 8. Business Development

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of active business relocation/expansion prospects	Yes	Not Available	Not Available	New Measure

### Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

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# Office of Planning

[planning.dc.gov](http://planning.dc.gov)

Telephone: 202-442-7600

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**Table BD0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$9,927,143	\$10,234,248	\$10,402,347	1.6
FTEs	64.6	70.5	72.0	2.1

The mission of the Office of Planning (OP) is to guide development of the District of Columbia, including the preservation and revitalization of our distinctive neighborhoods, by informing decisions, advancing strategic goals, encouraging the highest quality development outcomes, and engaging all communities.

## Summary of Services

OP performs planning for neighborhoods, corridors, districts, historic preservation, public facilities, parks and open spaces, and individual sites. In addition, OP engages in urban design, land use, and historic preservation reviews. OP also conducts historic resources research and community visioning, and it manages, analyzes, maps, and disseminates spatial and U.S. Census data.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table BD0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table BD0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	9,116	9,459	9,657	198	2.1	61.1	66.0	68.5	2.5	3.8
SPECIAL PURPOSE REVENUE FUNDS	87	100	200	100	100.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>9,203</b>	<b>9,559</b>	<b>9,857</b>	<b>298</b>	<b>3.1</b>	<b>61.1</b>	<b>66.0</b>	<b>68.5</b>	<b>2.5</b>	<b>3.8</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	507	525	525	0	0.0	3.5	3.5	3.5	0.0	0.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>507</b>	<b>525</b>	<b>525</b>	<b>0</b>	<b>0.0</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>0.0</b>	<b>0.0</b>
<b>PRIVATE FUNDS</b>										
PRIVATE GRANT FUNDS	218	10	20	10	100.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>218</b>	<b>10</b>	<b>20</b>	<b>10</b>	<b>100.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	0	140	0	-140	-100.0	0.0	1.0	0.0	-1.0	-100.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>0</b>	<b>140</b>	<b>0</b>	<b>-140</b>	<b>-100.0</b>	<b>0.0</b>	<b>1.0</b>	<b>0.0</b>	<b>-1.0</b>	<b>-100.0</b>
<b>GROSS FUNDS</b>	<b>9,927</b>	<b>10,234</b>	<b>10,402</b>	<b>168</b>	<b>1.6</b>	<b>64.6</b>	<b>70.5</b>	<b>72.0</b>	<b>1.5</b>	<b>2.1</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table BD0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table BD0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	6,110	6,455	6,994	7,309	314	4.5
12 - REGULAR PAY - OTHER	145	72	279	151	-128	-45.8
13 - ADDITIONAL GROSS PAY	83	9	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	1,260	1,332	1,587	1,596	9	0.6
15 - OVERTIME PAY	0	8	71	71	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>7,599</b>	<b>7,875</b>	<b>8,932</b>	<b>9,127</b>	<b>195</b>	<b>2.2</b>

**Table BD0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>	<b>Percentage Change*</b>
20 - SUPPLIES AND MATERIALS	48	37	38	38	0	0.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	1	1	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	-510	975	244	336	92	37.6
41 - CONTRACTUAL SERVICES - OTHER	2,892	803	967	648	-319	-33.0
50 - SUBSIDIES AND TRANSFERS	85	188	0	200	200	N/A
70 - EQUIPMENT AND EQUIPMENT RENTAL	53	48	54	54	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>2,568</b>	<b>2,052</b>	<b>1,302</b>	<b>1,275</b>	<b>-27</b>	<b>-2.1</b>
<b>GROSS FUNDS</b>	<b>10,167</b>	<b>9,927</b>	<b>10,234</b>	<b>10,402</b>	<b>168</b>	<b>1.6</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table BD0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table BD0-4**

(dollars in thousands)

<b>Division/Program and Activity</b>	<b>Dollars in Thousands</b>				<b>Full-Time Equivalents</b>			
	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	134	155	155	0	0.7	0.8	0.8	0.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	30	33	33	0	0.2	0.2	0.2	0.0
(1020) CONTRACTING AND PROCUREMENT	36	39	40	1	0.2	0.2	0.2	0.0
(1030) PROPERTY MANAGEMENT	184	190	190	0	0.2	0.2	0.2	0.0
(1040) INFORMATION TECHNOLOGY	67	76	76	0	0.2	0.2	0.2	0.0
(1050) FINANCIAL MANAGEMENT	73	78	80	2	0.5	0.5	0.5	0.0
(1055) RISK MANAGEMENT	20	22	22	0	0.2	0.2	0.2	0.0
(1060) LEGAL	39	38	222	185	0.2	0.2	1.2	1.0
(1070) FLEET MANAGEMENT	0	14	6	-8	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	144	153	157	4	1.2	1.2	1.2	0.0
(1085) CUSTOMER SERVICE	59	60	61	1	0.5	0.5	0.5	0.0
(1090) PERFORMANCE MANAGEMENT	363	581	381	-200	2.3	2.5	2.5	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>1,148</b>	<b>1,437</b>	<b>1,423</b>	<b>-14</b>	<b>6.4</b>	<b>7.0</b>	<b>8.0</b>	<b>1.0</b>
<b>(2000) DEVELOPMENT REVIEW AND HISTORIC PRESERV</b>								
(2010) DEVELOPMENT AND ZONING REVIEW	1,640	1,644	1,652	8	11.5	12.0	12.0	0.0
(2020) HISTORIC PRESERVATION	1,936	2,183	2,160	-23	13.6	17.5	17.0	-0.5
<b>SUBTOTAL (2000) DEVELOPMENT REVIEW AND HISTORIC PRESERV</b>	<b>3,576</b>	<b>3,827</b>	<b>3,812</b>	<b>-15</b>	<b>25.1</b>	<b>29.5</b>	<b>29.0</b>	<b>-0.5</b>

**Table BD0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(3000) REVITALIZATION/DESIGN AND NEIGHB. PLNG</b>								
(3010) NEIGHBORHOOD PLANNING	2,334	1,939	1,990	51	12.3	11.4	12.0	0.6
(3020) REVITALIZATION AND DESIGN	961	942	1,330	388	8.6	7.4	9.0	1.6
<b>SUBTOTAL (3000) REVITALIZATION/DESIGN AND NEIGHB. PLNG</b>	<b>3,295</b>	<b>2,881</b>	<b>3,320</b>	<b>439</b>	<b>21.0</b>	<b>18.8</b>	<b>21.0</b>	<b>2.2</b>
<b>(7000) CITYWIDE PLANNING</b>								
(7010) CITYWIDE PLANNING	878	999	840	-159	4.0	6.4	6.0	-0.4
(7020) GEOGRAPHIC INFO. SYSTEMS AND INFO. TECH.	564	612	571	-41	4.0	4.4	4.0	-0.4
(7030) STATE DATA CENTER	466	479	437	-42	4.0	4.4	4.0	-0.4
<b>SUBTOTAL (7000) CITYWIDE PLANNING</b>	<b>1,908</b>	<b>2,090</b>	<b>1,848</b>	<b>-242</b>	<b>12.1</b>	<b>15.2</b>	<b>14.0</b>	<b>-1.2</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>9,927</b>	<b>10,234</b>	<b>10,402</b>	<b>168</b>	<b>64.6</b>	<b>70.5</b>	<b>72.0</b>	<b>1.5</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Office of Planning operates through the following 4 divisions:

**Development Review and Historic Preservation** – conducts analysis of and negotiates development projects for conformance with land use law and the District Comprehensive Plan, and prepares and recommends amendments to the zoning regulations and map consistent with the Comprehensive Plan and small area plans. This division also promotes stewardship of the District's historic and cultural resources through planning, protection, and public education; administers the District's local preservation program under the District's Historic Landmark and Historic District Protection Act; and acts as the certified state historic preservation program under the National Historic Preservation Act.

This division contains the following 2 activities:

- **Development and Zoning Review** – provides the Board of Zoning Adjustment and the Zoning Commission with professional analysis of large and/or complex zoning cases that may involve variances, special exceptions, campus plans, or planned unit development proposals. The staff also assesses the zoning applied to various areas to make sure that it is consistent with the Comprehensive Plan and recommends changes if necessary; and
- **Historic Preservation** – provides individual technical assistance to any person applying for a District building permit that affects a historic property under the city's preservation law. The staff provides support to the Historic Preservation Review Board, which determines the appropriateness of changes to historic landmarks and historic districts.

**Revitalization/Design and Neighborhood Planning** – provides a broad range of plan development, implementation, and project coordination services for District neighborhoods, central Washington, and the waterfront areas.

This division contains the following 2 activities:

- **Neighborhood Planning** – provides a team of neighborhood planners, including one assigned to each ward, to craft and oversee the implementation of small-area plans, which guide growth and development in neighborhoods in accordance with agreed-upon goals and objectives. Neighborhood planners work in collaboration with Advisory Neighborhood Commissions, citizen associations, residents, businesses, and District agencies to develop and implement the plans; and
- **Revitalization and Design** – develops comprehensive strategies for large-area development that emphasize progressive planning, high-quality urban design, and community engagement, through its expertise in urban design, real estate development, land use planning, architecture, environmental substantiality, and community engagement.

**Citywide Planning** – develops and monitors the District Elements of the Comprehensive Plan, and works with regional and other District agencies to create strategies for critical planning sectors including housing, transportation, economic development, public facilities, and sustainability. The division provides data analysis, information, and long-range planning services to OP staff, neighborhood stakeholders, citizens, businesses, other District and federal agencies, and other decision-makers so that they can have the information needed to plan, develop, and preserve the District.

This division contains the following 3 activities:

- **Citywide Planning** – develops and monitors the District Elements of the Comprehensive Plan, the District's 20-year blueprint for the city, and works with regional and other city agencies to create strategies for emerging employment sectors, meeting retail needs, and coordinating land use and transportation;
- **Geographic Information Systems and Information Technology** – provides mapping, spatial information, and analysis to District agencies, citizens, and a variety of other stakeholders. These services complement the automated tools available on [www.dc.gov](http://www.dc.gov); and
- **State Data Center** – serves as the clearinghouse for all Federal Census data. It provides a variety of demographic, social, economic, and housing data for the District by ward, census tract, block-group, and block to District agencies, residents, and other stakeholders.

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

### **Division Structure Change**

The Office of Planning has no division structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table BD0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table BD0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>9,459</b>	<b>66.0</b>
Removal of One-Time Funding	Multiple Programs	-310	0.0
Other CSFL Adjustments	Multiple Programs	2	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>9,151</b>	<b>66.0</b>
Decrease: To realize programmatic cost savings in nonpersonal services	Agency Management	-3	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-13	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-38	-0.5
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>9,097</b>	<b>65.5</b>
Enhance: To support in-house legal services	Agency Management	184	1.0
Enhance: To fund a position that will support the Food Policy Director	Revitalization/Design and Neighb. Plng	80	1.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>9,361</b>	<b>67.5</b>
Enhance: To support a competitive grant for federally owned parks (one-time)	Revitalization/Design and Neighb. Plng	200	0.0
Enhance: To support a Historical Preservation Office Inspector position	Development Review and Historic Preserv	96	1.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>9,657</b>	<b>68.5</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>525</b>	<b>3.5</b>
Increase: To adjust the Contractual Services budget	Development Review and Historic Preserv	1	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Development Review and Historic Preserv	-1	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>525</b>	<b>3.5</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>525</b>	<b>3.5</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>525</b>	<b>3.5</b>
<b>PRIVATE GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>10</b>	<b>0.0</b>
Increase: To align budget with projected grant awards	Revitalization/Design and Neighb. Plng	10	0.0
<b>PRIVATE GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>20</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>20</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>20</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>100</b>	<b>0.0</b>
Increase: To support the costs of pre-existing programmatic initiatives	Development Review and Historic Preserv	100	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>200</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>200</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>200</b>	<b>0.0</b>

**Table BD0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>140</b>	<b>1.0</b>
Decrease: To align personal services and Fringe Benefits with projected costs	Development Review and Historic Preserv	-120	-1.0
Decrease: To adjust the Contractual Services budget	Development Review and Historic Preserv	-20	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>0</b>	<b>0.0</b>
<b>GROSS FOR BD0 - OFFICE OF PLANNING</b>		<b>10,402</b>	<b>72.0</b>

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

## FY 2018 Proposed Budget Changes

The Office of Planning's (OP) proposed FY 2018 gross budget is \$10,402,347, which represents a 1.6 percent increase over its FY 2017 approved gross budget of \$10,234,248. The budget is comprised of \$9,657,347 in Local funds, \$525,000 in Federal Grant funds, \$20,000 in Private Grant funds, and \$200,000 in Special Purpose Revenue funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OP's FY 2018 CSFL budget is \$9,151,499, which represents a \$307,749, or 3.3 percent, decrease from the FY 2017 approved Local funds budget of \$9,459,248.

## CSFL Assumptions

The FY 2018 CSFL calculated for OP included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$5,959 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$16,839 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for OP includes a reduction of \$310,000 to account for the removal of one-time funding appropriated in FY 2017, which was allocated as follows: \$200,000 to support a local food study and \$110,000 to support a Cultural Plan. Additionally, a decrease of \$8,629 for the Fixed Costs Inflation Factor accounts for adjustments for fleet estimates.

## Agency Budget Submission

**Increase:** The proposed Federal Grant funds budget increased by \$821 in the Development Review and Historic Preservation (DRHP) division to reflect increased nonpersonal services costs in the Historic Preservation grant. The budget proposal in Private Grant funds increased by \$10,000 in the Revitalization/Design and Neighborhood Planning division as OP will continue to provide services that support the ArtPlace and Kresge grant programs. In Special Purpose Revenue funds, the proposed budget increased by \$100,000 in the DRHP division to further support historic preservation activities.

**Decrease:** The proposed budget in Local funds includes reductions of \$3,250 to the Agency Management division to reflect lower vehicle maintenance estimates; \$13,242 to the Contractual Services budget to align the budget with the District of Columbia's Comprehensive Plan; and \$37,673 and 0.5 Full-Time Equivalent (FTE) to align the budget with projected salary and Fringe Benefit costs.

The proposed Federal Grant funds budget was reduced by \$821 in the DRHP division based on OP's projected grants-supported personal services costs. In Intra-District funds, the proposed budget submission includes a net reduction of \$140,000 from the DRHP division, which includes \$120,362 and 1.0 FTE in personal services costs and \$19,638 in nonpersonal services. This decrease is due to a plan to shift conducting of the mandated historic preservation review of District projects to a District Department of Transportation's (DDOT) Memorandum of Understanding funded by DDOT's Capital Improvement Program in FY 2018.

### **Mayor's Proposed Budget**

**Enhance:** The Office of Planning's budget proposal reflects an increase of \$183,774 and 1.0 FTE in Local funds to the Agency Management division. This position will manage the agency's legal affairs and prevent the need to seek legal advice outside of the office. Areas of focus will include real estate, land use, historic preservation law, drafting contracts, grants, legislation, regulations, policies, providing legal advice to the agency director and senior staff, providing testimony before legislative and political entities, handling and resolving pre-litigation claims filed against the District of Columbia, responding to Freedom of Information Act (FOIA) requests, and drafting affidavits, motions, and other legal documents.

Additionally in Local funds, the Revitalization/Design and Neighborhood Planning division increased by \$80,000 and 1.0 FTE to support the Food Policy Director. The Office of Planning supports the efforts of the District's Sustainable DC Plan to research and plan land use policy around food systems and urban agriculture issues.

### **District's Proposed Budget**

**Enhance:** The Office of Planning's budget proposal reflects a one-time increase of \$200,000 to Local funds in the Revitalization/Design and Neighborhood Planning division to support a competitive grant award to a nonprofit organization that will focus on improving federally owned park land in the District.

Additionally, the Development Review and Historic Preservation division increased by \$96,240 and 1.0 FTE to support a Historic Preservation Office Inspector position whose responsibilities will include increased property inspections and enforcement activities to ensure compliance with building permits, building codes, and the standards established by the D.C. Historic Preservation Review Board.

## Agency Performance Plan

The Office of Planning's (OP) performance plan has the following objectives for FY 2018:

### 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 data and analysis to support sound and integrated policy decisions that strengthen the District's fiscal stability, sustainability, and quality of life.
2. Catalyze improvements in the urban design, economic vitality, and livability of District neighborhoods by creating excellent, context-sensitive plans.
3. Increase the transparency and predictability of the planning process to better engage stakeholders and to enrich the dialogue around key planning tools and topics.
4. Enhance the District's built environment by promoting high quality development through clarified regulations, mandatory and discretionary zoning reviews, historic preservation review processes, and technical assistance in planning and design.
5. 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 data and analysis to support sound and integrated policy decisions that strengthen the District's fiscal stability, sustainability, and quality of life. (8 Activities)

Activity Title	Activity Description	Type of Activity
Mapping Services	Provide mapping services to District agencies and the public.	Daily Service
Demographic Services	Provide U.S. Census population and demographic data to District agencies and the public.	Daily Service
Growth Forecasts	Provide District of Columbia Growth Forecasts on population, households, and employment.	Key Project
Indices	Produce INDICES, a 300-page snapshot of District government operations, every other year.	Key Project
Planning Pilots	Pilot planning tools to demonstrate the feasibility of new ideas or strategies in OP reports.	Daily Service
Capital Planning	Provide long-range capital planning services for schools, parks, and other public facilities.	Key Project
Policy and Regulation Support	Provide policy assistance and regulation support to the Mayor's Office and partner agencies in key sectors such as housing, transportation, economic development, and public space.	Daily Service
Citywide Planning	Create studies and provide programmatic support to District agencies for citywide issues such as affordable housing, arts and culture, urbanism, industrial lands, sustainability, health, and the creative economy.	Key Project

**2. Catalyze improvements in the urban design, economic vitality, and livability of District neighborhoods by creating excellent, context-sensitive plans. (7 Activities)**

Activity Title	Activity Description	Type of Activity
Comprehensive Plan	Monitor and update the city's Comprehensive Plan to establish land uses and other overarching policies that guide growth and development.	Daily Service
Comprehensive Plan Updates and Amendments	Produce a full update to the Comprehensive Plan every 12 years and an amendment every four years.	Key Project
Poplar Point Redevelopment	Produce a Small Area Plan and work with the National Park Service to facilitate the transfer and improvement of Poplar Point.	Key Project
Neighborhood Plans	Develop small area plans or other customized planning tools to address challenges and manage change at the neighborhood scale.	Daily Service
Revitalization and Design	Partner on planning and implementation efforts for Center City, coordinating with District and Federal Partners, businesses, and resident groups.	Key Project
Placemaking	Undertake placemaking projects to enliven and enrich properties, streets, neighborhoods, waterfronts, and the District.	Key Project
Design Support	Provide design services to OP divisions and District agencies and undertake analysis to provide design decision-making frameworks.	Daily Service

**3. Increase the transparency and predictability of the planning process to better engage stakeholders and to enrich the dialogue around key planning tools and topics. (3 Activities)**

Activity Title	Activity Description	Type of Activity
Education	Educate residents and other stakeholders regarding current planning policies and zoning regulations.	Daily Service
Best Practices	Develop and adopt new and effective methods to improve the quality of public participation and input.	Daily Service
Engagement	Conduct meaningful public engagement through active projects and ongoing community conversations in all eight wards.	Daily Service

**4. Enhance the District's built environment by promoting high quality development through clarified regulations, mandatory and discretionary zoning reviews, historic preservation review processes, and technical assistance in planning and design. (9 Activities)**

Activity Title	Activity Description	Type of Activity
Historic Preservation Review Board (HPRB) Staff Reports	Produce a staff report on each case before the Historic Preservation Review Board.	Daily Service
Homeowner Grants	Award targeted grants to help low and moderate-income homeowners with the cost of preserving their historic homes.	Daily Service
Historic Landmark Designations	Evaluate and recognize significant properties eligible for historic landmark designation.	Daily Service
Zoning Staff Reports	Produce a staff reports on each case before the Zoning Commission and Board of Zoning Adjustment.	Daily Service

(Continued on next page)

**4. Enhance the District's built environment by promoting high quality development through clarified regulations, mandatory and discretionary zoning reviews, historic preservation review processes, and technical assistance in planning and design. (9 Activities)**

Activity Title	Activity Description	Type of Activity
Historic Preservation Reviews	Review conceptual design and permit applications for work on historically designated properties, or properties in historic districts, as an over-the-counter service.	Daily Service
Government Project Reviews	Review conceptual design and permit applications for District and federal government undertakings for compatibility with historic work on historically designated or eligible properties, or properties in historic districts.	Daily Service
Zoning Regulations Update	Work with the Office of Zoning (OZ), Office of the Attorney General (OAG), and the Department of Consumer and Regulatory Affairs (DCRA) to implement the new zoning regulations, and provide clarification through technical corrections and text amendments as necessary.	Key Project
Planned Unit Developments (PUDs)	Emphasize the provision of housing affordability, environmental sustainability, and design excellence for projects requesting additional density or development flexibility through the PUD process, while reviewing all proposed PUDs against the Comprehensive Plan, small area plans, and major policy initiatives.	Daily Service
Historic Preservation Planning	Produce and update short- and long-term, comprehensive historic preservation plans and studies, including the DC Historic Preservation Plan and Historic Preservation Element of the DC Comprehensive Plan, to guide efforts, preserve history and heritage, and establish goals.	Key Project

**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 data and analysis to support sound and integrated policy decisions that strengthen the District's fiscal stability, sustainability, and quality of life. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of Geographic Information Systems (GIS) and State Data customers (internal and external) who are satisfied with the maps and demographic data they received from OP staff, and that it will enable them to fulfill their role in planning the city and influencing quality neighborhood outcomes	No	96.3%	98.3%	92%	92%	92%
Satisfaction rating given by the Director of the Capital Improvements Program regarding the consistency and quality of OP's contribution	No	Not Available	Not Available	Not Available	90%	90%

**2. Catalyze improvements in the urban design, economic vitality, and livability of District neighborhoods by creating excellent, context-sensitive plans. (5 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of developments/projects initiated that are guided by OP's neighborhood plans	No	Not Available	Not Available	Not Available	95%	95%
Percent of OP small area plans approved by the Council or other neighborhood plans supported by the relevant Advisory Neighborhood Commissions (ANCs)	No	100%	No Applicable Incidents	92%	92%	92%
Percent of OP's neighborhood plans that receive recognition from professional associations (American Planning Association (APA), Urban Land Institute (ULI), etc.)	No	Not Available	Not Available	Not Available	50%	50%
Percent of stakeholder requests for planning assistance fulfilled	No	Not Available	Not Available	Not Available	80%	80%
Satisfaction rating given by head of Public Space Commission regarding the consistency and quality of OP's contribution	No	Not Available	Not Available	Not Available	90%	90%

**3. Increase the transparency and predictability of the planning process to better engage stakeholders and to enrich the dialogue around key planning tools and topics. (2 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of customers OP engages who rate their interaction with OP as satisfactory or higher	No	Not Available	Not Available	Not Available	75%	75%
Percent of relevant ANCs that OP engages in major planning initiatives	No	Not Available	Not Available	Not Available	90%	90%

**4. Enhance the District's built environment by promoting high quality development through clarified regulations, mandatory and discretionary zoning reviews, historic preservation review processes, and technical assistance in planning and design. (9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Average number of cases reviewed per historic preservation staff	No	797.5	870.2	600	600	600
Average number of cases reviewed per zoning review staff	No	37.6	39.9	35	35	35
Percent of Development Revenue reports that meet the expectations of boards/commissions	No	93.2%	94%	92%	92%	92%
Percent of historic landmark designations without owner objection	No	75%	100%	85%	85%	85%
Percent of DC government project reviews concluded with adverse effects resolved by consensus	No	100%	100%	90%	90%	90%

(Continued on next page)

**4. Enhance the District's built environment by promoting high quality development through clarified regulations, mandatory and discretionary zoning reviews, historic preservation review processes, and technical assistance in planning and design. (9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of historic preservation projects properly noticed after implementation of new regulations	No	Not Available	Not Available	Not Available	90%	90%
Percent of Historic Preservation staff reports that meet the expectations of the Historic Preservation Review Board Chair and the Mayor's Agent	No	Not Available	Not Available	Not Available	92%	92%
Percent of historic property permit applications reviewed over the counter	No	95.5%	96.7%	90%	90%	90%
Percent of Planning Unit Developments (PUDs) that exceed minimum requirements to further the Sustainable DC plan including the provision of green roofs or other features to help reduce storm water runoff, electric car charging stations, or bike share facilities	No	100%	82.4%	60%	65%	65%

**5. Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

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## 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?”

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### 1. Mapping services.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of requests for mapping or geospatial services	No	Not Available	Not Available	223

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### 2. Demographic services.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of requests for Census or other demographics information	No	Not Available	Not Available	302

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### 3. Education.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of persons attending/participating in stakeholder engagement activities conducted by OP	Yes	Not Available	Not Available	New Measure
Number of stakeholder engagement activities conducted by OP for purposes of education, dialogue, and/or feedback	Yes	Not Available	Not Available	New Measure

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### 4. HPRB staff reports.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of historic preservation cases submitted for Historic Preservation Review Board or U.S. Commission of Fine Arts review	No	Not Available	Not Available	Not Available

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### 5. Homeowner grants.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Dollar amount of historic homeowner grants issued	No	\$335,912	\$84,583	\$187,916

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### 6. Historic landmark designations.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of cases filed for historic landmark designation	No	Not Available	Not Available	Not Available

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### 7. Zoning staff reports.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of cases filed for Board of Zoning Adjustment review	No	Not Available	Not Available	Not Available
Number of cases filed for Zoning Commission review	No	Not Available	Not Available	Not Available

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**8. Neighborhood plans.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of neighborhood plans produced	No	Not Available	Not Available	Not Available
Number of requests for planning assistance or information received from civic organizations or other stakeholders	No	Not Available	Not Available	Not Available

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**9. Historic preservation reviews.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of permit applications submitted to Historic Preservation Office staff	No	Not Available	Not Available	5,221

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**10. Government project reviews.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of historic preservation cases regarding District and federal government undertakings filed for State Historic Preservation Office review	No	Not Available	Not Available	Not Available

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**11. Planned Unit Developments (PUDs).**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of affordable housing units approved by the Zoning Commission through Planned Unit Developments	Yes	Not Available	Not Available	New Measure

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**12. Policy and regulation support.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of public space applications submitted to OP for review	No	Not Available	Not Available	Not Available

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**13. Citywide planning.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of analyses conducted and studies produced	No	Not Available	Not Available	Not Available
Number of District agencies that have used OP research and analysis products to effectively support their work	No	Not Available	Not Available	Not Available

**Performance Plan Endnotes**

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



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# Department of Small and Local Business Development

**www.dslbd.dc.gov**  
**Telephone: 202-727-3900**

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**Table EN0-1**

<b>Description</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>% Change</b>
	<b>Actual</b>	<b>Approved</b>	<b>Proposed</b>	<b>from FY 2017</b>
OPERATING BUDGET	\$9,641,536	\$11,735,519	\$15,089,358	28.6
FTEs	40.7	50.0	54.0	8.0

The Department of Small and Local Business Development (DSLBD) supports the development, economic growth, and retention of District-based businesses and promotes economic development throughout the District's commercial corridors.

## **Summary of Services**

The Department of Small and Local Business Development provides assistance and services to District-based businesses by positioning them to compete successfully for local, federal, and global business opportunities; advocating and promoting small business; providing one-on-one technical assistance, workshops, and training; certifying companies to do business in the city; and fostering small business development in commercial corridors.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table EN0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table EN0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	9,122	11,157	14,632	3,475	31.1	37.8	46.3	51.0	4.7	10.2
<b>TOTAL FOR GENERAL FUND</b>	<b>9,122</b>	<b>11,157</b>	<b>14,632</b>	<b>3,475</b>	<b>31.1</b>	<b>37.8</b>	<b>46.3</b>	<b>51.0</b>	<b>4.7</b>	<b>10.2</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	310	579	457	-121	-20.9	2.8	3.7	3.0	-0.7	-19.1
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>310</b>	<b>579</b>	<b>457</b>	<b>-121</b>	<b>-20.9</b>	<b>2.8</b>	<b>3.7</b>	<b>3.0</b>	<b>-0.7</b>	<b>-19.1</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	209	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>209</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>9,642</b>	<b>11,736</b>	<b>15,089</b>	<b>3,354</b>	<b>28.6</b>	<b>40.7</b>	<b>50.0</b>	<b>54.0</b>	<b>4.0</b>	<b>8.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table EN0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table EN0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	2,745	2,994	3,838	4,209	372	9.7
12 - REGULAR PAY - OTHER	438	388	424	379	-45	-10.5
13 - ADDITIONAL GROSS PAY	111	79	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	661	728	923	1,012	88	9.5
15 - OVERTIME PAY	0	3	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>3,956</b>	<b>4,193</b>	<b>5,185</b>	<b>5,600</b>	<b>415</b>	<b>8.0</b>
20 - SUPPLIES AND MATERIALS	39	58	75	70	-5	-6.7
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	58	57	66	58	-9	-12.9
40 - OTHER SERVICES AND CHARGES	148	138	187	163	-23	-12.5
41 - CONTRACTUAL SERVICES - OTHER	1,983	889	691	1,225	534	77.4
50 - SUBSIDIES AND TRANSFERS	3,301	4,303	5,474	7,916	2,441	44.6
70 - EQUIPMENT AND EQUIPMENT RENTAL	15	3	57	57	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>5,545</b>	<b>5,449</b>	<b>6,550</b>	<b>9,489</b>	<b>2,939</b>	<b>44.9</b>
<b>GROSS FUNDS</b>	<b>9,501</b>	<b>9,642</b>	<b>11,736</b>	<b>15,089</b>	<b>3,354</b>	<b>28.6</b>

Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table EN0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table EN0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	86	96	97	1	1.6	0.8	0.8	0.0
(1015) TRAINING AND EDUCATION	44	49	50	1	0.4	0.4	0.4	0.0
(1020) CONTRACTING AND PROCUREMENT	15	137	106	-32	0.1	0.1	0.1	0.0
(1030) PROPERTY MANAGEMENT	18	16	16	0	0.1	0.1	0.1	0.0
(1040) INFORMATION TECHNOLOGY	72	82	74	-8	0.1	0.1	0.1	0.0
(1050) FINANCIAL MANAGEMENT	121	134	134	0	0.1	0.1	0.1	0.0
(1055) RISK MANAGEMENT	15	16	16	0	0.1	0.1	0.1	0.0
(1060) LEGAL	282	317	265	-52	1.8	2.0	2.0	0.0
(1070) FLEET MANAGEMENT	2	4	5	2	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	164	177	189	12	1.5	2.1	2.1	0.0
(1085) CUSTOMER SERVICE	74	152	83	-68	1.0	2.1	1.1	-1.0
(1090) PERFORMANCE MANAGEMENT	538	380	371	-9	2.0	2.2	2.2	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>1,430</b>	<b>1,559</b>	<b>1,407</b>	<b>-152</b>	<b>9.0</b>	<b>10.5</b>	<b>9.5</b>	<b>-1.0</b>
<b>(2000) CERTIFICATION</b>								
(2010) CERTIFICATION	1,049	944	1,048	103	6.6	8.4	9.4	1.0
(2020) COMPLIANCE	973	1,248	1,288	40	9.2	12.1	13.1	1.0
<b>SUBTOTAL (2000) CERTIFICATION</b>	<b>2,022</b>	<b>2,192</b>	<b>2,336</b>	<b>144</b>	<b>15.8</b>	<b>20.5</b>	<b>22.5</b>	<b>2.0</b>
<b>(3000) BUSINESS OPP AND ACCESS TO CAPITAL</b>								
(3030) CAPITAL ACQUISITION	217	219	227	8	1.6	1.8	1.8	0.0
(3040) PROCUREMENT TECH ASSISTANCE PROGRAM	377	535	591	57	4.1	4.0	4.0	0.0
(3050) ACCESS TO CAPITAL	0	0	569	569	0.0	0.0	1.0	1.0
(3060) BUSINESS DEVELOPMENT	503	1,236	2,572	1,336	3.4	6.8	7.8	1.0
(3070) TRADE AND EXPORT	99	116	118	2	1.7	1.0	1.0	0.0
(3080) TECHNOLOGY AND INNOVATION	85	241	123	-118	0.9	1.0	1.0	0.0
<b>SUBTOTAL (3000) BUSINESS OPP AND ACCESS TO CAPITAL</b>	<b>1,281</b>	<b>2,347</b>	<b>4,201</b>	<b>1,854</b>	<b>11.7</b>	<b>14.5</b>	<b>16.5</b>	<b>2.0</b>
<b>(4000) COMMERCIAL REVITALIZATION</b>								
(4020) CAPACITY BUILDING	552	367	366	-1	2.2	2.3	2.3	0.0
(4030) MAIN STREETS	1,530	1,631	2,235	603	1.0	1.1	1.1	0.0

**Table EN0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(4040) COMMERCIAL CLEAN TEAMS	2,727	3,516	4,421	905	1.0	1.1	2.1	1.0
(4050) HEALTHY FOOD PROGRAMS	100	123	123	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (4000) COMMERCIAL REVITALIZATION</b>	<b>4,909</b>	<b>5,638</b>	<b>7,145</b>	<b>1,508</b>	<b>4.2</b>	<b>4.5</b>	<b>5.5</b>	<b>1.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>9,642</b>	<b>11,736</b>	<b>15,089</b>	<b>3,354</b>	<b>40.7</b>	<b>50.0</b>	<b>54.0</b>	<b>4.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Department of Small and Local Business Development operates through the following 4 divisions:

**Certification** – processes applicants into the Certified Business Enterprise (CBE) program and monitors, tracks, and reports the activities of District agencies and non-government project partners to ensure compliance with purchasing, participation, and utilization goals with CBEs pursuant to District Law 16-33, the Small, Local, and Disadvantaged Business Enterprise Development and Assistance Act of 2005, as amended.

This division contains the following 2 activities:

- **Certification** – processes and issues certifications designating a District-based business as a CBE, conducts inspections to ensure businesses are compliant with certification regulations, and responds to complaints regarding non-compliant certified companies; and
- **Compliance** – provides oversight of District government agencies and non-government projects to ensure compliance with District regulations regarding CBE utilization and participation pursuant to District Law 16-33.

**Business Opportunities and Access to Capital** – provides District-based businesses with the knowledge and capacity-building tools necessary to form, develop, grow, and expand by offering classes, training, technical assistance, and advocacy to promote greater participation in local, federal, and private-sector opportunities.

This division contains the following 6 activities:

- **Capital Acquisition** – expands business opportunities for CBEs by increasing the availability of start-up, working equity, and development capital bonding; partners with lending institutions to provide financial tools; and provides targeted technical assistance that will allow for greater preparedness for the lending process;
- **Procurement Technical Assistance Program** – provides District-based small businesses with support to prepare for and gain access to federal government procurement opportunities through the Procurement Technical Assistance Program;

- **Access to Capital** – expands business opportunities for small businesses by increasing the availability of start-up, working equity, and development capital and bonding; partners with lending institutions to provide financial tools; and provides targeted technical assistance that will allow for greater preparedness for the lending process;
- **Business Development** – provides support, resources, and technical assistance to current or prospective business owners by providing one-on-one counseling, monthly training courses, and workshops to address a broad variety of start-up and development issues from establishing a business to building business credit and finding loans; promotes and advocates for small and local businesses headquartered in the District of Columbia; and is responsible for increasing opportunities for small business participation in the procurement process within the public and private sectors and communicating industry-specific business opportunities;
- **Trade and Export** – provides training, targeted services, trade mission support, and business opportunity identification in order to increase the number of District small businesses that export; grows the dollar value of exports from District businesses; and coordinates trade missions for qualified District-based businesses; and
- **Technology and Innovation** – provides support and assistance for technology companies pursuing opportunities in the development of Small Business Innovation and Research (SBIR) and Small Business Technology Transfer (STTR) program applications; develops and delivers training and technical assistance sessions, as well as unique multi-sector events, designed to assist District technology entrepreneurs launch and grow their businesses; and leverages expertise in federal and private commercialization practices to generate competitive grant applications for District-based small businesses.

**Commercial Revitalization** – provides technical and funding assistance that supports, promotes, and fosters economic development in commercial districts as well as the retention, recruitment, and enhancement of small businesses throughout the city.

This division contains the following 4 activities:

- **Capacity Building** – provides oversight, funding, and support for the growth and development of neighborhood businesses and manages grants to community-based organizations;
- **Main Streets** – fosters retail investment in the District by providing services and funding to help communities retain and recruit businesses, improve commercial properties and streetscapes, and attract consumers;
- **Commercial Clean Teams** – maintains commercial corridors; enhances litter clean-up efforts through the removal of debris from streets, sidewalks and storefronts; and removes graffiti and illegal sign postings within designated clean team service-delivery areas; and
- **Healthy Food Programs** – facilitates increased supply and demand for healthy foods in accordance with the Food, Environment and Economic Development (FEED) D.C. Act by providing technical assistance with regard to the purchase, marketing, and maintenance of healthy foods in District of Columbia food deserts.

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

### **Division Structure Change**

The Department of Small and Local Business Development has no division structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table EN0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table EN0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>11,157</b>	<b>46.3</b>
Removal of One-Time Funding	Multiple Programs	-700	0.0
Other CSFL Adjustments	Multiple Programs	20	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>10,477</b>	<b>46.3</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	201	0.7
Decrease: To align Fixed Costs with proposed estimates	Agency Management	-9	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-63	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-130	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>10,477</b>	<b>47.0</b>
Enhance: To support Main Streets and Commercial Clean Teams initiatives (one-time)	Commercial Revitalization	1,200	0.0
Enhance: To support a new CBE system (one-time)	Agency Management	900	0.0
Enhance: To support the microloan and Made in DC funds (one-time)	Multiple Programs	700	0.0
Enhance: To support new business development (one-time)	Business Opp and Access to Capital	300	0.0
Reduce: To recognize savings in personal services	Certification	-24	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>13,552</b>	<b>47.0</b>
Enhance: To support business development (one-time)	Business Opp and Access to Capital	650	0.0
Enhance: To support business development	Business Opp and Access to Capital	400	0.0
Enhance: To support Main Streets (one-time)	Commercial Revitalization	400	0.0
Enhance: To support additional FTEs for CBE Compliance Program and Clean Teams	Multiple Programs	310	4.0
Enhance: To support Clean Teams	Commercial Revitalization	220	0.0
Reduce: To adjust the IT budget	Agency Management	-900	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>14,632</b>	<b>51.0</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>579</b>	<b>3.7</b>
Decrease: To align budget with projected grant awards	Multiple Programs	-121	-0.7
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>457</b>	<b>3.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>457</b>	<b>3.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>457</b>	<b>3.0</b>

### GROSS FOR EN0 - DEPARTMENT OF SMALL AND LOCAL BUSINESS DEVELOPMENT

**15,089 54.0**

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

## **FY 2018 Proposed Budget Changes**

The Department of Small and Local Business Development's (DSLBD) proposed FY 2018 gross budget is \$15,089,358, which represents a 28.6 percent increase over its FY 2017 approved gross budget of \$11,735,519. The budget is comprised of \$14,631,912 in Local funds and \$457,446 in Federal Grant funds.

### **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DSLBD's FY 2018 CSFL budget is \$10,476,501, which represents a \$680,356, or 6.1 percent, decrease from the FY 2017 approved Local funds budget of \$11,156,857.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for DSLBD included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$853 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$17,358 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DSLBD include a reduction of \$700,000 to account for the removal of one-time funding appropriated in FY 2017, which is comprised of \$400,000 to account for the Great Streets initiative, which provides support for Small Business Capital Improvement Grants, and \$300,000 to assist emerging businesses to succeed in the District. Additionally, an increase of \$1,432 for the Fixed Costs Inflation Factor, accounts for fleet estimates.

### **Agency Budget Submission**

**Increase:** The DSLBD proposed Local funds budget reflects an increase of \$201,146 in personal services to support an additional 0.7 FTE as well as projected salary and Fringe Benefit costs.

**Decrease:** The budget proposed in Local funds for nonpersonal services reflects reductions of \$8,566 based on projections for Telecommunication Fixed Costs, and \$62,556, primarily in the Business Opportunities and Access to Capital division, for contractual services. Additionally, the budget proposal in Local funds decreased by \$130,023 across multiple divisions based on adjustments to contractual service needs.

In Federal Grant funds, the proposed budget decreased by \$121,215 and 0.7 FTE to account for the expiration of the Federal and State Technology Partnership Program (DCFAST) grant in FY 2017.

### **Mayor's Proposed Budget**

**Enhance:** DSLBD's budget proposal in Local funds increased by \$1,200,000 in one-time funding in the Commercial Revitalization division. This enhancement is comprised of \$800,000 to support Main Streets programs, which will help communities retain and recruit businesses, improve commercial properties and streetscapes, and attract customers; and \$400,000 for Commercial Clean Teams, which will provide cleaner streets, sidewalks, and store fronts in neighborhood business districts to attract more customers to those areas and make them more viable locations for small businesses. The proposed Local funds budget also reflects a one-time increase of \$900,000 to support the creation of a new Certified Business Enterprise (CBE) system which will allow more users access to DSLBD's systems and is vital for the full integration and performance of the agency's certification and compliance functions. Further adjustments to the Local funds budget include a one-time increase of \$700,000, of which \$500,000 will support additional assistance to the District's microloan program and \$200,000 will support the "Made in DC"

initiative, which aims to support and promote businesses that design, make, produce, and/or assemble products in the District of Columbia. Lastly, \$300,000 in one-time funding will provide additional support to emerging businesses in the District.

**Reduce:** DSLBD's proposed Local funds budget is reduced by \$24,453 in personal services identified savings.

### **District's Proposed Budget**

**Enhance:** DSLBD's Local funds proposed budget reflects a one-time funding increase of \$650,000 in the Business Opportunity and Access to Capital division. This amount is comprised of \$250,000 to support an equitable food business incubator in Ward 8, \$300,000 to create a grant program for aspiring and struggling entrepreneurs in Wards 7 and 8, and \$100,000 to support a study to evaluate the circumstances under which insufficient market capacity of CBEs results in a waiver of subcontracting requirements.

In the Business Opportunity and Access to Capital division, the budget proposal in the Local funds budget includes an increase of \$400,000 to award competitive grants to support the development of alternative grocery store models in Ward 8. A Local funds one-time funding increase of \$400,000 to the Commercial Revitalization division is comprised of \$200,000 to create a new Georgetown/Wisconsin Avenue Main Street and \$200,000 for one additional Main Streets program.

The proposed Local funds budget for personal services reflects an increase of \$309,864 to support an additional 4.0 FTEs. This is comprised of 3.0 FTEs to support the CBE Compliance program in the Business Opportunity and Access to Capital division and 1.0 FTE for a Clean Team grant manager in the Commercial Revitalization division.

Finally, the proposed Local funds budget reflects an increase of \$220,000 in the Commercial Revitalization division to support Commercial Clean Teams. This increase is comprised of \$100,000 for a Ward 4 Clean Team for Upper 14th Street, \$60,000 for the expansion of the Ward 1 Clean Team, and \$60,000 for adding a member to the current Ward 8 team and the Ward 5 team for New York Avenue.

**Reduce:** The budget proposal in DSLBD's Local funds reflects a decrease of \$900,000 in the Agency Management program because funding for a new Certified Business Enterprise system is provided in the capital budget.

## Agency Performance Plan\*

Department of Small and Local Business Development's (DSLBD) performance plan has the following objectives for FY 2018:

### 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. Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government.
2. Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq.
3. Assist small businesses with accessing capital.
4. Connect the small business community with procurement opportunities within the local, federal, and private sector.
5. Connect small and local businesses to opportunities in the global marketplace.
6. Extend economic development to District neighborhoods through commercial revitalization initiatives and programs.
7. Create and maintain a highly efficient, transparent, and responsive District government. \*\*

### 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. Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of applications processed in under 30 business days	No	Not Available	Not Available	Not Available	80%	85%
Percent of spot checks conducted within 30 business days	No	Not Available	Not Available	Not Available	80%	80%

#### 2. Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of SBEs awarded contracts over \$250,000	No	Not Available	Not Available	Not Available	25%	25%
Percent of SBEs awarded contracts under \$250,000	No	Not Available	Not Available	Not Available	75%	75%
Percent of SBEs receiving prime DC Government contracts	No	Not Available	Not Available	Not Available	40%	50%

#### 3. Assist small businesses with accessing capital. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent increase in small businesses receiving microloans (year over year)	No	Not Available	Not Available	Not Available	100%	20%

#### 4. Connect the small business community with procurement opportunities within the local, federal, and private sector. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Amount contract awarded to PTAC clients	No	\$3,480,824	Not Available	\$4,000,000	\$4,000,000	\$5,000,000
Percent of "Convene and Connect" participants connected to contracting opportunities	No	Not Available	Not Available	Not Available	50%	75%
Percent of PTAC clients to close a loan	No	Not Available	Not Available	Not Available	75%	75%

#### 5. Connect small and local businesses to opportunities in the global marketplace. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of businesses participating in business development trade mission activities	No	Not Available	Not Available	Not Available	50%	50%
Percent of businesses participating in educational trade mission activities	No	Not Available	Not Available	Not Available	50%	50%
Percent of businesses participating in exploratory trade mission activities	No	Not Available	Not Available	Not Available	50%	50%
Percent of CBE participation in DSLBD small trade missions	No	Not Available	Not Available	Not Available	40%	40%
Percent of small businesses participating in international business matching activities (exporting activities)	No	Not Available	Not Available	Not Available	80%	80%

#### 6. Extend economic development to District neighborhoods through commercial revitalization initiatives and programs. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of disbursements awarded on time	No	Not Available	Not Available	Not Available	90%	95%
Percent of invoices processed within three business days	No	Not Available	Not Available	Not Available	90%	95%

#### 7. Create and maintain a highly efficient, transparent, and responsive District government. \*\* (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on CBEs	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**7. Create and maintain a highly efficient, transparent, and responsive District government. \*\*  
(9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**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. Process CBE applications in an average of 30 business days**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of CBEs	No	1,054	1,142	1,206
Number of individuals completing the CBE Program webinar	No	Not Available	Not Available	Not Available
Number of webpage views	No	155,746	280,501	778,633

**2. Review Quarterly Reports and provide feedback to District agencies within 30 business days**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of District agencies monitored for Certified Small Business Enterprise (CSBE) compliance	No	82	88	88
Number of District agencies that met their SBE contracting goal	No	Not Available	Not Available	Not Available
Number of public-private development projects monitored	No	Not Available	Not Available	Not Available
Number of waivers processed	No	Not Available	Not Available	Not Available
Percent of District agencies that met their SBE contracting goal	No	Not Available	88%	Not Available

**3. Target resources to attract, retain and prepare high priority industries to qualify for procurement opportunities**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total number of new partnerships	No	Not Available	Not Available	Not Available

**4. Target resources to attract, retain, and prepare high priority industries to qualify for procurement opportunities**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of ConneCTech participants matched to federal funding opportunities and research	No	Not Available	Not Available	Not Available

**5. Continue to provide support and grant management to Clean Teams and Main Streets**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Amount of Neighborhood Revitalization Grants allocated	No	Not Available	Not Available	Not Available
Litters and recyclables in pounds collected in commercial corridors by Clean Teams	No	1,954,797	4,825,699	7,986,453
Number of DC Main Street Organizations	No	8	8	10
Number of graffiti removed in commercial corridors by Clean Teams	No	2,500	2,500	974
Number of tree boxes maintained in commercial corridors	No	4,859	5,106	5,466

**6. Expand Client base to 700 in the DC PTAC**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of hours counseling businesses	No	Not Available	345	Not Available
Number of small business participants in training and education activities	No	4,367	3,200	3,029

**7. Bolster outreach and training efforts by hosting “Doing Business With... Sessions” with local, federal, and private developers**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of “Doing Business With Sessions” held	No	Not Available	12	Not Available

**8. Identify, recruit, and prepare small businesses to participate in the ExportDC program**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of businesses receiving International Market Access (IMA) grants	No	Not Available	12	12
Number of international speaker series events	No	Not Available	Not Available	Not Available
Number of Small Business Trade Missions	No	2	1	1
Number of small businesses participating in ExportDC calendar of trade events	No	Not Available	Not Available	Not Available

**Performance Plan Endnotes**

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Office of Cable Television, Film, Music, and Entertainment

<http://entertainment.dc.gov>  
Telephone: 202-671-0066

**Table CI0-1**

	FY 2016	FY 2017	FY 2018	% Change
Description	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$9,456,767	\$11,964,082	\$12,756,771	6.6
FTEs	38.6	48.5	48.9	0.9

The mission of the Office of Cable Television, Film, Music, and Entertainment (OCTFME) is to produce and broadcast programming for the District of Columbia's public, educational, and government access (PEG) cable channels; regulate the District of Columbia's cable television service providers; provide customer service for cable subscribers; and support a sustainable creative economy and labor market in the District of Columbia.

## Summary of Services

OCTFME is responsible for regulating cable television in the District and managing the District's government access channels: the District Council Channel (DCC), the District of Columbia Network (DCN), and the District Knowledge Network (DKN). OCTFME creates content that informs, educates, and entertains viewers via the District of Columbia's public, educational, and government (PEG) channels and other forms of content outlets. The award-winning content provides resourceful information on government activity, education, current events, history, and arts and entertainment.

OCTFME provides 24-hour informative, open government, public interest programming on the District Council Channel (DCC), District of Columbia Network (DCN), and the District Knowledge Network (DKN). Programming includes coverage of the activities of Executive Offices of the Mayor and the executive branch; the District of Columbia City Council, the Office of the Attorney General, and the State Board of Education. OCTFME provides transparent public access to the governmental process and insights into life in the District. OCTFME is dedicated to providing quality, diverse programming and services that educate, enlighten, and empower the residents of the District of Columbia.

OCTFME offers a number of support services to local and out-of-state film, television, video, entertainment, interactive, multimedia, and digital media content creators, including media production permitting, location scouting, production support, production and infrastructure incentives, job placement assistance, and workforce development programs. OCTFME also administers a media production incentive program, the DC Film, Television and Entertainment Rebate fund.

OCTFME engages the community to create a greater understanding of the creative economy as a whole, the media production process, and access to training opportunities required to become marketable creative economy industry professionals.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CI0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table CI0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	1,342	1,625	1,662	37	2.3	5.0	6.0	7.0	1.0	16.7
SPECIAL PURPOSE REVENUE FUNDS	8,094	10,339	11,095	756	7.3	33.6	42.5	41.9	-0.6	-1.3
<b>TOTAL FOR GENERAL FUND</b>	<b>9,437</b>	<b>11,964</b>	<b>12,757</b>	<b>793</b>	<b>6.6</b>	<b>38.6</b>	<b>48.5</b>	<b>48.9</b>	<b>0.4</b>	<b>0.9</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	20	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>9,457</b>	<b>11,964</b>	<b>12,757</b>	<b>793</b>	<b>6.6</b>	<b>38.6</b>	<b>48.5</b>	<b>48.9</b>	<b>0.4</b>	<b>0.9</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table CI0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table CI0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	0	2,525	3,409	3,273	-136	-4.0
12 - REGULAR PAY - OTHER	0	757	784	1,032	248	31.6
13 - ADDITIONAL GROSS PAY	0	52	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	0	722	889	994	105	11.9
15 - OVERTIME PAY	0	167	66	150	84	129.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>4,223</b>	<b>5,148</b>	<b>5,449</b>	<b>301</b>	<b>5.9</b>
20 - SUPPLIES AND MATERIALS	0	32	47	80	33	72.0
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	0	0	305	272	-32	-10.6

**Table CI0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	93	236	118	-118	-50.1
34 - SECURITY SERVICES	0	0	159	179	20	12.7
35 - OCCUPANCY FIXED COSTS	0	0	540	685	145	26.9
40 - OTHER SERVICES AND CHARGES	0	1,218	1,777	1,359	-418	-23.5
41 - CONTRACTUAL SERVICES - OTHER	0	369	350	892	542	154.6
50 - SUBSIDIES AND TRANSFERS	0	1,577	2,046	3,196	1,150	56.2
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	1,944	1,356	526	-830	-61.2
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>5,234</b>	<b>6,816</b>	<b>7,308</b>	<b>491</b>	<b>7.2</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>9,457</b>	<b>11,964</b>	<b>12,757</b>	<b>793</b>	<b>6.6</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table CI0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table CI0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	-2	0	111	111	0.0	0.0	1.0	1.0
(1015) TRAINING AND EDUC DEVELOPMENT	0	62	35	-27	0.0	0.0	0.0	0.0
(1020) CONTRACTING AND PROCUREMENT	45	83	202	119	1.6	1.0	2.0	1.0
(1030) PROPERTY MANAGEMENT	93	1,231	1,239	8	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	50	238	331	93	0.8	1.0	1.0	0.0
(1050) FINANCIAL MANAGEMENT	150	150	237	87	0.0	0.0	0.8	0.8
(1060) LEGAL	0	0	395	395	0.0	0.0	3.0	3.0
(1070) FLEET MANAGEMENT	19	60	105	45	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	0	0	228	228	0.0	0.0	2.0	2.0
(1085) CUSTOMER SERVICE	699	779	10	-769	4.7	5.5	0.0	-5.5
(1090) PERFORMANCE MANAGEMENT	131	261	769	508	1.6	2.0	5.0	3.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>1,186</b>	<b>2,863</b>	<b>3,661</b>	<b>799</b>	<b>8.7</b>	<b>9.5</b>	<b>14.8</b>	<b>5.3</b>
<b>(2000) OCTFME TELEVISION DIVISION</b>								
(2010) ORIGINATED PROGRAMMING	3,688	4,093	6,315	2,223	14.6	19.0	32.1	13.1
(2020) FEE FOR SERVICE PROGRAMMING	2,809	2,688	343	-2,345	7.9	11.0	0.0	-11.0
(2030) FRANCHISE REGULATION	278	401	25	-376	2.4	3.0	0.0	-3.0
(2040) CUSTOMER SERVICE	41	200	0	-200	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) OCTFME TELEVISION DIVISION</b>	<b>6,816</b>	<b>7,382</b>	<b>6,684</b>	<b>-698</b>	<b>24.9</b>	<b>33.0</b>	<b>32.1</b>	<b>-0.9</b>

**Table CI0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(3000) OCTFME FILM DIVISION</b>								
(3010) MARKETING AND PROMOTIONS	933	1,123	2,238	1,115	0.8	1.0	0.0	-1.0
(3020) PRODUCTION SUPPORT	409	486	174	-312	3.3	4.0	2.0	-2.0
(3030) COMMUNITY OUTREACH	113	111	0	-111	0.8	1.0	0.0	-1.0
<b>SUBTOTAL (3000) OCTFME FILM DIVISION</b>	<b>1,455</b>	<b>1,720</b>	<b>2,412</b>	<b>692</b>	<b>5.0</b>	<b>6.0</b>	<b>2.0</b>	<b>-4.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>9,457</b>	<b>11,964</b>	<b>12,757</b>	<b>793</b>	<b>38.6</b>	<b>48.5</b>	<b>48.9</b>	<b>0.4</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Office of Cable Television, Film, Music, and Entertainment operates through the following 3 divisions:

**OCTFME Television Division** – provides 24-hour informative programming on DCC, DCN, and DKN. Programs include gavel-to-gavel coverage of Council hearings, Mayoral press conferences and meetings and activities of government agencies, and live and recorded coverage of the activities of the Mayor, the public, and the Office of the State Superintendent of Education. Programming also includes educational resources to support students, parents, teachers, and community members. The division also provides customer service and franchise oversight services for District cable subscribers and for the District government to ensure they receive reliable services that comply with District and federal laws and regulations. This division performs the regulatory functions of the agency, which include enforcing (and, when appropriate, proposing amendments to) the provisions of the District Cable Act; negotiating new cable television franchise agreements; renewing cable franchise agreements with local cable providers; providing general legal counsel to the agency; managing and resolving regulatory and other disputes between cable operators and the District government and/or its residents; and enforcing the provisions of District cable franchise agreements and other applicable laws.

This division contains the following 3 activities:

- **Originated Programming** – provides original television production and programming services for District cable viewers, enabling them to have access to information about citywide events as well as gain information about the operation and management of the District;
- **Fee for Service Programming** – provides contracted television production and programming services to District government agencies by offering professionally produced programs at competitive prices; and
- **Franchise Regulation** – provides cable company oversight services for District cable subscribers, allowing them to receive cable television services that are in compliance with District and federal laws and regulations.

**OCTFME Film Division** – Film, Music and Entertainment – promotes the District in the United States and abroad as a venue for production activity, and a place to establish and maintain a media production, broadcast, or distribution enterprise. OCTFME’s outreach efforts generate revenue and promote job creation for the District. This division also promotes the use of local film and video resources and provides pre-production, production, and post-production assistance to producers filming in the District. This division also promotes and administrates programming and initiatives in support of the District of Columbia creative economy that includes, but is not limited to, the music and entertainment industries.

This division contains the following 2 activities:

- **Marketing and Promotions** – administers the D.C. Film, Television and Entertainment Rebate Fund program and provides the industry with information on the District’s film and media industry, studio and production facilities, and first-rate technicians and creative talent; and
- **Production Support** – provides filmmakers with a range of services designed to save them time, money, and effort so that they will perceive the District as a “film-friendly” environment.

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

### Division Structure Change

The Office of Cable Television, Film, Music, and Entertainment has no division structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table CI0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table CI0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,625</b>	<b>6.0</b>
Other CSFL Adjustments	Multiple Programs	166	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>1,791</b>	<b>6.0</b>
Increase: To support an additional FTE	Multiple Programs	133	1.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	88	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	OCTFME Film Division	-350	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,662</b>	<b>7.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor’s Proposed Budget</b>		<b>1,662</b>	<b>7.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District’s Proposed Budget</b>		<b>1,662</b>	<b>7.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>10,339</b>	<b>42.5</b>
Increase: To adjust the Contractual Services budget	OCTFME Television Division	542	0.0
Increase: To align budget with projected revenues	Multiple Programs	260	0.0
Increase: To align Fixed Costs with proposed estimates	Agency Management	15	0.0
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-61	-0.6
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>11,095</b>	<b>41.9</b>
No Change		0	0.0

**Table CI0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>11,095</b>	<b>41.9</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>11,095</b>	<b>41.9</b>
<b>GROSS FOR CI0 - OFFICE OF CABLE TELEVISION, FILM, MUSIC, AND ENTERTAINMENT</b>		<b>12,757</b>	<b>48.9</b>

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

**FY 2018 Proposed Budget Changes**

The Office of Cable Television, Film, Music, and Entertainment's (OCTFME) proposed FY 2018 gross budget is \$12,756,771, which represents a 6.6 percent increase over its FY 2017 approved gross budget of \$11,964,082. The budget is comprised of \$1,661,771 in Local funds and \$11,095,000 in Special Purpose Revenue funds.

**Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OCTFME's FY 2018 CSFL budget is \$1,790,877, which represents a \$166,291, or 10.2 percent, increase over the FY 2017 approved Local funds budget of \$1,624,586.

**CSFL Assumptions**

The FY 2018 CSFL calculated for OCTFME included adjustment entries that are not described in detail on table 5. These adjustments include increases of \$2,292 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and \$2,982 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Additionally, an increase of \$161,017 for the Fixed Costs Inflation Factor accounts for adjustments to the fleet services estimates.

**Agency Budget Submission**

**Increase:** In Local funds, OCTFME's proposed personal services budget includes an increase of \$133,049 and 1.0 Full-Time Equivalent (FTE), primarily to support a General Counsel position in the Agency Management division. The proposed Local funds budget is also increased by \$88,171 in personal services to reflect projected salary and Fringe Benefit costs throughout the agency.

OCTFME's proposed Special Purpose Revenue (SPR) funds budget includes an increase of \$541,845 in the OCTFME Television division in contractual services for professional staffing, closed captioning, equipment installation, and legal services. The proposed SPR budget also increased by a net \$260,425 across multiple divisions to reflect projected revenues for FY 2018. The adjustment includes increases of \$1,197,418 in Subsidies and Transfers for the DC Film Incentive Fund, \$139,205 in personal services to cover projected Fringe Benefit and overtime costs, and \$38,980 for supplies; partially offset by decreases of \$816,245 in Equipment and Equipment Rentals due to the reallocation of SPR funds to the Pay-As-You-Go Capital fund for the agency's office build-out, and \$298,933 in Other Services and Charges, mainly to recognize savings in professional services fees. Additionally, the proposed SPR

budget reflects a net increase of \$14,502 in the Agency Management division to support adjustments to centralized Fixed Costs. Specifically, the adjustments include increases of \$145,046 for occupancy costs and \$20,222 for security services, partially offset by decreases of \$118,348 and \$32,418 for telecommunication and energy costs, respectively.

**Decrease:** The proposed Local funds budget decreased by \$350,327 in the OCTFME Film division to recognize savings in nonpersonal services, mainly for costs associated with sponsorship, travel, equipment, and office supplies.

In SPR funds, the proposed budget includes a net decrease of \$61,268 in personal services to realize savings from a reduction of 0.6 FTE across multiple divisions.

### **Mayor's Proposed Budget**

**No Change:** The Office of Cable Television, Film, Music, and Entertainment's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### **District's Proposed Budget**

**No Change:** The Office of Cable Television, Film, Music, and Entertainment's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan\*

Office of Cable Television, Film, Music, and Entertainment (OCTFME) has the following objectives for FY 2018:

### 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 District residents informative, educational, government programming via the District Council Channel (DCC), the District of Columbia Network (DCN), and the District Knowledge Network (DKN).
2. Regulate the District of Columbia's cable service providers and enforce federal and District government cable television laws and regulations.
3. Implement, administer, and support programs, education and employment initiatives that advance the District of Columbia's film, television, music, and entertainment industries.
4. 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 District residents informative, educational, government programming via the District Council Channel (DCC), the District of Columbia Network (DCN), and the District Knowledge Network (DKN). (5 Activities)

Activity Title	Activity Description	Type of Activity
Management of Government Broadcast Channels	Management of the daily content production and broadcast of government, public affairs and educational programming.	Daily Service
OCTFME Broadcast Facility Management	Manage the broadcast operations and maintenance of the OCTFME broadcast facility, 441 Judiciary Square, and the John A. Wilson Building.	Daily Service
DKN Channel Production, Programming and Broadcast	Management and operations of the DKN, a government channel that offers educational, informative programming to District residents.	Daily Service
DCN Channel Production, Programming, and Broadcast	The management and broadcast operations of the District of Columbia Network (DCN), a government channel that provides transparent, informative, open government programming to District residents.	Daily Service
DCC Channel Production, Programming, and Broadcast	The management and broadcast operations of the District City Council Channel (DCC), a government channel that provides transparent, informative, open government programming to District residents.	Daily Service

**2. Regulate the District of Columbia's cable service providers and enforce federal and District government cable television laws and regulations. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Support for District Resident Cable Customers	Provide customer service for District resident customers of cable television services. Respond to customer questions, complaints, and service quality concerns.	Daily Service
District Cable Franchise Agreements	Negotiate and regulate cable franchise agreements between cable service providers and the District of Columbia. Ensure compliance with the negotiated franchise agreements, and maintain an economic and regulatory environment that promotes competition and consumer protection within the District's cable television industry.	Daily Service

**3. Implement, administer, and support programs, education and employment initiatives that advance the District of Columbia's film, television, music, and entertainment industries. (5 Activities)**

Activity Title	Activity Description	Type of Activity
Permitting and Production Support Services	Provide permitting, production support services, and location assistance for media production within the District of Columbia. Promote the District as a location for media production.	Daily Service
Film, Television, and Entertainment Rebate Fund	Manage and administrate the District of Columbia Film, Television and Entertainment Rebate Fund (formerly the Film DC Economic Incentive Fund). Strategically leverage the District's media production and infrastructure incentive program to support the growth of a sustainable creative economy and promote employment within the media industry.	Key Project
Special Events	Support creative economy festivals, special events, and support the programing and initiatives of media professional organizations, schools, youth organizations, and non-profits.	Daily Service
Special Event Logistics and Production Support	Provide logistics, production, and broadcasting support for local creative economy, cultural, and public service events and festivals.	Key Project
Creative Economy Media Education	Manage, implement, support media education, creative economy workforce development, internships, and training programs for youth and adults in the District of Columbia.	Key Project

**4. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (2 Activities)**

Activity Title	Activity Description	Type of Activity
Government Public Service Programming	Provide programming that informs District residents about the operations, services, programs and initiatives managed, maintained, and administrated by the District of Columbia government, government agencies, and the District of Columbia City Council.	Daily Service
Agency Website and Social Media Strategy	Maintain a dynamic, transparent website (and social media strategy) that provides District residents relevant and useful information related to the agency's operations, administration, and services. Produce and distribute a monthly agency newsletter.	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 District residents informative, educational, government programming via the District Council Channel (DCC), the District of Columbia Network (DCN), and the District Knowledge Network (DKN). (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
New Programs or Program Specials on DCC	No	Not Available	Not Available	Not Available	2	2
New Programs or Program Specials on DCN	No	Not Available	Not Available	Not Available	4	4
New Programs or Program Specials on DKN	No	Not Available	Not Available	Not Available	4	4

### 2. Regulate the District of Columbia's cable service providers and enforce federal and District government cable television laws and regulations. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of customer service calls responded to within 48 hours	No	Not Available	Not Available	Not Available	95%	95%
Percent of customer service emails responded to within 48 hours	No	Not Available	Not Available	Not Available	95%	95%

### 3. Implement, administer, and support programs, education and employment initiatives that advance the District of Columbia's film, television, music, and entertainment industries. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of clients receiving permits from OCTFME that rank the agency's overall production support service as satisfactory or very satisfactory	No	100%	100%	99%	99%	95%
Percent of permit applications processed or issued within 5 business days	No	Not Available	Not Available	Not Available	95%	95%
Percent of Rebate Fund Obligated to Program Awardees by the close of the fiscal year	No	Not Available	Not Available	Not Available	90%	90%

### 4. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

(Continued on next page)

**4. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(7 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**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. Support for District Resident Cable Customers**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of cable subscriber service request calls received	No	Not Available	Not Available	Not Available
Number of cable subscriber service request emails received	No	Not Available	Not Available	Not Available

**2. Permitting and Production Support Services**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of permit applications received	No	Not Available	Not Available	Not Available
Number of permits issued	No	Not Available	Not Available	308
Revenue from Permits Issued	No	Not Available	Not Available	\$113,289

**3. Manage and Administrate the District of Columbia Film, Television and Entertainment Rebate Fund**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of incentive rebate program applications received	No	Not Available	Not Available	Not Available
Number of incentive rebate program pre-certified awardees	No	Not Available	Not Available	Not Available

**4. Manage and Administrate the District of Columbia Film, Television, and Entertainment Rebate Fund**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total program rebate funds issued to awardees	No	Not Available	Not Available	Not Available
Total program rebate funds obligated to awardees	No	Not Available	Not Available	Not Available

## 5. Support District Creative Economy Festivals, Special Events and Media Professional Organizations

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of community events hosted or attended to get programming and cable service feedback or disseminate information to the District Cable subscribers	No	Not Available	Not Available	Not Available
Number of local industry events, programs or initiatives, sponsored, supported or facilitated by OCTFME	No	Not Available	Not Available	Not Available
Number of media education or media literacy programs or events supported or facilitated by OCTFME	No	Not Available	Not Available	Not Available

## 6. DKN Channel Production, Programming, and Broadcast

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of hours of programming broadcast on DKN	No	Not Available	Not Available	Not Available

## 7. DCN Channel Production, Programming and Broadcast

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of hours of programming broadcast on DCC	No	Not Available	Not Available	Not Available

### Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

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# Office of Zoning

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**Table BJ0-1**

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from
				FY 2017
OPERATING BUDGET	\$2,836,754	\$2,939,088	\$3,093,279	5.2
FTEs	19.6	19.0	19.0	0.0

The mission of the District of Columbia Office of Zoning (DCOZ) is to provide administrative, professional, and technical assistance to the Zoning Commission (ZC) and the Board of Zoning Adjustment (BZA) in support of their oversight and adjudication of zoning matters in the District of Columbia.

## Summary of Services

DCOZ administers the zoning application processes for the ZC and BZA. The agency reviews and accepts applications, schedules hearings to determine whether cases meet specified zoning criteria, schedules meetings to make determinations with respect to pending applications, and issues legal orders. Technology plays a critical role in support of this process by enhancing effectiveness and transparency. DCOZ also spearheads outreach to citizens of the District of Columbia to ensure a robust understanding of the zoning application process.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table BJ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table BJ0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	2,817	2,915	3,069	154	5.3	19.6	19.0	19.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>2,817</b>	<b>2,915</b>	<b>3,069</b>	<b>154</b>	<b>5.3</b>	<b>19.6</b>	<b>19.0</b>	<b>19.0</b>	<b>0.0</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	20	24	24	0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>20</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>2,837</b>	<b>2,939</b>	<b>3,093</b>	<b>154</b>	<b>5.2</b>	<b>19.6</b>	<b>19.0</b>	<b>19.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table BJ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table BJ0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	1,565	1,714	1,713	1,818	104	6.1
12 - REGULAR PAY - OTHER	78	28	80	0	-80	-100.0
13 - ADDITIONAL GROSS PAY	20	0	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	325	354	405	387	-18	-4.5
15 - OVERTIME PAY	0	1	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>1,988</b>	<b>2,097</b>	<b>2,199</b>	<b>2,205</b>	<b>6</b>	<b>0.3</b>
20 - SUPPLIES AND MATERIALS	30	33	35	35	0	0.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	0	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	254	338	338	508	170	50.2
41 - CONTRACTUAL SERVICES - OTHER	343	338	337	316	-22	-6.5
70 - EQUIPMENT AND EQUIPMENT RENTAL	28	30	30	30	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>656</b>	<b>739</b>	<b>740</b>	<b>888</b>	<b>148</b>	<b>20.0</b>
<b>GROSS FUNDS</b>	<b>2,644</b>	<b>2,837</b>	<b>2,939</b>	<b>3,093</b>	<b>154</b>	<b>5.2</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table BJ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table BJ0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	23	28	29	0	1.1	0.2	0.2	0.0
(1020) CONTRACTING AND PROCUREMENT	26	28	29	0	0.2	0.2	0.2	0.0
(1040) INFORMATION TECHNOLOGY	160	162	165	3	0.7	1.0	1.0	0.0
(1050) FINANCIAL MANAGEMENT	71	76	77	1	0.0	0.5	0.5	0.0
(1060) LEGAL	332	331	499	167	3.4	1.0	1.0	0.0
(1085) CUSTOMER SERVICE	17	32	15	-17	3.7	0.5	0.2	-0.2
(1090) PERFORMANCE MANAGEMENT	75	76	77	1	1.1	0.5	0.5	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>704</b>	<b>733</b>	<b>891</b>	<b>158</b>	<b>10.2</b>	<b>4.0</b>	<b>3.8</b>	<b>-0.2</b>
<b>(2000) ZONING SERVICES</b>								
(2010) ZONING SERVICES	1,884	1,954	1,950	-4	7.7	12.2	12.5	0.2
(2020) COMPLIANCE REVIEW	0	0	0	0	0.6	0.0	0.0	0.0
(2030) INFORMATION MANAGEMENT	223	232	233	1	0.7	2.5	2.5	0.0
(2040) ZONING CERTIFICATIONS	26	20	19	-1	0.0	0.2	0.2	0.0
<b>SUBTOTAL (2000) ZONING SERVICES</b>	<b>2,133</b>	<b>2,206</b>	<b>2,202</b>	<b>-3</b>	<b>9.1</b>	<b>15.0</b>	<b>15.2</b>	<b>0.2</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>2,837</b>	<b>2,939</b>	<b>3,093</b>	<b>154</b>	<b>19.3</b>	<b>19.0</b>	<b>19.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Zoning operates through the following 2 programs:

**Zoning Services** – provides assistance, information and services to the ZC, BZA, other government agencies, applicants, businesses, and the general public regarding the District's zoning processes.

This program contains the following 3 activities:

- **Zoning Services** – provides administrative, professional, and technical assistance to the ZC and BZA in support of their oversight and adjudication of zoning matters in the District, and provides public outreach to ensure that the District's zoning processes are easily understandable and accessible to the public;

- **Information Management** – provides new systems to automate zoning information and facilitates delivery of zoning services to the public and other District agencies; and
- **Zoning Certifications** – provides authentication of zoning classification of property to the public, including developers, architects, lawyers, realtors, tax assessors, land owners, and others in the land use business, and provides certified copies of ZC and BZA case files so that courts can have full case documents required for decision-making.

**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 Zoning has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table BJ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table BJ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>2,915</b>	<b>19.0</b>
Other CSFL Adjustments	Multiple Programs	11	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>2,926</b>	<b>19.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	12	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-23	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>2,915</b>	<b>19.0</b>
Enhance: To cover costs for additional legal support	Agency Management	154	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>3,069</b>	<b>19.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>3,069</b>	<b>19.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>24</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>24</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>24</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>24</b>	<b>0.0</b>
<b>GROSS FOR BJ0 - OFFICE OF ZONING</b>		<b>3,093</b>	<b>19.0</b>

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

## FY 2018 Proposed Budget Changes

The District of Columbia Office of Zoning's (DCOZ) proposed FY 2018 gross budget is \$3,093,279, which represents a 5.2 percent increase over its FY 2017 approved gross budget of \$2,939,088. The budget is comprised of \$3,069,279 in Local funds and \$24,000 in Intra-District funds.

### **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DCOZ's FY 2018 CSFL budget is \$2,925,701, which represents a \$10,613, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$2,915,088.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for DCOZ included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$5,674 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$16,287 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

### **Agency Budget Submission**

**Increase:** DCOZ's proposed local budget includes a net increase of \$11,971, primarily in the Zoning Services program, to account for projected personal services costs.

**Decrease:** The agency's proposed Local funds budget includes a net decrease of \$22,584, primarily in Contractual Services in the Zoning Services program, to reflect a reduction in funding for maintenance of the Interactive Zoning Information Systems (IZIS).

### **Mayor's Proposed Budget**

**Enhance:** The District of Columbia Office of Zoning's budget proposal reflects an increase of \$154,191 in the Agency Management program to support a Memorandum of Understanding with the Office of the Attorney General for legal services, which includes providing a dedicated attorney to support the Zoning Commission.

### **District's Proposed Budget**

**No Change:** The District of Columbia Office of Zoning's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan\*

Office of Zoning (OZ) has the following strategic objectives for FY 2018:

### 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. Leverage new and existing technologies to further ensure that the District of Columbia's zoning processes are easily understandable and accessible to the public.
2. Streamline zoning regulations to enhance efficiency and transparency of zoning processes.
3. Create a convenient, easy to use, and understandable zoning process through website development, expansive outreach and educational programs for District residents and businesses.
4. 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. Leverage new and existing technologies to further ensure that the District of Columbia's zoning processes are easily understandable and accessible to the public. (2 Activities)

Activity Title	Activity Description	Type of Activity
The Official Zoning Map	OZ is responsible for updating and maintaining the official Zoning Map of the District of Columbia.	Key Project
Interactive Zoning Information System (IZIS)	OZ reviews and accepts applications, schedules public hearings and meetings, and issues legal orders that document the decisions of both the Zoning Commission (ZC) and the Board of Zoning Adjustment (BZA). This process is managed through the IZIS system.	Key Project

#### 2. Streamline zoning regulations to enhance efficiency and transparency of zoning processes. (2 Activities)

Activity Title	Activity Description	Type of Activity
Zoning Applications and Petitions	OZ reviews and accepts applications, schedules public hearings and meetings, and issues legal orders that document the decisions of both the Zoning Commission and the BZA	Daily Service
Zoning Regulations of 2016	OZ is responsible for updating and maintaining the official Zoning Regulations of the District of Columbia.	Key Project

**3. Create a convenient, easy to use, and understandable zoning process through website development, expansive outreach and educational programs for District residents and businesses. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Website Development	OZ is responsible for making zoning information easily accessible to the public. This is achieved by making a wealth of information, including, documents, video and regulations available on its website 24/7.	Daily Service
Outreach and Education	OZ believes an informed public is better able to navigate the zoning process in the District of Columbia; therefore it conducts expansive outreach to educate the public about the process before the ZC and BZA.	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. Leverage new and existing technologies to further ensure that the District of Columbia’s zoning processes are easily understandable and accessible to the public. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of updates to the official zoning map completed within five days of the issuance of a zoning order	Yes	Not Available	New Measure	Not Available	New Measure	New Measure
Percent of webstreamed video of ZC and BZA hearings and meetings that are posted to OZ's website with 48 hours of recording	Yes	Not Available	New Measure	Not Available	New Measure	New Measure

**2. Streamline zoning regulations to enhance efficiency and transparency of zoning processes. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of BZA hearings scheduled within three months of application acceptance (excluding recess month)	No	Not Available	100%	Not Available	98%	98%
Percent of BZA summary orders issued within ten business days	No	Not Available	100%	Not Available	98%	98%
Percent of zoning certifications completed within five business days	No	Not Available	99%	Not Available	98%	98%

**3. Create a convenient, easy to use, and understandable zoning process through website development, expansive outreach and educational programs for District residents and businesses. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of website inquiries responded to within 24 hours	No	Not Available	93%	Not Available	98%	98%

**4. Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Effectively process ZC and BZA applications and petitions.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Appeals to the DC Court of Appeals (by Calendar Year)	No	Not Available	Not Available	15
Number of Board of Zoning Adjustment cases filed	No	Not Available	Not Available	237
Number of Board of Zoning Adjustment hearings and meetings	Yes	Not Available	Not Available	New Measure
Number of Board of Zoning Adjustment orders issued	No	Not Available	Not Available	221
Number of Zoning Commission cases filed	No	Not Available	Not Available	73
Number of Zoning Commission hearings and meetings	Yes	Not Available	Not Available	New Measure
Number of Zoning Commission orders issued	No	Not Available	Not Available	50

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## 2. The Official Zoning Map

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of unique Zoning Map hits	Yes	Not Available	Not Available	New Measure

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## 3. Zoning Regulations of 2016

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of errata and text amendments processed	No	Not Available	Not Available	Not Available

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## 4. Website development to serve the public with zoning information

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of unique website hits	Yes	Not Available	Not Available	New Measure

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## 5. Conduct expansive outreach and provide educational programs

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of outreach meetings held	Yes	Not Available	Not Available	New Measure

### Performance Plan Endnotes

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



# Department of Housing and Community Development

[www.dhcd.dc.gov](http://www.dhcd.dc.gov)

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**Table DB0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$152,396,390	\$170,898,477	\$181,392,581	6.1
FTEs	153.5	169.5	179.0	5.6

The mission of the Department of Housing and Community Development (DHCD) is to create and preserve opportunities for affordable housing and economic development, and to revitalize underserved communities in the District of Columbia.

## Summary of Services

DHCD's fundamental activities consist of financial operations, program delivery, administration of regulations, and support of the independent Rental Housing Commission. The specific strategic objectives that DHCD focuses on to stimulate economic development and spur the dream of home ownership in underserved communities are (1) preserve and increase the supply of quality affordable housing throughout the District, (2) increase homeownership opportunities to residents of low and moderate income households, and (3) revitalize District neighborhoods by promoting community development that embraces economic opportunities for local businesses. DHCD creates and preserves affordable housing by providing low-cost gap financing and subsidies for single-family residential rehabilitation and multi-family construction projects to garner affordable rental and homeownership opportunities throughout the city. DHCD also leverages its appropriated local and federal funding to help finance community facilities, acquire property, and administer disposition activities for vacant and abandoned properties to help stabilize District neighborhoods and provide new local opportunities. DHCD partners with community-based organizations citywide to implement residential and community services that include homeownership assistance programs, housing counseling services, storefront facades improvement initiatives, and small business technical assistance services. In addition, DHCD administers the rental housing regulations that govern condominium and cooperative conversions, rent control, inclusionary zoning, and affordable dwelling unit programs. The Affordable Housing Locator is also a service of DHCD and is available online at [dchousingsearch.org](http://dchousingsearch.org). All of these programs and services can be accessed through DHCD's Housing Resource Center located in the historic Anacostia neighborhood in Ward 8.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DB0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table DB0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	20,853	10,084	23,104	13,020	129.1	50.3	53.5	74.0	20.5	38.2
SPECIAL PURPOSE REVENUE FUNDS	1,627	5,882	4,546	-1,336	-22.7	0.0	0.5	0.0	-0.5	-100.0
<b>TOTAL FOR GENERAL FUND</b>	<b>22,479</b>	<b>15,967</b>	<b>27,650</b>	<b>11,684</b>	<b>73.2</b>	<b>50.3</b>	<b>54.0</b>	<b>74.0</b>	<b>20.0</b>	<b>37.0</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	39,311	53,754	54,587	833	1.5	27.3	35.5	27.1	-8.4	-23.7
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>39,311</b>	<b>53,754</b>	<b>54,587</b>	<b>833</b>	<b>1.5</b>	<b>27.3</b>	<b>35.5</b>	<b>27.1</b>	<b>-8.4</b>	<b>-23.7</b>
<b>PRIVATE FUNDS</b>										
PRIVATE DONATIONS	2	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	90,603	101,178	99,156	-2,022	-2.0	75.9	80.0	78.0	-2.0	-2.6
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>90,603</b>	<b>101,178</b>	<b>99,156</b>	<b>-2,022</b>	<b>-2.0</b>	<b>75.9</b>	<b>80.0</b>	<b>78.0</b>	<b>-2.0</b>	<b>-2.6</b>
<b>GROSS FUNDS</b>	<b>152,396</b>	<b>170,898</b>	<b>181,393</b>	<b>10,494</b>	<b>6.1</b>	<b>153.5</b>	<b>169.5</b>	<b>179.0</b>	<b>9.5</b>	<b>5.6</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table DB0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table DB0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	12,644	13,117	15,020	14,970	-50	-0.3
12 - REGULAR PAY - OTHER	703	922	1,038	2,049	1,011	97.4
13 - ADDITIONAL GROSS PAY	286	119	176	176	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	2,658	2,878	3,597	3,642	45	1.3
15 - OVERTIME PAY	210	49	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>16,501</b>	<b>17,085</b>	<b>19,831</b>	<b>20,837</b>	<b>1,006</b>	<b>5.1</b>

**Table DB0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>	<b>Percentage Change*</b>
20 - SUPPLIES AND MATERIALS	249	187	226	242	16	7.2
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	3	11	14	4	-11	-75.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	194	150	166	201	35	21.0
32 - RENTALS - LAND AND STRUCTURES	2,238	1,441	2,156	2,350	193	9.0
34 - SECURITY SERVICES	0	6	80	76	-4	-4.7
35 - OCCUPANCY FIXED COSTS	0	15	2	82	80	4,460.2
40 - OTHER SERVICES AND CHARGES	4,752	1,888	1,199	768	-431	-36.0
41 - CONTRACTUAL SERVICES - OTHER	3,939	11,309	12,209	10,003	-2,207	-18.1
50 - SUBSIDIES AND TRANSFERS	92,547	118,245	134,776	146,758	11,981	8.9
60 - LAND AND BUILDINGS	0	1,900	0	0	0	N/A
70 - EQUIPMENT AND EQUIPMENT RENTAL	447	158	238	73	-166	-69.5
80 - DEBT SERVICE	7,837	0	0	0	0	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>112,206</b>	<b>135,311</b>	<b>151,068</b>	<b>160,556</b>	<b>9,488</b>	<b>6.3</b>
<b>GROSS FUNDS</b>	<b>128,707</b>	<b>152,396</b>	<b>170,898</b>	<b>181,393</b>	<b>10,494</b>	<b>6.1</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table DB0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table DB0-4**

(dollars in thousands)

<b>Division/Program and Activity</b>	<b>Dollars in Thousands</b>				<b>Full-Time Equivalents</b>			
	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	184	221	323	101	3.2	2.0	3.0	1.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	515	747	229	-517	1.1	1.0	1.0	0.0
(1030) PROPERTY MANAGEMENT	2,175	3,451	3,510	59	4.3	4.0	4.0	0.0
(1040) INFORMATION TECHNOLOGY	948	1,248	1,430	181	6.4	6.0	6.0	0.0
(1050) FINANCIAL MANAGEMENT	160	1,689	16	-1,673	0.0	0.0	0.0	0.0
(1060) LEGAL	1,520	1,859	1,850	-9	11.1	14.0	14.0	0.0
(1070) FLEET MANAGEMENT	0	39	0	-39	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	590	1,485	685	-800	5.1	6.0	6.0	0.0
(1085) CUSTOMER SERVICE	0	118	120	2	3.2	2.0	2.0	0.0
(1087) LANGUAGE ACCESS	0	25	5	-20	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	2,032	2,277	2,734	457	15.5	16.0	19.0	3.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>8,124</b>	<b>13,160</b>	<b>10,903</b>	<b>-2,257</b>	<b>49.9</b>	<b>51.0</b>	<b>55.0</b>	<b>4.0</b>

**Table DB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>								
(110F) BUDGET OPERATIONS	736	790	797	8	5.6	6.0	6.0	0.0
(120F) ACCOUNTING OPERATIONS	450	679	641	-39	6.1	6.0	6.0	0.0
(130F) FISCAL OFFICER	124	358	210	-148	1.0	1.0	1.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>1,310</b>	<b>1,826</b>	<b>1,648</b>	<b>-179</b>	<b>12.7</b>	<b>13.0</b>	<b>13.0</b>	<b>0.0</b>
<b>(2000) DEVELOPMENT FINANCE DIVISION</b>								
(2010) AFFORDABLE HOUSING PROJECT FINANCING	102,788	92,545	86,944	-5,601	15.0	18.0	18.0	0.0
(2015) COMMUNITY FACILITIES PROJECT FINANCING	289	3,545	3,559	14	0.0	0.0	0.0	0.0
(2020) TENANT OPPORTUNITY TO PURCHASE ASSIST	0	544	10,547	10,002	0.0	0.5	0.0	-0.5
(2025) PRESERVATION FINANCING	0	10,000	10,000	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) DEVELOPMENT FINANCE DIVISION</b>	<b>103,077</b>	<b>106,634</b>	<b>111,050</b>	<b>4,416</b>	<b>15.0</b>	<b>18.5</b>	<b>18.0</b>	<b>-0.5</b>
<b>(3000) RESIDENTIAL AND COMMUNITY SERVICE DIV</b>								
(3010) NEIGHBORHOOD-BASED ACTIVITIES	5,673	8,604	9,514	910	5.7	10.0	10.0	0.0
(3015) SMALL BUSINESS TECHNICAL ASSISTANCE	2,606	3,000	3,869	869	0.0	0.0	0.0	0.0
(3020) COMMUNITY SERVICES - COMM REVITALIZATION	1,323	3,000	2,500	-500	0.0	0.0	0.0	0.0
(3030) RESIDENTIAL SERVICES - HPAP	8,988	14,474	15,261	786	2.8	4.0	4.0	0.0
(3035) RESIDENTIAL SERVICES - NEAHP	272	0	0	0	0.0	0.0	0.0	0.0
(3040) RESIDENTIAL SERVICES - EAHP	883	100	1,800	1,700	0.0	0.0	0.0	0.0
(3050) RESIDENTIAL SERVICES - LEAD SAFE WASHING	1,928	1,504	4,226	2,723	6.1	6.0	6.0	0.0
(3060) RESIDENTIAL SERVICES - SINGLE FAM REHAB	2,089	1,990	5,145	3,156	4.6	6.0	6.0	0.0
<b>SUBTOTAL (3000) RESIDENTIAL AND COMMUNITY SERVICE DIV</b>	<b>23,761</b>	<b>32,672</b>	<b>42,315</b>	<b>9,643</b>	<b>19.2</b>	<b>26.0</b>	<b>26.0</b>	<b>0.0</b>
<b>(4100) PROPERTY ACQUISITION AND DISPOSITION DIV</b>								
(4120) PROPERTY ACQUISITION	9,142	2,504	1,925	-579	8.1	8.0	8.0	0.0
(4130) PROPERTY DISPOSITION	378	1,815	1,571	-244	0.0	0.0	0.0	0.0
(4140) PROPERTY MANAGEMENT	13	281	0	-281	0.0	0.0	0.0	0.0
(4150) VACANT AND BLIGHTED PROGRAM	0	3,386	1,800	-1,586	0.0	0.0	0.0	0.0
<b>SUBTOTAL (4100) PROPERTY ACQUISITION AND DISPOSITION DIV</b>	<b>9,532</b>	<b>7,985</b>	<b>5,296</b>	<b>-2,689</b>	<b>8.1</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>
<b>(4500) PORTFOLIO AND ASSET MANAGEMENT DIVISION</b>								
(4510) PORTFOLIO AND ASSET MANAGEMENT	2,445	3,227	5,233	2,006	12.1	11.0	16.0	5.0
<b>SUBTOTAL (4500) PORTFOLIO AND ASSET MANAGEMENT DIVISION</b>	<b>2,445</b>	<b>3,227</b>	<b>5,233</b>	<b>2,006</b>	<b>12.1</b>	<b>11.0</b>	<b>16.0</b>	<b>5.0</b>

**Table DB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(6000) HOMEOWNERSHIP AND HOME REHAB ASSISTANCE</b>								
NO ACTIVITY ASSIGNED	2	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (6000) HOMEOWNERSHIP AND HOME REHAB ASSISTANCE</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(7000) PROGRAM MONITORING DIVISION</b>								
(7010) CONTRACT COMPLIANCE	764	1,247	856	-391	3.6	7.0	7.0	0.0
(7020) QUALITY ASSURANCE	722	808	800	-8	4.0	7.0	7.0	0.0
<b>SUBTOTAL (7000) PROGRAM MONITORING DIVISION</b>	<b>1,487</b>	<b>2,055</b>	<b>1,655</b>	<b>-400</b>	<b>7.6</b>	<b>14.0</b>	<b>14.0</b>	<b>0.0</b>
<b>(8100) HOUSING REGULATION ADMINISTRATION</b>								
(8110) RENTAL CONVERSION AND SALES DIVISION	706	828	801	-27	6.4	7.0	7.0	0.0
(8120) HOUSING RESOURCE CENTER	26	1	1	0	0.0	0.0	0.0	0.0
(8130) INCLUSIONARY ZONING PROGRAM	445	597	619	22	7.5	6.0	7.0	1.0
(8140) RENTAL ACCOMMODATIONS DIVISION	776	875	832	-43	8.5	9.0	9.0	0.0
<b>SUBTOTAL (8100) HOUSING REGULATION ADMINISTRATION</b>	<b>1,954</b>	<b>2,301</b>	<b>2,253</b>	<b>-48</b>	<b>22.4</b>	<b>22.0</b>	<b>23.0</b>	<b>1.0</b>
<b>(9100) RENTAL HOUSING COMMISSION</b>								
(9110) RENTAL HOUSING COMMISSION	704	1,038	1,040	1	6.4	6.0	6.0	0.0
<b>SUBTOTAL (9100) RENTAL HOUSING COMMISSION</b>	<b>704</b>	<b>1,038</b>	<b>1,040</b>	<b>1</b>	<b>6.4</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>152,396</b>	<b>170,898</b>	<b>181,393</b>	<b>10,494</b>	<b>153.5</b>	<b>169.5</b>	<b>179.0</b>	<b>9.5</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Department of Housing and Community Development operates through the following 9 divisions:

**Development Finance Division (DFD)** – provides funding for the development of rental, homeownership, and community facility developments that serve District of Columbia neighborhoods. As both the creation and preservation of affordable housing units are important to DHCD, DFD plays a prominent role in helping the agency achieve its annual multifamily housing production goals.

This division contains the following 4 activities:

- **Affordable Housing Project Financing** – provides funding through a competitive Request for Proposal (RFP) funding process that targets communities and types of development needed to revitalize neighborhoods. The bulk of the funds come from Intra-District funding from the Housing Production Trust Fund. This activity also provides development financing and regulatory oversight to nonprofit and for-profit developers so that they can develop properties as affordable ownership and rental units. This activity includes the preparation of Notice of Funding Availability and RFP documents, management of the application and selection process, project management meetings, construction overviews, underwriting, architectural reviews, monitoring reports, funding request presentations, loan closings, and project monitoring services;
- **Community Facilities Project Financing** – provides funding through a competitive RFP funding process for development financing and regulatory oversight to nonprofit and for-profit developers so that they can develop properties as neighborhood community/commercial facilities. This activity includes the preparation of Notice of Funding Availability and RFP documents, management of the application and selection process, project management meetings, construction overviews, underwriting, architectural reviews, monitoring reports, funding request presentations, loan closings, and project monitoring services;
- **Tenant Opportunity To Purchase Assistance (TOPA)** – requires current landlords to provide their tenants the opportunity to first purchase properties before a landlord is permitted to sell; DHCD also provides free, specialized organizational and development services for tenant groups who are pursuing the purchase of their apartment buildings with the intention to convert them to cooperatives or condominiums. Services can include assistance with structuring the tenant association, preparation of legal documents, and help with loan applications; and
- **Preservation Project Financing** – allocates funds toward preserving affordable housing units for residents with low-to-moderate income across the District. These units were previously subsidized through federal housing programs, and as the subsidies expire, homeowners will be able to maintain affordability in their communities.

**Residential and Community Services Division (RCSD)** – provides funding for programs focused on household-level housing needs and neighborhood revitalization. RCSD works through neighborhood-based organizations providing comprehensive housing counseling, small business technical assistance, and facade improvement opportunities. RCSD administers the agency's Affordable Housing Initiative through its Community and Residential Services activities, including the District's Home Purchase Assistance Program and Employer Assisted Housing Program, which provide financial assistance for low and moderate-income households and District government employees for the purpose of first-time home purchase. The division also provides rehabilitation resources, including grants for lead hazard remediation to eligible units and loans as well as grants to income-qualified owner-occupant District residences in order to preserve homeownership in the District.

This division contains the following 7 activities:

- **Community Services - Housing Counseling (Neighborhood Based Activities)** – provides funding for counseling services to tenants, potential homeowners, and current homeowners;
- **Community Services - Small Business Technical Assistance** – provides technical assistance to small businesses in support of various DHCD programs;
- **Community Services - Commercial Revitalization** – provides grants to neighborhood-based organizations for storefront facade improvements in commercial corridors;
- **Residential Services - Home Purchase Assistance Program (HPAP)** – provides down payment and closing cost assistance to low and moderate income District residents so that they can become first-time home-buyers in the District of Columbia;
- **Residential Services - Employer Assisted Housing Program (EAHP)** – provides down payment and closing cost assistance to qualified District of Columbia government employees;

- **Residential Services - Lead Safe Washington** – provides funding to reduce lead-based paint hazards in eligible single- and multi-family dwellings; and
- **Residential Services - Single Family Rehabilitation** – helps households finance up to \$75,000 in loans for home repairs that will address District housing code violations, such as repairing walls and floors, replacing windows, and repairing plumbing, electrical, and heating systems.

**Property Acquisition and Disposition Division (PADD)** – stabilizes neighborhoods by decreasing the number of vacant and abandoned residential properties in the District and transforming vacant, blighted and/or abandoned residential properties into homeownership opportunities for District of Columbia residents at all income levels. PADD has three main functions: (1) encourage property owners to rehabilitate and/or occupy their vacant and abandoned residential property; (2) acquire vacant, blighted, abandoned and deteriorated properties through negotiated friendly sale, eminent domain, donation, or tax sale foreclosure; and (3) dispose of properties in the PADD inventory by selling the properties to individuals or developers to be rehabilitated into high quality affordable and market-rate single-family and/or multifamily for-sale housing in District neighborhoods.

This division contains the following 3 activities:

- **Property Acquisition** – acquires vacant, abandoned, and deteriorated properties through negotiated friendly sale, eminent domain, donation, or tax sale foreclosure when owners are unwilling or unable to maintain their properties;
- **Property Disposition** – disposes of properties in the PADD inventory by selling the properties to individuals or developers to be rehabilitated into high quality affordable and market-rate single-family and/or multifamily for-sale housing in District neighborhoods; and
- **Vacant and Blighted** – acquires vacant, blighted, abandoned, and deteriorated properties through negotiated friendly sale, eminent domain, donation, or tax sale foreclosure when owners are unwilling or unable to maintain their properties.

**Portfolio and Asset Management Division (PAMD)** – provides portfolio management and oversight of outstanding loans to DHCD and manages the allocation of Low Income Housing Tax Credits (LIHTC). Established in FY 2008, the division monitors the status of existing loans to ensure compliance with loan covenants and collections of loans that are due and conducts the reviews of the risks and relationships of potential borrowers to protect the department's assets.

**Program Monitoring Division (PMD)** – conducts oversight and reviews of DHCD projects and funding recipients. Its core functions include the following types of oversight: (1) contract compliance – completing various federally required compliance reviews as part of the underwriting and project development process; (2) quality assurance – monitoring the compliance of DHCD funded sub-recipients with federal HOME Investments Partnership Program (HOME) and Community Development Block Grant Program (CDBG) funding requirements; and (3) compliance monitoring – ensuring projects developed by DHCD through the Housing Production Trust Fund (HPTF), CDBG, HOME and Low Income Housing Tax Credit (LIHTC) programs remain in compliance with federal and local program requirements throughout the duration of the project's period of affordability.

This division contains the following 2 activities:

- **Contract Compliance** – provides oversight and monitoring services of DHCD projects to ensure that the department's use of project funds fully complies with the Department of Housing and Urban Development (HUD) and District regulations; and

- **Quality Assurance** – provides program review and performance evaluation to DHCD and contractors so that they can operate in full compliance with regulations in the most effective and efficient manner possible.

**Housing Regulation Administration (HRA)** – administers residential housing regulations relating to condominium and cooperative conversions, rent adjustment procedures, licensing, and other related matters. It includes the Rental Accommodation Division and the Rental Conversion and Sales Division and manages the DHCD Housing Resource Center.

This division contains the following 4 activities:

- **Rental Conversion and Sales Division (CASD)** – administers the District’s tenant opportunity to purchase program, regulates the conversion of property to condominiums and cooperatives, registers condominium and cooperative projects, and administers the structural defect warranty claim program;
- **Housing Resource Center (HRC)** – provides rental housing services to landlords and tenants as well as information to the public on all of the department’s services for first-time home-buyers, developers of affordable housing projects, and low-income homeowners. The Housing Resource Center also includes access to the Affordable Housing Locator and an office of University Legal Services for on-site housing counseling;
- **Inclusionary Zoning/Affordable Dwelling Units (IZ/ADU)** – provides subject matter focus in the administration of the District’s new Inclusionary Zoning and Affordable Dwelling Unit programs; and
- **Rental Accommodations Division (RAD)** – administers the District’s rent stabilization program, including registering and licensing rental housing, administering rent adjustment procedures, processing landlord and tenant petitions, providing conciliation services, and acting as a repository for notices to vacate and all rental property records.

**Rental Housing Commission (RHC)** – enforces the Rental Housing Act of 1985, as amended. The commission has three statutory functions in order to preserve and increase the supply of quality affordable housing in the District: (1) to issue, amend, and rescind regulations that are promulgated for enforcement of the Act; (2) to certify and publish the annual adjustment of general applicability to rents and/or rent ceilings, which adjustment is based upon annual changes (if any) in the Consumer Price Index for the applicable region in which the District of Columbia is located; and (3) to decide appeals brought to the commission from the Rent Administrator and the Office of Administrative Hearings. Although the commission is an independent quasi-judicial body, it has direct reporting responsibility to DHCD on administrative, management, and budgetary matters.

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

**Agency Financial Operations** – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This division is standard for all agencies using performance-based budgeting.

### **Division Structure Change**

The Department of Housing and Community Development has no division structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table DB0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table DB0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>10,084</b>	<b>53.5</b>
Other CSFL Adjustments	Multiple Programs	20	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>10,104</b>	<b>53.5</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,660	12.5
Increase: To align resources with operational spending goals	Multiple Programs	2	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-10	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Agency Management	-101	0.0
Decrease: To align Fixed Costs with proposed estimates	Agency Management	-374	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Residential and Community Service Div	-1,176	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>10,104</b>	<b>66.0</b>
Enhance: To support the Housing Preservation Strike Force (one-time)	Development Finance Division	10,000	0.0
Enhance: To support affordable housing initiatives	Multiple Programs	2,000	8.0
Enhance: To support the Employer Assisted Housing Program (one-time)	Residential and Community Service Div	1,000	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>23,104</b>	<b>74.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>23,104</b>	<b>74.0</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>53,754</b>	<b>35.5</b>
Increase: To align resources with operational spending goals	Residential and Community Service Div	5,625	0.0
Increase: To adjust the Contractual Services budget	Multiple Programs	1,118	0.0
Increase: To support the costs of pre-existing programmatic initiatives	Agency Management	7	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-1,068	-8.4
Decrease: To align Fixed Costs with proposed estimates	Agency Management	-1,526	0.0
Decrease: To align budget with projected grant awards	Development Finance Division	-3,324	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>54,587</b>	<b>27.1</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>54,587</b>	<b>27.1</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>54,587</b>	<b>27.1</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>5,882</b>	<b>0.5</b>
Increase: To align resources with operational spending goals	Multiple Programs	8	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Development Finance Division	-53	-0.5
Decrease: To align resources with operational spending goals	Agency Management	-100	0.0
Decrease: To align Fixed Costs with proposed estimates	Agency Management	-141	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-340	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-710	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>4,546</b>	<b>0.0</b>

## Table DB0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>4,546</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>4,546</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>101,178</b>	<b>80.0</b>
Increase: To align Fixed Costs with proposed estimates	Agency Management	2,335	0.0
Increase: To reflect grant match requirements	Multiple Programs	730	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-93	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-412	-2.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-3,737	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>100,000</b>	<b>78.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>100,000</b>	<b>78.0</b>
Reduce: To align budget with projected revenues	Development Finance Division	-844	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>99,156</b>	<b>78.0</b>
<b>GROSS FOR DB0 - DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT</b>		<b>181,393</b>	<b>179.0</b>

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

## FY 2018 Proposed Budget Changes

The Department of Housing and Community Development's (DHCD) proposed FY 2018 gross budget is \$181,392,581, which represents a 6.1 percent increase over its FY 2017 approved gross budget of \$170,898,477. The budget is comprised of \$23,104,295 in Local funds, \$54,586,726 in Federal Grant funds, \$4,546,000 in Special Purpose Revenue funds, and \$99,155,560 in Intra-District funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DHCD's FY 2018 CSFL budget is \$10,104,295, which represents a \$19,863, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$10,084,432.

## CSFL Assumptions

The FY 2018 CSFL calculated for DHCD included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$8,962 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$26,929 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Additionally, an increase of \$1,896 for the Fixed Cost Inflation Factor account for adjustments to fleet services estimates.

## Agency Budget Submission

In accordance with the Administration's commitment to producing, preserving, and protecting affordable housing across the District, and the goal to end homelessness in the District, DHCD has commenced work to revitalize the District through the Small Business Assistance program. Additionally, the agency has implemented a performance-based budgeting strategy to better reflect its programmatic activities and to keep up with the growth of economic development in the District. As part of this initiative, DHCD realigned its budget as follows:

**Increase:** The proposed Local funds budget includes increases of \$1,660,039 and 12.5 Full-Time Equivalents (FTEs), of which 8.4 positions were previously funded by Federal Grant funds. This adjustment aligns the budget with projected salary and Fringe Benefit costs across multiple divisions. An increase of \$1,754 in Local funds is being proposed and will be used to purchase a new software application that will provide the management team with tracking, compliance, and reporting solutions for affordable housing programs across multiple divisions.

The proposed Federal Grant funds budget reflects an increase of \$5,625,319 in the Residential and Community Service division to support new subgrantees that will provide housing and counseling services to assist potential residents with eligibility issues associated with housing opportunities. Contractual Services increased by \$1,118,142 across multiple divisions to support the acquisition and renovation of properties that will provide affordable housing and community development opportunities throughout the District. Additionally, in Federal Grant funds, the Agency Management division increased by \$6,709 primarily to support new Information Technology equipment purchase.

The proposed budget submission for Special Purpose Revenue (SPR) funds includes a net increase of \$8,033 in Subsidies and Transfers to reflect additional funding for the Home Purchase Assistance Program (HPAP).

In Intra-District (ID) funds, DHCD proposes increases of \$2,334,775 in the Agency Management division for the agency-managed Fixed Costs, primarily to support higher estimates for rental expenses; and \$729,859 across multiple divisions in Subsidies and Transfers to support the costs associated with the Lead Safe Washington program.

**Decrease:** The DHCD budget proposal for Local funds includes reductions of \$10,448 to the Contractual Services budget to reflect a reduction in services associated with the University of the District of Columbia Architectural Research Institute Project; and \$101,118 in the Agency Management division as a result of the agency's decision to reduce the costs associated with the use of temporary staffing services. Furthermore, a Fixed Costs decrease of \$374,099 in the Agency Management division reflects lower estimates for Rent and Security costs. The Residential and Community Service division is reduced by \$1,176,129 in Local funds as a result of lower expenditure projections as well as the reclassification of costs associated with the Greater Washington Urban League HPAP grant to SPR funds.

The proposed Federal Grant funds budget in personal services decreased by \$1,067,927 primarily due to the reclassification of 8.4 FTEs to Local funds. Fixed Costs decreased by \$1,525,584 in the Agency Management division due to lower estimates across all commodities. Additionally, in Federal Grant funds, the Development Finance division was reduced by \$3,323,800 to leverage the use of Housing Production Trust Fund (HPTF) resources for project development.

In SPR funds, a proposed decrease of \$53,265 and 0.5 FTE aligns the budget with projected salary and Fringe Benefit costs in the Development Finance division. Additionally, the Agency Management division decreased by \$100,000 to reflect a net change of a decrease of \$120,000 to equipment purchases due the completion of office space renovation, partially offset by an increase of \$20,000 in supplies for administrative purposes. Fixed Costs reductions of \$141,261 were made to reflect lower estimates across all commodities except Occupancy. Furthermore, in SPR funds, a proposed decrease of \$339,917 is the result of reduced costs associated with travel and training; and a decrease of \$709,837 to the Contractual Services budget aligns the budget with projected expenditures.

The budget proposal in ID funds includes a net reduction of \$93,455, which reflects a reduction of \$118,455 to Other Services and Charges due to reduced administrative expenses, partially offset by an increase of \$25,000 to Supplies and Materials. The personal services budget is reduced by \$412,067 and

2.0 FTEs in order to align the budget with projected salary and Fringe Benefit costs, and a net decrease of \$3,737,040 in the Contractual Services budget reflects the realignment of existing contracts associated with project delivery that provide support for new construction and renovation projects.

### **Mayor's Proposed Budget**

**Enhance:** The proposed Local funds budget includes a one-time increase of \$10,000,000 to support the Housing Preservation Strike Force. Additionally, Local funds increased by \$2,000,000 and 8.0 FTEs to continue to support preservation and development activities for affordable housing throughout the District. Lastly, a one-time increase of \$1,000,000 will support the Employer Assisted Housing Program.

### **District's Proposed Budget**

**Reduce:** The Department of Housing and Community Development's budget proposal reflects a reduction of \$844,440 in Intra-District funds in the Development Finance division to capture the impact of the "First-Time Homebuyer Recordation Tax Benefit Amendment Act of 2017" on the deed recordation tax's projected revenues. This investment will help reduce home purchase closing costs for low and moderate-income first-time District homebuyers purchasing a home in the District valued at no more than \$625,000.

## Agency Performance Plan

The Department of Housing and Community Development (DHCD) has the following strategic objectives for FY 2018:

### 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. Increase New Affordable Housing Opportunities.
2. Preserve Existing Affordable Housing Stock.
3. Promote community development activities.
4. 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. Increase New Affordable Housing Opportunities. (3 Activities)

Activity Title	Activity Description	Type of Activity
Inclusionary Zoning	Inclusionary Zoning requires that a certain percentage of units in a new development or a substantial rehabilitation that expands an existing building set aside affordable units in exchange for a bonus density. The Housing Regulation Administration Division at DHCD administers the Inclusionary Zoning program, including developer compliance, holding lotteries for District residents to occupy units, and general program policy development.	Daily Service
Down Payment Assistance	The Home Purchase Assistance (HPAP) program, Employer Assisted Housing Program (EAHP) and the Negotiated Employer Assisted Housing Program (NEAHP) provide interest-free loans and closing cost assistance to qualified applicants to purchase single family houses, condominiums, or cooperative units. The loan amount is based on a combination of factors, including: income, household size, and the amount of assets that each applicant must commit towards a property's purchase.	Daily Service
Affordable Housing Project Financing	DHCD's Development Finance Division (DFD) provides funding for the development of rental, homeownership and community facility projects that serve DC neighborhoods. As both the creation and preservation of affordable housing units are important to DHCD, DFD plays a prominent role in helping the agency achieve its annual affordable housing production and preservation goals.	Daily Service

## 2. Preserve Existing Affordable Housing Stock. (2 Activities)

Activity Title	Activity Description	Type of Activity
Home Rehab Assistance	Single Family Residential Rehabilitation (SFRRP) administers loans and/or grants for home repairs to alleviate DC building code violations and assists homeowners in repairing physical threats to health and safety, and modify and/or eliminate barriers to accessibility for persons with mobility or other physical impairments. SFRRP helps households finance minor home repairs that will address building code violations; repair roofs, remove threats to health and safety, and modify and/or eliminate barriers to accessibility for persons with mobility or other physical impairments. The Lead Safe Washington (LSW) Program provides grant funds for the identification and control of lead-based paint hazards. Deteriorated lead-based paint and lead-contaminated dust present significant health hazards to individuals of all ages and children younger than six-years-old in particular. LSW provides funds to reduce lead-based paint hazards in eligible single and multi-family properties.	Daily Service
Rental Conversion and Sales	The Rental Conversion and Sale Division at DHCD administers the Rental Housing Conversion and Sale Act of 1980 and the Condominium Act of 1976. Through the Conversion Act, District tenants have the opportunity to purchase rights, tenant first rights of refusal, receipt of offer of sale notices, notices of transfer and the conversion of property to cooperatives or condominiums. The Condominium Act regulates condominium formation and registration of condominium units before a developer may offer units to interested buyers, including administration of the Structure Defect Warranty Claim Program.	Daily Service

## 3. Promote community development activities. (4 Activities)

Activity Title	Activity Description	Type of Activity
Foster Small Business Development	Grantee organizations provide technical assistance, support and training to small and retail businesses focusing on neglected commercial corridors in low and moderate income areas in the District of Columbia. The program does not provide grants, loans, or direct subsidies to businesses. The neighborhood areas where grantees currently operate include, but are not limited to: Anacostia, Congress Heights, Columbia Heights, Adams Morgan, Mount Pleasant, Georgia Avenue, Petworth, Rhode Island Avenue NE, and Deanwood/Marshall Heights. Grantee organizations are also involved in business attraction and retention. Assistance provided includes micro-loan packaging, business planning, entrepreneurial training, one-on-one business technical assistance, tax preparation assistance, accounting assistance, or legal assistance. Grantee organizations also provide collective business support activities,	Daily Service

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**3. Promote community development activities. (4 Activities)**

Activity Title	Activity Description	Type of Activity
	such as the formation of business alliances, business corridor promotion, mass marketing, volume discount efforts, and collective space management. Through these organizations, DHCD is also heavily involved in neighborhood revitalization efforts in these areas, including major commercial project planning and interagency business development coordination.	
Housing Resource Center	The DHCD Housing Resource Center is open Monday – Friday from 8:30 am – 3:30 pm for residents to obtain information about affordable housing options, attend events, and use computers to access DCHousingSearch.org, a free listing service that provides easy access to information about housing opportunities within the District of Columbia.	Daily Service
Housing Counseling	Residential and Community Services works through Community Based Organizations (CBO) to provide comprehensive housing counseling services and other community economic development activities.	Daily Service
Maintain DHCD's Property Portfolio	The Property Acquisition and Disposition Division (PADD) stabilizes neighborhoods by decreasing the number of vacant and abandoned residential properties in the District and transforming vacant and/or abandoned properties into productive use. PADD acquires vacant, abandoned and deteriorated properties through negotiated friendly sale, eminent domain, donation or tax sale foreclosure when owners are unwilling or unable to maintain their properties; and it disposes of properties in the PADD inventory by selling the properties to individuals or developers to be rehabilitated into high quality affordable and market-rate single-family and/ or multifamily for-sale housing in District neighborhoods.	Daily Service

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**4. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(3 Activities)**

Activity Title	Activity Description	Type of Activity
Portfolio and Asset Management	The Portfolio and Asset Management Division (PMD) manages the allocation of Low Income Housing Tax Credits (LIHTC) and provides portfolio management oversight to outstanding loans in the division. The division monitors the status of existing loans to ensure compliance with loan covenants and collections of loans that are due and conducts the reviews of the risks and relationships of potential borrowers to protect the Department's assets.	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. Increase New Affordable Housing Opportunities. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of affordable homeownership units produced or preserved	No	163	116	200	30	30
Number of Homebuyer Purchase Assistance Program loans	No	187	212	225	225	250
Number of total new construction affordable rental housing units funded	No	401	895	900	500	500

### 2. Preserve Existing Affordable Housing Stock. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of affordable rental housing units preserved (rehabbed)	No	816	293	1,000	780	780
Number of affordable single-family homeownership units rehabbed from Single Family Rehab/Lead Safe Programs	No	76	85	110	100	135

### 3. Promote community development activities. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of capacity-building workshops given to organizations	No	Not Available	Not Available	Not Available	25	10
Number of properties disposed that were developed by DHCD (Turn-Key)	No	0	1	3	5	5
Number of Section 3 Jobs Created	No	24	29	25	25	25
Number of storefront facades improved	No	36	26	40	40	40

### 4. Create and maintain a highly efficient, transparent and responsive District government.\*\* (25 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average number of calendar days for compliance review	No	30	37	50	45	45
Average number of days between Rental Housing Commission hearing a new case and final decision	No	89	30.8	90	50	60
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

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**4. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(25 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Median Number of Months Property is in DHCD's portfolio	No	57	Not Available	Not Available	40	40
Met HPTF Statutory Requirements - 30 percent AMI	No	Not Available	Not Available	Not Available	40%	40%
Met HPTF Statutory Requirements - 50 percent AMI	No	Not Available	Not Available	Not Available	40%	40%
Met HPTF Statutory Requirements - 80 percent AMI	No	Not Available	Not Available	Not Available	20%	20%
Percent of development finance projects that close within nine months of selection	No	Not Available	Not Available	Not Available	80%	80%
Percent of hardship petitions processed within 90 calendar days	No	Not Available	Not Available	Not Available	100%	100%
Percent of HPAP loans subordinated within 45 calendar days upon receipt of a complete subordination package	No	Not Available	Not Available	Not Available	80%	80%
Percent of HPAP loans that close within 45 calendar days after sales contract approval	No	Not Available	Not Available	Not Available	80%	80%
Percent of Inclusionary Zoning (IZ) lotteries held in 17 calendar days or less after receiving a notice of availability	No	67%	81.5%	95%	100%	100%
Percent of loans at least one year old in good standing	No	Not Available	Not Available	Not Available	92%	85%
Percent of required Asset Management site visits completed	No	Not Available	Not Available	Not Available	100%	100%
Percent of Single Family Rehabilitation/Lead Safe Washington projects that start construction within 6 months after DHCD receives the application	No	Not Available	Not Available	Not Available	80%	65%
Percent of Storefront Facade projects that complete within 10 weeks after pre-construction approval	No	Not Available	Not Available	Not Available	80%	75%
Percent of Tenant Opportunity to Purchase Assistance (TOPA) notices received listed in a	No	Not Available	Not Available	Not Available	100%	100%

(Continued on next page)

**4. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(25 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
published online report on DHCD's website within two weeks						
Performance Management-Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**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. Portfolio and Asset Management**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of loans serviced by a third-party vendor	No	7,514	7,536	7,744
Number of submitted financial reviews	No	10	15	145

**2. Housing Regulation Administration and Rental Housing Commission**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of hardship petitions received	No	5	1	Not Available
Number of Rental Housing Commission appeals disposed	No	25	28	17

**3. Program Monitoring**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of compliance reviews completed	No	Not Available	198	198
Number of Davis Bacon inspections	No	Not Available	170	170

**4. Inclusionary Zoning**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of IZ units available for occupancy	No	34	124	191

**5. Foster Small Business Development**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of small business technical assistance sessions	No	1,525	5,148	4,077

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## 6. Home Rehab Assistance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Lead Safe Washington applications received	No	22	37	18
Number of Single Family Rehab applications received	No	45	50	51

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## 7. Down Payment Assistance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of HPAP applications received	No	565	578	661

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## 8. Rental Conversion and Sales

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of TOPA notices processed	No	1,389	1,558	1,554

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## 9. Housing Resource Center

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of customers who utilize the Housing Resources Center	No	5,321	6,589	6,589

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## 10. Housing Counseling

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of housing counseling sessions given	No	21,960	30,267	32,736

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## 11. Maintain DHCD's property portfolio

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of properties acquired	No	24	5	8
Number of total properties disposed	No	21	1	1

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## 12. Affordable Housing Project Financing

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of financial applications submitted	No	23	31	43
Number of loan closings	No	24	24	28

## Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume I, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



# Department of Employment Services

www.does.dc.gov

Telephone: 202-724-7000

**Table CF0-1**

	FY 2016	FY 2017	FY 2018	% Change from FY 2017
Description	Actual	Approved	Proposed	
OPERATING BUDGET	\$121,019,030	\$143,225,202	\$144,366,123	0.8
FTEs	583.8	612.0	682.1	11.5

The Department of Employment Services (DOES) puts people to work. DOES achieves its mission by providing the necessary tools for the District of Columbia workforce to become more competitive using tailored approaches to ensure that workers and employers are successfully paired. DOES also fosters and promotes the welfare of job seekers and wage earners by ensuring safe working conditions, advancing opportunities for employment, helping employers find qualified workers, and tracking labor market information and other national economic measurements impacting the District of Columbia.

## Summary of Services

DOES, the District of Columbia's lead labor and workforce development agency, provides customers with a comprehensive menu of workforce development services funded through a combination of federal grants and Local appropriations. DOES delivers basic income support services to unemployed or underemployed persons who lost their jobs through no fault of their own through the Unemployment Insurance division. The Labor Standards division ensures a safe and healthy work environment for workers in the District, administers a program to provide benefits to qualified individuals with employment-related injuries or illnesses, administers the District's wage-and-hour laws, and provides hearing and adjudication services to settle workers' compensation disputes. DOES' Workforce Development division provides job seekers with workforce development and training programs and services to ensure employers have access to qualified job candidates. Finally, DOES provides District youth with job training, academic enrichment, leadership, and employment opportunities through its Year-Round employment program, the Mayor Marion S. Barry Summer Youth Employment Program, and the Mayor Marion S. Barry Youth Leadership Institute.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CF0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table CF0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	58,144	63,770	62,380	-1,390	-2.2	194.4	191.5	230.5	39.0	20.4
SPECIAL PURPOSE   REVENUE FUNDS	34,459	44,105	44,705	600	1.4	164.4	212.6	198.2	-14.4	-6.8
<b>TOTAL FOR GENERAL FUND</b>	<b>92,602</b>	<b>107,875</b>	<b>107,084</b>	<b>-790</b>	<b>-0.7</b>	<b>358.8</b>	<b>404.1</b>	<b>428.7</b>	<b>24.6</b>	<b>6.1</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	26,801	35,350	35,355	5	0.0	207.5	207.9	230.4	22.5	10.8
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>26,801</b>	<b>35,350</b>	<b>35,355</b>	<b>5</b>	<b>0.0</b>	<b>207.5</b>	<b>207.9</b>	<b>230.4</b>	<b>22.5</b>	<b>10.8</b>
<b>PRIVATE FUNDS</b>										
PRIVATE GRANT FUNDS	125	0	260	260	N/A	0.0	0.0	0.0	0.0	N/A
PRIVATE DONATIONS	0	1	0	-1	-100.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>125</b>	<b>1</b>	<b>260</b>	<b>259</b>	<b>25,900.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	1,491	0	1,667	1,667	N/A	17.5	0.0	23.0	23.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>1,491</b>	<b>0</b>	<b>1,667</b>	<b>1,667</b>	<b>N/A</b>	<b>17.5</b>	<b>0.0</b>	<b>23.0</b>	<b>23.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>121,019</b>	<b>143,225</b>	<b>144,366</b>	<b>1,141</b>	<b>0.8</b>	<b>583.8</b>	<b>612.0</b>	<b>682.1</b>	<b>70.1</b>	<b>11.5</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table CF0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table CF0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	28,209	31,831	35,660	36,395	735	2.1
12 - REGULAR PAY - OTHER	9,020	10,660	10,385	13,071	2,685	25.9
13 - ADDITIONAL GROSS PAY	378	113	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	8,002	9,220	10,232	10,512	281	2.7
15 - OVERTIME PAY	164	156	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>45,773</b>	<b>51,980</b>	<b>56,277</b>	<b>59,978</b>	<b>3,701</b>	<b>6.6</b>

**Table CF0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>	<b>Percentage Change*</b>
20 - SUPPLIES AND MATERIALS	340	380	579	743	164	28.4
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	603	738	855	906	51	6.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	870	1,157	889	1,423	534	60.0
32 - RENTALS - LAND AND STRUCTURES	615	650	720	958	238	33.1
34 - SECURITY SERVICES	1,014	978	800	1,333	533	66.6
35 - OCCUPANCY FIXED COSTS	1,173	1,220	1,527	895	-632	-41.4
40 - OTHER SERVICES AND CHARGES	13,807	20,680	19,732	18,649	-1,083	-5.5
41 - CONTRACTUAL SERVICES - OTHER	10,171	4,472	13,729	14,441	712	5.2
50 - SUBSIDIES AND TRANSFERS	38,074	37,457	46,907	43,933	-2,975	-6.3
70 - EQUIPMENT AND EQUIPMENT RENTAL	1,356	1,307	1,210	1,107	-103	-8.5
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>68,023</b>	<b>69,039</b>	<b>86,948</b>	<b>84,388</b>	<b>-2,560</b>	<b>-2.9</b>
<b>GROSS FUNDS</b>	<b>113,796</b>	<b>121,019</b>	<b>143,225</b>	<b>144,366</b>	<b>1,141</b>	<b>0.8</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table CF0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table CF0-4**

(dollars in thousands)

<b>Division/Program and Activity</b>	<b>Dollars in Thousands</b>				<b>Full-Time Equivalents</b>			
	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	467	464	547	84	6.2	5.0	6.0	1.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	426	428	488	60	4.3	1.0	3.0	2.0
(1017) LABOR MANAGEMENT PARTNERSHIPS	19	0	0	0	1.0	0.0	0.0	0.0
(1020) CONTRACTING AND PROCUREMENT	658	584	832	248	8.3	0.0	0.0	0.0
(1030) PROPERTY MANAGEMENT	688	720	597	-123	11.4	6.0	6.0	0.0
(1040) INFORMATION TECHNOLOGY	3,411	3,330	3,462	132	27.8	28.0	29.0	1.0
(1050) FINANCIAL MANAGEMENT	8	0	0	0	0.0	0.0	0.0	0.0
(1060) LEGAL	367	371	416	45	3.0	3.0	3.0	0.0
(1070) FLEET MANAGEMENT	671	647	672	25	1.0	6.0	6.0	0.0
(1080) COMMUNICATIONS	505	363	511	147	3.1	4.0	5.0	1.0
(1085) CUSTOMER SERVICE	283	383	367	-16	6.2	6.0	6.0	0.0
(1090) PERFORMANCE MANAGEMENT	2,005	2,163	1,672	-491	15.6	17.0	14.0	-3.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>9,508</b>	<b>9,453</b>	<b>9,563</b>	<b>111</b>	<b>88.1</b>	<b>76.0</b>	<b>78.0</b>	<b>2.0</b>

**Table CF0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>								
(110F) BUDGET OPERATIONS	1,400	1,487	1,456	-31	11.6	11.0	11.0	0.0
(120F) ACCOUNTING OPERATIONS	1,235	1,380	1,405	25	11.2	12.0	12.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>2,635</b>	<b>2,867</b>	<b>2,861</b>	<b>-6</b>	<b>22.8</b>	<b>23.0</b>	<b>23.0</b>	<b>0.0</b>
<b>(2000) UNEMPLOYMENT INSURANCE</b>								
(2100) TAX COLLECTIONS	10,487	11,429	10,293	-1,136	38.7	64.7	57.5	-7.2
(2200) BENEFITS	13,900	17,486	17,295	-191	78.0	91.0	98.0	7.0
(2400) BENEFIT PAYMENT CONTROL UNIT (BPC)	1,227	815	1,205	389	13.9	9.0	15.0	6.0
(2500) COMPLIANCE AND INDEPENDENT MONITORING	1,546	1,677	1,844	168	5.8	15.0	16.0	1.0
NO ACTIVITY ASSIGNED	1	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) UNEMPLOYMENT INSURANCE</b>	<b>27,161</b>	<b>31,407</b>	<b>30,637</b>	<b>-770</b>	<b>136.4</b>	<b>179.7</b>	<b>186.6</b>	<b>6.9</b>
<b>(3000) LABOR STANDARDS</b>								
(3200) OFFICE OF WAGE HOUR	1,875	2,267	3,531	1,264	16.1	18.0	25.0	7.0
(3300) OFFICE OF OCCUPATIONAL SAFETY AND HEALTH	540	708	622	-86	5.1	6.0	6.0	0.0
(3400) OFFICE OF WORKERS' COMPENSATION	12,445	15,204	15,264	60	77.9	68.0	67.0	-1.0
(3500) OAH: ADMINISTRATIVE HEARINGS DIVISION	2,952	3,232	3,697	465	26.1	23.0	24.0	1.0
(3600) OAH: COMPENSATION REVIEW BOARD	1,381	1,725	1,655	-70	14.9	14.0	13.0	-1.0
<b>SUBTOTAL (3000) LABOR STANDARDS</b>	<b>19,193</b>	<b>23,136</b>	<b>24,769</b>	<b>1,633</b>	<b>140.0</b>	<b>129.0</b>	<b>135.0</b>	<b>6.0</b>
<b>(4000) WORKFORCE DEVELOPMENT</b>								
(4100) SENIOR SERVICES	585	584	645	61	1.9	2.2	2.2	0.0
(4200) PROGRAM PERFORMANCE MONITORING	920	1,205	890	-315	12.2	10.8	8.5	-2.3
(4250) LOCAL ADULT TRAINING	7,690	8,109	5,471	-2,639	4.3	12.1	13.5	1.4
(4300) OFFICE OF APPRENTICESHIP INFO. AND TRNG	774	838	1,150	312	6.0	6.0	6.0	0.0
(4400) TRANSITIONAL EMPLOYMENT	9,898	9,142	0	-9,142	22.2	22.0	0.0	-22.0
(4500) EMPLOYER SERVICES	2,528	2,876	2,703	-173	14.9	21.6	19.5	-2.2
(4510) FIRST SOURCE	1,038	1,153	1,251	98	9.2	9.0	9.0	0.0
(4530) VETERAN AFFAIRS	203	825	694	-131	5.0	7.4	6.1	-1.2
(4600) ONE-STOP OPERATIONS	8,000	13,057	10,468	-2,589	59.5	61.6	64.6	3.0
(4700) LABOR MARKET INFORMATION	976	1,013	1,040	27	8.4	8.6	8.1	-0.5
(4810) YEAR-ROUND YOUTH PROGRAM	10,966	13,587	11,148	-2,438	35.3	22.6	38.3	15.7
(4820) MARION BARRY SUMMER YOUTH EMPLOYMENT PGM	17,275	20,054	18,643	-1,411	10.7	11.1	24.4	13.3
(4830) MARION BARRY YOUTH LEADERSHIP INSTITUTE	914	1,274	1,078	-196	5.8	8.3	5.3	-3.0
(4900) STATE-WIDE ACTIVITIES	751	2,647	4,628	1,980	1.0	1.0	2.0	1.0
NO ACTIVITY ASSIGNED	4	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (4000) WORKFORCE DEVELOPMENT</b>	<b>62,521</b>	<b>76,363</b>	<b>59,809</b>	<b>-16,554</b>	<b>196.4</b>	<b>204.3</b>	<b>207.5</b>	<b>3.2</b>

**Table CF0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(5000) STATE INITIATIVES</b>								
(5100) TRANSITIONAL EMPLOYMENT	0	0	10,244	10,244	0.0	0.0	38.0	38.0
(5200) DC CAREER CONNECTIONS	0	0	4,492	4,492	0.0	0.0	13.0	13.0
(5300) LEAP	0	0	1,991	1,991	0.0	0.0	1.0	1.0
<b>SUBTOTAL (5000) STATE INITIATIVES</b>	<b>0</b>	<b>0</b>	<b>16,727</b>	<b>16,727</b>	<b>0.0</b>	<b>0.0</b>	<b>52.0</b>	<b>52.0</b>
<b>TOTAL PROPOSED</b>								
<b>OPERATING BUDGET</b>	<b>121,019</b>	<b>143,225</b>	<b>144,366</b>	<b>1,141</b>	<b>583.8</b>	<b>612.0</b>	<b>682.1</b>	<b>70.1</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Department of Employment Services operates through the following 6 divisions:

**Unemployment Insurance (UI)** – provides basic income replacement insurance to workers unemployed through no fault of their own, thereby contributing to the economic stability of the Washington, D.C. metropolitan area.

This division contains the following 4 activities:

- **Tax Collections** – collects quarterly taxes from for-profit local employers and reimbursement payments from local non-profit employers, which finance the payment of weekly benefits to workers unemployed without fault;
- **Benefits** – provides cash payments to customers who are unemployed through no fault of their own and are able, available, and actively seeking work;
- **Benefit Payment Control Unit (BPC)** – promotes and maintains integrity of the UI division through prevention, detection, investigation, prosecution, and recovery of UI overpayments made to claimants. BPC is also responsible for the investigation and determination of fraudulent and/or erroneous payment cases; and
- **Compliance and Independent Monitoring** – collects and analyzes necessary data to assess the validity of UI benefit payment activities, assesses the underlying causes of error in the UI benefit payment and collection of UI taxes, and recommends corrective action to the problems identified.

**Labor Standards** – provides worker protection and dispute resolution services for the workers and employers of the District so that disputes are resolved fairly and the safety of the workplace is ensured.

This division contains the following 5 activities:

- **Office of Wage Hour** – enforces the District's wage-hour laws through compliance audits for the benefit of private-sector employees so that they can be paid at least the minimum wage, required overtime, all earned and promised wages, living wage, required sick leave, and amounts required by other labor laws;

- **Office of Occupational Safety and Health** – provides on-site consultation services, investigations, training, and program assistance to private-sector employers so that they can identify and correct workplace hazards;
- **Office of Workers' Compensation** – processes claims and provides informal dispute resolution, insurance-coverage compliance monitoring, and related services to private-sector injured workers, employers, insurance carriers, and other stakeholders;
- **Administrative Hearings Division** – provides formal administrative hearings to employees, employers, and the District government so that rights and responsibilities are determined fairly, promptly, and in accordance with the workers' compensation acts; and
- **Compensation Review Board** – provides administrative review of case decisions (compensation orders) issued by the Administrative Hearings Division and/or the Office of Workers' Compensation.

**Workforce Development** – provides employment-related services for unemployed or underemployed persons so that they can achieve economic security and compete in the global economy.

This division contains the following 13 activities:

- **Senior Services** – provides subsidized employment placements to District residents who are both 55 years old or older and economically underprivileged so that they can develop or enhance their job skills and be placed in unsubsidized employment;
- **Program Performance Monitoring** – provides compliance, oversight, and technical assistance to training vendors, procurement staff, and departmental administrators;
- **Local Adult Training** – provides training programs that teach job skills that will facilitate the expansion of employment opportunities for District adult residents;
- **Office of Apprenticeship Information and Training** – provides apprenticeship promotional services and assistance to District residents and apprenticeship sponsors and administers the pre-apprenticeship program;
- **Employer Services** – provides technical assistance, recruitment, referral, placement, planning, and oversight services to area employers/businesses so that they can hire qualified individuals;
- **First Source** – establishes hiring requirement of District residents for jobs associated with government-assisted projects in order to combat the under-employment of District residents;
- **Veteran Affairs** – administers the two federal grants, Local Veteran's Employment Representative (LVER) and Disability Veterans Outreach Program (DVOP), which the agency receives from the Department of Labor (DOL). All services provided through these programs are directly for veterans;
- **One-Stop Operations** – provides comprehensive employment support, unemployment compensation, training services, and supportive services through a network of easily accessible locations;
- **Labor Market Information** – administers four Bureau of Labor Statistics programs and an Employment and Training Administration program under a Federal/State cooperative agreement;
- **Year-Round Youth Program** – provides year-round services to eligible youth, including subsidized employment, academic enrichment activities, and vocational training to prepare participants for the workforce;
- **Marion Barry Summer Youth Employment Program (SYEP)** – provides temporary, subsidized summer employment and academic/workforce enrichment activities to eligible District youth;
- **Marion Barry Youth Leadership Institute** – administers a four-level youth leadership training and development program emphasizing citizenship and leadership skills; and
- **State-Wide Activities** – includes Workforce Innovation and Opportunity Act statewide funding that is reserved for statewide activities including incentive grants, technical assistance, management information systems, evaluation, and "One-Stop" system building. In addition, permissible statewide activities include incumbent worker projects, authorized youth and adult activities, and additional system building. For additional information, please refer to the Workforce Innovation and Opportunity Act, Public Law 113-128, which was signed into law August 22, 2014.

**Division of State Initiatives (DSI)** - is comprised of locally funded signature programs highlighted by Project Empowerment, as well as DOES' suite of branded programming. DSI programs are aimed to provide comprehensive employment services to underserved adults that face multiple barriers to employment. Participants are empowered through relevant training, substantive work experiences, and a wide-range of supportive services. Through extensive collaboration with District agencies and the local business community, DSI seeks to generate positive, long-term employment outcomes through opportunity created by transitional employment.

This division contains the following 3 activities:

- **Transitional Employment “Project Empowerment”** - is a transitional employment program that provides job readiness training, work experience, and job search assistance to District residents who face multiple barriers to employment. Participants attend an intensive, three-week training course and upon completion have the opportunity to be placed in subsidized employment for up to six months. In addition to job readiness training, and job search assistance, Project Empowerment provides supportive services such as adult basic education, job coaching, and occupational skills training. The goal of Project Empowerment is for participants to secure permanent, unsubsidized employment;
- **DC Career Connections** - is a work readiness program designed to provide more than 400 out-of-school and unemployed young adults with opportunities to gain valuable work experience, skills training, and individualized coaching and support to obtain employment. An integral component of Mayor Muriel Bowser's Safe, Stronger DC Initiative, DC Career Connections actively seeks to engage District youth in targeted Police Service Areas (PSAs) across the District; and
- **Learn, Earn, Advance, Prosper (L.E.A.P.)** - is a network of interconnected partners utilizing the “earn-and-learn” approach that will link the city's unemployed residents with employment, education and training opportunities. The earn-and-learn approach applies the apprenticeship model to skill development, allowing individuals to earn a wage while participating in an on-the-job training experience and concurrently participating in related technical instruction. This framework allows individuals to earn wages and accumulate work experience, thus bolstering their ability to advance along a career pathway and into the middle class.

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

**Agency Financial Operations** – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This division is standard for all agencies using performance-based budgeting.

### **Division Structure Change**

The proposed division structure changes are provided in the Agency Realignment appendix to the proposed budget, which is located at [www.cfo.dc.gov](http://www.cfo.dc.gov) on the Annual Operating Budget and Capital Plan page.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table CF0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table CF0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>63,770</b>	<b>191.5</b>
Other CSFL Adjustments	Multiple Programs	1,108	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>64,877</b>	<b>191.5</b>
Create: To reallocate resources for agency restructure	State Initiatives	15,625	36.0
Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	-890	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-1,591	-2.3
Decrease: To reallocate resources for agency restructure	Multiple Programs	-13,278	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>64,743</b>	<b>225.2</b>
Enhance: To enhance the enforcement and compliance of wage laws	Labor Standards	363	2.0
Transfer-In: From DOEE for transit benefit program enforcement	Labor Standards	34	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>65,140</b>	<b>227.2</b>
Enhance: To support the Building Service Employees Minimum Work Week Act of 2016 and the Returning Citizens Portal of Entry program	Multiple Programs	440	4.0
Reduce: To reflect a reduction in nonpersonal services	Multiple Programs	-3,200	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>62,380</b>	<b>231.2</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>35,350</b>	<b>207.9</b>
Increase: To support additional FTEs	Multiple Programs	1,579	22.5
Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	-191	0.0
Decrease: To partially offset projected adjustments in personal services costs	Multiple Programs	-1,382	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>35,355</b>	<b>230.4</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>35,355</b>	<b>230.4</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>35,355</b>	<b>230.4</b>
<b>PRIVATE GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Workforce Development	260	0.0
<b>PRIVATE GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>260</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>260</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>260</b>	<b>0.0</b>
<b>PRIVATE DONATIONS: FY 2017 Approved Budget and FTE</b>		<b>1</b>	<b>0.0</b>
Decrease: To align budget with projected grant awards	Workforce Development	-1	0.0
<b>PRIVATE DONATIONS: FY 2018 Agency Budget Submission</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE DONATIONS: FY 2018 Mayor's Proposed Budget</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE DONATIONS: FY 2018 District's Proposed Budget</b>		<b>0</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>44,105</b>	<b>212.6</b>
Create: To reallocate resources for agency restructure	State Initiatives	9	0.0
Increase: To align budget with projected revenues	Multiple Programs	1,146	0.0

**Table CF0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	724	0.0
Decrease: To reallocate funding within agency (across fund types)	Multiple Programs	-1,280	-14.2
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>44,705</b>	<b>198.5</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>44,705</b>	<b>198.5</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>44,705</b>	<b>198.5</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Create: To reallocate resources for agency restructure	State Initiatives	1,029	16.0
Increase: To align budget with projected revenues	Workforce Development	638	7.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,667</b>	<b>23.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,667</b>	<b>23.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,667</b>	<b>23.0</b>
<b>GROSS FOR CF0 - DEPARTMENT OF EMPLOYMENT SERVICES</b>		<b>144,366</b>	<b>683.1</b>

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

## FY 2018 Proposed Budget Changes

The Department of Employment Services' (DOES) proposed FY 2018 gross budget is \$144,366,123, which represents a less than 1.0 percent increase over its FY 2017 approved gross budget of \$143,225,202. The budget is comprised of \$62,379,641 in Local funds, \$35,354,888 in Federal Grant funds, \$260,001 in Private Grant funds, \$44,704,618 in Special Purpose Revenue funds, and \$1,666,975 in Intra-District funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DOES' FY 2018 CSFL budget is \$64,877,473, which represents a \$1,107,775, or 1.7 percent, increase over the FY 2017 approved Local funds budget of \$63,769,697.

## CSFL Assumptions

The FY 2018 CSFL calculated for DOES included adjustments that are not described in detail on table 5. These adjustments were made for a net decrease of \$22,441 in personal services to account for Fringe Benefit costs based on trend comparative analysis, and an increase of \$229,090 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Additionally, an increase of \$901,126 was made for the Fixed Cost Inflation Factor to reflect estimates based on historical expenditures of Department of General Services' commodities, Telecommunications, and fleet services.

## Agency Budget Submission

**Create:** In its FY 2018 proposed operating budget, DOES established a new division in its organizational structure. The Division of State Initiatives (DSI) will be responsible for providing comprehensive employment services to underserved adults that face multiple barriers in attaining employment. To accomplish these goals, the division will be supported by \$15,624,528 and 36.0 Full-Time Equivalent (FTE) positions in Local funds. Of these FTEs, 13.0 are new and 23.0 were Local-funded and reallocated from existing divisions.

DOES' budget proposal includes allocations of \$9,037 in Special Purpose Revenue (SPR) funds and the establishment of an Intra-District (ID) budget in the net amount of \$1,028,607 and 16.0 FTEs to support the DSI division. The ID budget is supported by a Memorandum of Understanding (MOU) with the Department of Human Services to support services for participants in the Transitional Employment and the Marion Barry Summer Youth Employment Program (MBSYEP); and an MOU with the Department of Health to support the Project Empowerment Home Visits program.

**Increase:** In Federal Grant funds, the budget proposal includes a net increase of \$1,578,756 and 22.5 FTEs due to a realignment of FTEs between Special Purpose Revenue and Federal Grant funds.

In FY 2018, DOES established a new Private Grant fund in the amount of \$260,001 entitled "Cities for Financial Empowerment." Revenues from this fund will be allocated to the Workforce Development division to support the MBSYEP.

In SPR funds, the budget proposal includes a net increase of \$1,145,705, primarily in the Unemployment Insurance division to align the budget with anticipated revenues collected under the Worker's Compensation Administrative fund, the Unemployment Insurance Interest and Penalties fund, and the Wage Theft Prevention fund. Additionally, the SPR budget proposal includes a net increase of \$724,396 primarily in the Unemployment Insurance division. This adjustment aligns the budget with Fixed Costs projections based on estimates from the Department of General Services (DGS) and the Office of the Chief Technology Officer (OCTO) for Energy, Telecommunications, Security, and Occupancy.

In the proposed budget for Intra-District funds, the Workforce Development division reflects a net increase of \$638,368 and 7.0 FTEs. These funds will be used to support services for participants in the MBSYEP and Year-Round programs.

**Decrease:** The proposed Local funds budget reflects a net decrease of \$889,873 across multiple divisions. This adjustment is due to Fixed Costs estimates from DGS and OCTO and reflects a net projected decrease in usage among Energy, Telecommunications, Security, and Occupancy. In addition, the proposed Local funds budget reflects personal services adjustments across multiple divisions. These adjustments reflect a projected net decrease of \$1,590,887 to align salary and Fringe Benefits costs, including the reallocation of 2.3 FTEs to the newly created DSI division. A net decrease of \$13,278,299 in Local funds across multiple divisions will not adversely affect the level of service provided to District citizens. This action shifts funding to the State Initiatives division and other areas will now be supported by Intra-District funds.

The proposed net decrease of \$191,157 across multiple divisions in Federal Grant funds was made to align the budget with Fixed Cost estimates from DGS and OCTO for Energy, Telecommunications, Rent, Security, and Occupancy; and a proposed net decrease of \$1,382,217 across multiple divisions was made to support projected increases in personal services and align the budget with projected grant awards.

In Private Donations, the proposed budget reflects a decrease of \$1,000 in the Workforce Development division to align the budget with anticipated donations.

In SPR funds, the proposal includes a net decrease of \$1,279,519 to align the personal services budget with anticipated expenditures, which includes the reallocation of 14.2 FTEs to Federal Grant funds.

## Mayor's Proposed Budget

**Enhance:** In Local funds, DOES reflects a net increase of \$363,052 and 2.0 FTEs in the Labor Standards division. This funding will be used by the Office of Wage-Hour to support the Wage laws and Wage Theft Prevention Act.

**Transfer-In:** The proposed Local funds budget includes a transfer of \$34,000 to the Labor Standards division from the Department of Energy and Environment (DOEE). These funds will be used to support the enforcement of the transit benefit programs for District employers.

### **District's Proposed Budget**

**Enhance:** DOES' proposed Local funds budget includes an increase of \$440,022 across multiple divisions. This adjustment includes a technical adjustment of \$375,022 allocated from the Non-Departmental Account to support 4.0 additional FTEs in accordance with the Building Service Employees Minimum Work Week Act of 2016, in the Labor Standards division, within the Office of Wage Hour activity; and \$65,000 to support the Returning Citizens Portal of Entry program that provides workforce development assistance for returning citizens in the State Initiatives division, within the Transitional Employment activity. The Returning Citizens Portal of Entry will serve as a one-stop shop for returning citizens to get connected to holistic supports and resources like housing, employment, and health care.

**Reduce:** DOES' proposed Local funds budget is decreased by \$3,200,374 across multiple divisions. The reduction is primarily within the Workforce Development division and includes reductions that reflect past lower levels of spending in several programs and activities, and a reduction to the Marion Barry Summer Youth Employment Program to reflect participation rates in last year's program.

## Agency Performance Plan\*

The Department of Employment Services (DOES) has the following strategic objectives for FY 2018:

### 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. Increase customer service and customer satisfaction by providing and delivering professional, helpful, high quality service and assistance before, during, and after the customer's requirements are met, including promptness, politeness, professionalism, and personalization.
2. Improve and increase the capabilities of DOES staff, enhancing professional development, through access to education and training opportunities in the workplace, through outside organizations and through watching others perform through best practices.
3. Increase and improve business engagement by: 1) discovering opportunities to create business value through capabilities, assets and investments; 2) launching and governing projects and programs that capitalize on those opportunities; and 3) ensuring that the potential business value from those opportunities is fully realized.
4. Create efficient service delivery by defining the content of our services, the roles and responsibilities of our customers and service providers, and setting service quality expectations, availability, and timeliness for our service delivery.
5. Improve unified and universal branding, creating, and sustaining a unique image for DOES services mainly through advertising campaigns with a consistent theme.
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. Increase customer service and customer satisfaction by providing and delivering professional, helpful, high quality service and assistance before, during, and after the customer's requirements are met, including promptness, politeness, professionalism, and personalization. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Workforce Development Training Programs	Connecting residents 18 years of age or older to Workforce Development Training Programs.	Daily Service

#### **2. Improve and increase the capabilities of DOES staff, enhancing professional development, through access to education and training opportunities in the workplace, through outside organizations and through watching others perform through best practices. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Workforce Development Training Programs	Connecting residents 18 years of age or older to Workforce Development Training Programs.	Daily Service
Job Centers	Providing job seekers with a number of employment opportunities. Each center provides career counseling, resume assistance, job placement, vocational training, access to online services, information about local and national labor markets, and unemployment insurance.	Key Project

**3. Increase and improve business engagement by: 1) discovering opportunities to create business value through capabilities, assets and investments; 2) launching and governing projects and programs that capitalize on those opportunities; and 3) ensuring that the potential business value from those opportunities is fully realized. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Unemployment Benefits	Providing temporary weekly benefits to workers who become unemployed due to no fault of their own.	Daily Service

**4. Create efficient service delivery by defining the content of our services, the roles and responsibilities of our customers and service providers, and setting service quality expectations, availability, and timeliness for our service delivery. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Hearings and Adjudication	Conducting formal administrative workers' compensation hearings for private and public sector employees and employers in the District of Columbia, so that rights and responsibilities are determined fairly, promptly, and according to due process.	Daily Service

**5. Improve unified and universal branding, creating, and sustaining a unique image for DOES services mainly through advertising campaigns with a consistent theme. (2 Activities)**

Activity Title	Activity Description	Type of Activity
First Source Management, Monitoring, And Enforcement	Managing and monitoring First Source Employment Agreements as well as handles all reporting regarding the agreements specified in the First Source Employment Agreement Act; e.g. the regular reports sent to the Council of the District of Columbia.	Daily Service
Business Services	Managing employer relationships, connecting them to the American Job Centers, and brokers products and services provided by DOES. Encouraging local businesses to participate in District employment programs and to take advantage of the many free services that support their business needs; e.g., Office of Safety and Health consultations.	Key Project

**6. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (2 Activities)**

Activity Title	Activity Description	Type of Activity
Workforce Development Training Programs	Connecting residents 18 years of age or older to Workforce Development Training Programs.	Daily Service
Staff Professional Development	Providing opportunities for staff to enhance and develop skillsets to improve efficiency and customer service.	Key Project

## 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. Increase customer service and customer satisfaction by providing and delivering professional, helpful, high quality service and assistance before, during, and after the customer's requirements are met, including promptness, politeness, professionalism, and personalization. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Median earnings of adult participants employed after receiving intensive services and completing a training program	No	Not Available	Not Available	Not Available	\$6,200	\$6,200
Percent of adult participants completing adult workforce development training programs	No	74%	Not Available	75%	75%	75%
Percent of adult participants employed after receiving intensive services and completing a training program	No	Not Available	Not Available	Not Available	62%	62%
Percent of residents who are hard-to-hire, unemployed for 12 months or more, and special populations such as residents with disabilities and returning citizens, employed after receiving intensive and/or core services	No	Not Available	Not Available	Not Available	62%	62%
Percent of youth participants who attain a credential after receiving intensive services and completing a training program	No	Not Available	Not Available	Not Available	50%	50%

### 2. Improve and increase the capabilities of DOES staff, enhancing professional development, through access to education and training opportunities in the workplace, through outside organizations and through watching others perform through best practices. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average number of calendar days to access training from registration in Workforce Innovation and Opportunity Act (WIOA)	No	Not Available	Not Available	Not Available	14	14

### 3. Increase and improve business engagement by: 1) discovering opportunities to create business value through capabilities, assets and investments; 2) launching and governing projects and programs that capitalize on those opportunities; and 3) ensuring that the potential business value from those opportunities is fully realized. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of all first unemployment insurance payments made to eligible claimants within 14 days of the first compensable week-ending date	No	81.6%	82.3%	87%	84%	84%

(Continued on next page)

**3. Increase and improve business engagement by: 1) discovering opportunities to create business value through capabilities, assets and investments; 2) launching and governing projects and programs that capitalize on those opportunities; and 3) ensuring that the potential business value from those opportunities is fully realized. (2 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of new unemployment insurance status determinations made within 90 days of the ending date of the first quarter of liability	No	76%	73.5%	70%	70%	70%

**4. Create efficient service delivery by defining the content of our services, the roles and responsibilities of our customers and service providers, and setting service quality expectations, availability, and timeliness for our service delivery. (3 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of back wages collected from employers on valid wage and hour complaints	No	97%	94.6%	97%	97%	97%
Percent of workers compensation formal hearings finalized within 120 working days	No	80%	66%	80%	80%	80%
State ranking per premium rate to secure workers' compensation coverage in the District of Columbia	No	51	42	51	51	51

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service-Overall Customer Service Satisfaction	No	Not Available	Not Available	Not Available	75	75
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee On-board Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

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## 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?”

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### 1. Workforce Development Training Programs: connecting residents 18 years of age or older to Workforce Development Training Programs.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of trainees entering workforce development programs	Yes	Not Available	Not Available	New Measure

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### 2. Job Centers: providing job seekers with a number of employment opportunities. Each center provides career counseling, resume assistance, job placement, vocational training, access to online services, information about local and national labor markets, and unemployment insurance.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of customers visiting American Job Centers (AJCs)	No	20,234	26,900	28,875

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### 3. Unemployment Benefits: providing temporary weekly benefits to workers who become unemployed due to no fault of their own.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Average number of issues cleared and/or resolved by Benefits Claims Examiners	Yes	Not Available	Not Available	New Measure
Number of calls to the call center (Customer Navigation Center) regarding unemployment insurance benefits	No	Not Available	Not Available	Not Available

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### 4. First Source Management, Monitoring, and Enforcement: managing and monitoring First Source Employment Agreements as well as handles all reporting regarding the agreements specified in the First Source Employment Agreement Act; e.g. the regular reports sent to the Council of the District of Columbia.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Average number of First Source Agreements executed	Yes	Not Available	Not Available	New Measure

## Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Real Property Tax Appeals Commission

<http://rptac.dc.gov>  
Telephone: 202-727-6860

**Table DA0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change from FY 2017</b>
OPERATING BUDGET	\$1,643,274	\$1,702,654	\$1,714,620	0.7
FTEs	11.3	11.0	11.0	0.0

The mission of the Real Property Tax Appeals Commission (RPTAC) is to conduct fair and impartial hearings to review disputed real property tax assessments (to ensure that properties are assessed at 100 percent of market value) and to resolve claims of improper real property classifications and homestead (domicile) and senior eligibility issues.

## Summary of Services

The real property assessment appeals process provides a second-level administrative remedy for property owners to adjudicate property assessments prior to having to pay the tax and sue for a refund in D.C. Superior Court.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DA0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table DA0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
LOCAL FUNDS	1,643	1,703	1,715	12	0.7	11.3	11.0	11.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>1,643</b>	<b>1,703</b>	<b>1,715</b>	<b>12</b>	<b>0.7</b>	<b>11.3</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>1,643</b>	<b>1,703</b>	<b>1,715</b>	<b>12</b>	<b>0.7</b>	<b>11.3</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table DA0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table DA0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
11 - REGULAR PAY - CONTINUING FULL TIME	316	342	279	358	79	28.3
12 - REGULAR PAY - OTHER	654	712	804	730	-74	-9.2
13 - ADDITIONAL GROSS PAY	5	0	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	152	177	170	180	9	5.6
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>1,126</b>	<b>1,231</b>	<b>1,254</b>	<b>1,268</b>	<b>14</b>	<b>1.1</b>
20 - SUPPLIES AND MATERIALS	22	9	10	12	2	26.3
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	0	5	2	-2	-50.0
40 - OTHER SERVICES AND CHARGES	278	265	293	297	4	1.5
41 - CONTRACTUAL SERVICES - OTHER	184	133	132	125	-7	-5.1
70 - EQUIPMENT AND EQUIPMENT RENTAL	70	5	10	10	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>554</b>	<b>412</b>	<b>449</b>	<b>446</b>	<b>-2</b>	<b>-0.5</b>
<b>GROSS FUNDS</b>	<b>1,680</b>	<b>1,643</b>	<b>1,703</b>	<b>1,715</b>	<b>12</b>	<b>0.7</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table DA0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table DA0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	7	7	7	0	0.0	0.0	0.0	0.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	13	13	14	0	0.2	0.2	0.2	0.0
(1020) CONTRACTING AND PROCUREMENT	33	33	33	0	0.4	0.4	0.4	0.0
(1030) PROPERTY MANAGEMENT	12	13	13	0	0.1	0.1	0.1	0.0
(1040) INFORMATION TECHNOLOGY	15	20	17	-2	0.1	0.1	0.1	0.0
(1050) COMMUNICATIONS	10	10	10	0	0.1	0.1	0.1	0.0
(1080) COMMUNICATIONS	64	64	66	1	1.0	1.0	1.0	0.0
(1085) CUSTOMER SERVICE	3	3	3	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>158</b>	<b>163</b>	<b>163</b>	<b>0</b>	<b>1.9</b>	<b>1.9</b>	<b>1.9</b>	<b>0.0</b>
<b>(2000) REAL PROPERTY APPEALS PROCESS</b>								
(2010) APPEALS PROCESS	383	378	389	11	3.0	2.9	3.0	0.1
(2020) COMMISSION OPERATIONS	1,002	1,057	1,064	7	5.6	5.4	5.4	0.0
<b>SUBTOTAL (2000) REAL PROPERTY APPEALS PROCESS</b>	<b>1,384</b>	<b>1,436</b>	<b>1,453</b>	<b>18</b>	<b>8.6</b>	<b>8.3</b>	<b>8.4</b>	<b>0.1</b>
<b>(3000) REAL PROPERTY OUTREACH EDUCATION</b>								
(3010) OUTREACH EDUCATION	19	19	13	-6	0.2	0.2	0.1	-0.1
(3020) COMMISSION OUTREACH	82	84	85	1	0.6	0.6	0.6	0.0
<b>SUBTOTAL (3000) REAL PROPERTY OUTREACH EDUCATION</b>	<b>101</b>	<b>104</b>	<b>98</b>	<b>-5</b>	<b>0.8</b>	<b>0.8</b>	<b>0.7</b>	<b>-0.1</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>1,643</b>	<b>1,703</b>	<b>1,715</b>	<b>12</b>	<b>11.3</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Real Property Tax Appeals Commission operates through the following 3 programs:

**Real Property Appeals Process** – provides a second-level administrative remedy for property owners to adjudicate property assessments prior to formal litigation in the D.C. Superior Court.

This program contains the following 2 activities:

- **Appeals Process** – provides a second-level administrative remedy for property owners to adjudicate property assessments prior to formal litigation in the D.C. Superior Court. Under the Real Property Assessments Process program, the agency schedules all real property assessment appeals and coordinates the hearings process with board members to ensure that property assessments reflect 100 percent of fair market value; mails all decisions; performs inspections, as required, and renders solid decisions based on the actual condition of properties; and updates rules and regulations to include legislative revisions; and
- **Commission Operations** – supports direct Commission operations, including the development of Commission policies and procedures, direct office support, and Commission training and development.

**Real Property Outreach Education** – provides assessment appeal services and education to residents, communities, and businesses in the District of Columbia.

This program contains the following 2 activities:

- **Outreach Education** – provides assessment appeal services and education to residents, communities, and businesses in the District of Columbia; and
- **Commission Outreach** – supports outreach operations to residents, communities, and businesses in the District of Columbia provided directly by the commission.

**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 Real Property Tax Appeals Commission has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table DA0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table DA0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,703</b>	<b>11.0</b>
Other CSFL Adjustments	Multiple Programs	12	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>1,715</b>	<b>11.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	13	0.0
Decrease: To offset projected adjustments in personal services costs	Multiple Programs	-13	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,715</b>	<b>11.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,715</b>	<b>11.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,715</b>	<b>11.0</b>
<b>GROSS FOR DA0 - REAL PROPERTY TAX APPEALS COMMISSION</b>		<b>1,715</b>	<b>11.0</b>

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

## **FY 2018 Proposed Budget Changes**

The Real Property Tax Appeals Commission's (RPTAC) proposed FY 2018 gross budget is \$1,714,620, which represents a less than 1.0 percent increase over its FY 2017 approved gross budget of \$1,702,654. The budget is comprised entirely of Local funds.

## **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

RPTAC's FY 2018 CSFL budget is \$1,714,620, which represents an \$11,966, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$1,702,654.

## **CSFL Assumptions**

The FY 2018 CSFL calculated for RPTAC included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$1,361 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$10,604 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

## **Agency Budget Submission**

**Increase:** RPTAC's proposed budget reflects a net personal services increase of \$12,811 to support proposed salary, step increases, and Fringe Benefit costs across multiple programs. This adjustment also reflects the reclassification of 1.0 Full-Time Equivalent (FTE) position from Temporary to Continuing Full-Time status in the Real Property Appeals Process program.

**Decrease:** RPTAC's budget proposal includes a net nonpersonal services reduction of \$12,811 in the Real Property Appeals Process and Agency Management programs, to offset the projected increase in personal services. This adjustment is comprised of the following reductions: \$9,948 in Contractual Services - Other, \$2,863 in Other Services and Charges, and \$2,500 in Telecommunication, and is partially offset by an increase of \$2,500 in Supplies.

## **Mayor's Proposed Budget**

**No Change:** The Real Property Tax Appeals Commission's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

## **District's Proposed Budget**

**No Change:** The Real Property Tax Appeals Commission's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan

Real Property Tax Appeals Commission (RPTAC) has the following objectives for FY 2018:

### 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. Process and render decisions within the statutory deadlines on all appeals heard by the Commission.
2. Enhance Commissioners' knowledge of various methods of real property valuation through use of market research and data gathering activities and required continued education and training.
3. Create and maintain a fair and transparent hearing process by providing detailed information on the agency website.
4. Create and maintain a highly efficient, transparent and responsive District government.\*\*

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### 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.

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#### 1. Process and render decisions within the statutory deadlines on all appeals heard by the Commission. (1 Activity)

Activity Title	Activity Description	Type of Activity
Appeals Process	The Commission has statutory mandates that govern the timeframes for issuing decisions on residential and commercial appeals.	Key Project

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#### 2. Enhance Commissioners' knowledge of various methods of real property valuation through use of market research and data gathering activities and required continued education and training. (2 Activities)

Activity Title	Activity Description	Type of Activity
Continuing Professional Education	Commissioners will be required to complete at least 12 hours of continued education to maintain and increase their knowledge, and competency in real estate valuation principles and practices.	Key Project
Market Research and Data Gathering	Commissioners will gather market data for the assessment neighborhoods in order to gain a full understanding of local trends and emerging market conditions. The Commissioners will benefit from innovative insights based on economic, demographic and real estate indicators that will assist in rendering well informed decisions.	Key Project

**3. Create and maintain a fair and transparent hearing process by providing detailed information on the agency website. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Solicit Feedback	The Commission will distribute exit surveys after the hearings to give petitioners, property owners, and others an opportunity to provide input relative to the strengths and weaknesses in our current level of internal and external customer service provision. This information will be utilized by the Commission to help identify areas in customer service that may need to be improved.	Key Project
Informational Workshops	The Real Property Tax Appeals Commission will hold informational workshops to discuss items related to the assessment appeal process; including updates on changes that have happened as well as anticipated changes for the future.	Key Project

**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. Process and render decisions within the statutory deadlines on all appeals heard by the Commission. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of decisions completed by February 1	No	99.1%	99.1%	100%	100%	100%
Percent of decisions for commercial appeals issued within 80 calendar days of the hearing	No	97.6%	94.3%	100%	100%	100%
Percent of residential decisions issued within 30 days	No	84.7%	64.8%	100%	100%	100%

**2. Enhance Commissioners' knowledge of various methods of real property valuation through use of market research and data gathering activities and required continued education and training. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of market research analysis performed on assessment neighborhoods in the fiscal year	No	Not available	54	6	6	6
Percent of Commissioners who completed a minimum of 12 continuing education/training hours	No	Not available	100%	100%	100%	100%

**3. Create and maintain a fair and transparent hearing process by providing detailed information on the agency website. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of Public Information Sessions on the Tax Appeal Process	No	Not available	Not available	Not available	4	4

(Continued on next page)

### 3. Create and maintain a fair and transparent hearing process by providing detailed information on the agency website. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of customer satisfaction surveys with rating of at least Agree regarding the level of fairness of the hearing process	No	Not available	Not available	Not available	85%	85%

### 4. Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget - Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Budget - Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Contracts/Procurement - Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Contracts/Procurement - Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Customer Service - Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources - Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources - Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources - Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Performance Management - Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017

## 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. Appeals Process

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of appeals filed	No	Not Available	Not Available	4,331
Number of appeals reduced by recommendation	No	Not Available	Not Available	37
Percent of appeal reduced	No	Not Available	Not Available	7.7%
Percent of appeals Increased	No	Not Available	Not Available	0%
Percent of appeals resulting in Stipulation Agreements	No	Not Available	Not Available	1.6%
Percent of appeals sustained	No	Not Available	Not Available	91.4%
Percent of appeals withdrawn	No	Not Available	Not Available	1.7%

### Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

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# Department of Consumer and Regulatory Affairs

[www.dkra.dc.gov](http://www.dkra.dc.gov)  
Telephone: 202-442-4400

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**Table CR0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$48,578,363	\$55,506,179	\$60,097,721	8.3
FTEs	335.8	400.0	437.0	9.2

The Department of Consumer and Regulatory Affairs (DCRA) protects the health, safety, economic interests, and quality of life of residents, businesses, and visitors in the District of Columbia by ensuring code compliance and regulating business.

## Summary of Services

DCRA is responsible for regulating construction and business activity in the District of Columbia. The agency operates a consolidated permit intake center and reviews all construction documents to ensure compliance with building codes and zoning regulations. To protect consumers, DCRA issues business licenses, professional licenses, and special events permits; registers corporations; and inspects weighing and measuring devices used for monetary profit. DCRA inspects construction activity, building systems, and rental housing establishments, and it abates building code violations if necessary.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CR0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table CR0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	17,222	19,988	21,958	1,969	9.9	134.0	149.0	180.0	31.0	20.8
SPECIAL PURPOSE REVENUE FUNDS	31,163	35,518	38,140	2,622	7.4	201.8	251.0	257.0	6.0	2.4
<b>TOTAL FOR GENERAL FUND</b>	<b>48,385</b>	<b>55,506</b>	<b>60,098</b>	<b>4,592</b>	<b>8.3</b>	<b>335.8</b>	<b>400.0</b>	<b>437.0</b>	<b>37.0</b>	<b>9.2</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	193	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>193</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>48,578</b>	<b>55,506</b>	<b>60,098</b>	<b>4,592</b>	<b>8.3</b>	<b>335.8</b>	<b>400.0</b>	<b>437.0</b>	<b>37.0</b>	<b>9.2</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table CR0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table CR0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	21,636	24,356	29,859	32,051	2,192	7.3
12 - REGULAR PAY - OTHER	1,616	2,086	1,972	3,188	1,217	61.7
13 - ADDITIONAL GROSS PAY	125	343	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	5,229	6,026	8,211	8,645	435	5.3
15 - OVERTIME PAY	671	377	353	527	174	49.2
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>29,278</b>	<b>33,188</b>	<b>40,394</b>	<b>44,411</b>	<b>4,017</b>	<b>9.9</b>
20 - SUPPLIES AND MATERIALS	182	167	483	368	-115	-23.9
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	17	111	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	4,632	3,765	3,710	4,051	341	9.2
41 - CONTRACTUAL SERVICES - OTHER	8,949	11,322	10,791	11,062	271	2.5
70 - EQUIPMENT AND EQUIPMENT RENTAL	460	26	129	206	77	60.3
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>14,240</b>	<b>15,391</b>	<b>15,112</b>	<b>15,687</b>	<b>575</b>	<b>3.8</b>
<b>GROSS FUNDS</b>	<b>43,517</b>	<b>48,578</b>	<b>55,506</b>	<b>60,098</b>	<b>4,592</b>	<b>8.3</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CR0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table CR0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) ADMINISTRATIVE SERVICES</b>								
(1010) PERSONNEL	259	535	575	41	1.9	4.0	4.0	0.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	125	133	124	-9	0.9	1.0	1.0	0.0
(1020) CONTRACTING AND PROCUREMENT	255	0	0	0	1.9	0.0	0.0	0.0
(1030) PROPERTY MANAGEMENT	316	693	695	3	1.9	3.0	3.0	0.0
(1040) INFORMATION TECHNOLOGY	5,017	6,720	5,022	-1,698	16.1	23.0	24.0	1.0
(1055) RISK MANAGEMENT	398	122	112	-10	3.8	1.0	1.0	0.0
(1060) LEGAL	1,328	1,706	1,628	-78	9.3	12.0	11.0	-1.0
(1070) FLEET MANAGEMENT	275	346	260	-86	0.9	1.0	1.0	0.0
(1080) COMMUNICATIONS	1	219	546	327	0.0	2.0	5.0	3.0
(1085) CUSTOMER SERVICE	952	735	846	111	11.4	10.0	12.0	2.0
(1090) PERFORMANCE MANAGEMENT	2,416	1,664	2,864	1,200	9.4	11.0	23.0	12.0
<b>SUBTOTAL (1000) ADMINISTRATIVE SERVICES</b>	<b>11,341</b>	<b>12,871</b>	<b>12,672</b>	<b>-199</b>	<b>57.4</b>	<b>68.0</b>	<b>85.0</b>	<b>17.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>								
(110F) BUDGET OPERATIONS	1,037	1,258	1,295	38	7.5	8.0	8.0	0.0
(120F) ACCOUNTING OPERATIONS	484	524	555	31	4.7	5.0	5.0	0.0
(130F) ACFO OPERATIONS	474	521	520	0	2.8	3.0	3.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>1,995</b>	<b>2,302</b>	<b>2,370</b>	<b>68</b>	<b>15.0</b>	<b>16.0</b>	<b>16.0</b>	<b>0.0</b>
<b>(2000) PERMITTING</b>								
(2020) PLAN REVIEW	3,112	3,054	3,515	461	30.8	31.0	32.0	1.0
(2025) HOMEOWNER CENTER	94	215	104	-111	1.0	2.0	1.0	-1.0
(2030) DEVELOPMENT AMBASSADOR	2,212	218	236	19	7.6	2.0	2.0	0.0
(2035) GREEN BUILDING	0	2,223	2,632	409	0.0	6.0	9.0	3.0
(2050) PERMITS	1,308	2,116	2,391	275	16.9	25.0	28.0	3.0
(2060) SURVEYOR	950	1,043	1,022	-20	8.4	9.0	9.0	0.0
<b>SUBTOTAL (2000) PERMITTING</b>	<b>7,677</b>	<b>8,868</b>	<b>9,901</b>	<b>1,033</b>	<b>64.6</b>	<b>75.0</b>	<b>81.0</b>	<b>6.0</b>
<b>(3000) ENFORCEMENT</b>								
(3020) SCHEDULING AND ENFORCEMENT UNIT	875	752	748	-5	10.3	8.0	8.0	0.0
(3025) VACANT PROPERTY	710	681	645	-36	8.4	9.0	8.0	-1.0
(3045) REGULATORY INVESTIGATIONS	1,262	1,037	1,044	7	12.4	9.0	9.0	0.0
(3050) REHABILITATION	2,725	3,754	3,926	172	8.5	23.0	24.0	1.0
(3055) CONSUMER PROTECTION	321	0	0	0	2.8	0.0	0.0	0.0
(3060) WEIGHTS AND MEASURES	602	0	0	0	6.7	0.0	0.0	0.0
(3085) OFFICE OF TENANT ADVOCATE	2	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) ENFORCEMENT</b>	<b>6,497</b>	<b>6,225</b>	<b>6,363</b>	<b>138</b>	<b>49.0</b>	<b>49.0</b>	<b>49.0</b>	<b>0.0</b>

**Table CR0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(4000) INSPECTION</b>								
(3010) BUILDING INSPECTIONS								
DIVISION	3,096	4,098	4,157	59	31.4	37.0	37.0	0.0
(3080) RESIDENTIAL INSPECTIONS	2,972	2,118	3,161	1,043	34.0	25.0	38.0	13.0
(3095) CONSTRUCTION COMPLIANCE	304	1,217	1,447	230	3.7	11.0	16.0	5.0
<b>SUBTOTAL (4000) INSPECTION</b>	<b>6,372</b>	<b>7,433</b>	<b>8,765</b>	<b>1,332</b>	<b>69.1</b>	<b>73.0</b>	<b>91.0</b>	<b>18.0</b>
<b>(6000) ZONING AND CONSTRUCTION COMPLIANCE</b>								
(6010) ZONING ADMINISTRATOR	1,776	1,826	1,903	76	16.0	16.0	17.0	1.0
(6020) CONSTRUCTION COMPLIANCE	149	9	0	-9	1.9	0.0	0.0	0.0
<b>SUBTOTAL (6000) ZONING AND CONSTRUCTION COMPLIANCE</b>	<b>1,925</b>	<b>1,835</b>	<b>1,903</b>	<b>67</b>	<b>17.9</b>	<b>16.0</b>	<b>17.0</b>	<b>1.0</b>
<b>(7000) LICENSING</b>								
(2065) REGULATORY INVESTIGATIONS	0	205	205	0	0.0	2.0	2.0	0.0
(2070) BUSINESS SERVICE CENTER	579	942	1,173	230	5.7	9.0	8.0	-1.0
(2075) CONSUMER PROTECTION	0	568	426	-142	0.0	5.0	4.0	-1.0
(2080) CORPORATION DIVISION	3,069	2,901	3,537	636	17.1	20.0	21.0	1.0
(2090) LICENSE AND REGISTRATION RENEWAL	3,507	2,793	4,184	1,391	16.2	27.0	25.0	-2.0
(2095) OCCUPATIONAL AND PROFESSIONAL LICENSING	5,616	7,761	7,816	55	23.8	32.0	30.0	-2.0
(7085) WEIGHTS AND MEASURES	0	802	782	-20	0.0	8.0	8.0	0.0
<b>SUBTOTAL (7000) LICENSING</b>	<b>12,771</b>	<b>15,972</b>	<b>18,124</b>	<b>2,151</b>	<b>62.8</b>	<b>103.0</b>	<b>98.0</b>	<b>-5.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>48,578</b>	<b>55,506</b>	<b>60,098</b>	<b>4,592</b>	<b>335.8</b>	<b>400.0</b>	<b>437.0</b>	<b>37.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Department of Consumer and Regulatory Affairs operates through the following 7 divisions:

**Permitting** – certifies compliance with current building codes, manages a consolidated permit application intake center hosting multiple agencies, issues permits for District construction projects, and maintains land records.

This division contains the following 6 activities:

- **Plan Review** – conducts technical building plan reviews for approval and issues building permits;
- **Homeowner Center** – functions as a dedicated resource center for homeowners conducting small interior and exterior renovations of their personal residences;
- **Development Ambassador** - The Development Ambassador program (DAP) assists developers with obtaining a building permit by facilitating the review process in an efficient and expeditious

manner. DAP guides the applicant from the preliminary concept design phase to the issuance of the building permit. Ambassadors ensure that all plans and documents are complete, processed and routed to the appropriate agencies and disciplines for technical review and approval;

- **Green Building** - The Green Building Division is responsible for regulating construction in the District of Columbia that falls under the regulations of green codes including the Green Building Act, Green Construction Code, and Energy Conservation Code. The Division operates within the structure of DCRA's permitting and inspection divisions, with work including reviewing construction documents; conducting building inspections; and collaborating with sister agencies, the building industry, and the community to further the efforts to build a more sustainable DC;
- **Permits** – serves as the District's central intake and issuance center for building permits and certificates of occupancy; and
- **Surveyor** – produces and maintains the District's land records.

**Enforcement** – coordinates and monitors enforcement of violations cited by the agency's regulatory programs and works closely with the Office of the Attorney General to compel compliance through judicial orders. This division also registers vacant properties to encourage their return to productive use and abates nuisances on properties throughout the District.

This division contains the following 4 activities:

- **Scheduling and Enforcement Unit** – processes all civil infractions with the Office of Administrative Hearings, collects fines, and places property liens on unpaid fines;
- **Vacant Property** – registers vacant properties in the District of Columbia; processes requests for vacant property tax exemptions; and inspects and designates vacant and blighted properties;
- **Regulatory Investigations** - investigates complaints and verifies qualifications of businesses that must be licensed in the District of Columbia. The Unit conducts license compliance surveys and issues Notices of Infraction for violations; and
- **Rehabilitation** – abates numerous housing and building code violations, processes abatement contracts, and collects unpaid abatement costs.

**Inspections** – protects District residents and visitors and ensures habitable housing by performing residential inspections. This division also performs inspections at construction sites for code compliance and proper permits, manages the District's third-party inspection program, monitors elevators and boilers in District buildings, and maintains the District's building codes to ensure that the District's state-of-the-art and unique buildings are structurally sound.

This division contains the following 3 activities:

- **Building Inspections** – inspects commercial buildings, manages permit-related inspection requests, issues citations for violations of the District's Building Codes and District's Zoning Regulations to correct violations, and conducts building and structure assessments for emergency and disaster response in coordination with the Homeland Security and Emergency Management Agency;
- **Residential Inspections** – inspects residential properties and issues citations of housing code violations; and
- **Construction Compliance** – manages and coordinates revisions to the District's building and trade codes to meet current demands for adequate and safe construction and the maintenance of new and existing building structures as outlined by the International Code Council Family of Codes.

**Zoning and Construction Compliance** – interprets and enforces the District's zoning regulations; and provides zoning interpretation, inspections, and enforcement services to contractors, developers, and property owners so that they can be in compliance with the zoning ordinances of the District. Reviews building permit applications to determine compliance with the District's Zoning Regulations.

**Licensing** – serves as a central point of the agency’s customer service intake and issuance responsibilities for business, corporate, and professional licenses. This division also ensures compliance with business regulations.

This division contains the following 7 activities:

- **Regulatory Investigations** – investigates unlicensed business activity;
- **Business Service Center** – provides a public-facing office where customers can inquire about, apply for, and receive business licenses and vending licenses and can register corporations;
- **Consumer Protection** – serves as the District of Columbia’s central clearinghouse for consumer complaints, mediates disagreements between consumers and businesses, and investigates claims of illegal and unfair trade practices;
- **Corporations** – protects the health, safety, and welfare of the residents of the District of Columbia and the community through maintenance services and timely registration, including trade name registration of corporations, limited liability companies, and partnerships conducting affairs within the District of Columbia;
- **License and Registration Renewal** – processes and conducts research for business license applications, renewals, and certifications for businesses seeking to conduct business in the District;
- **Occupational and Professional Licensing** – develops licensing standards, administers examinations, processes license applications, makes recommendations for board rulings, issues licenses and certificates, and provides technical support and administrative assistance to non-health occupational and professional licensing boards and commissions; and
- **Weights and Measures** – inspects all commercially used weighing and measuring devices in the District of Columbia.

**Administrative Services (Agency Management)** – provides for administrative support and the required tools to achieve operational and programmatic results. This division is standard for all agencies using performance-based budgeting.

**Agency Financial Operations** – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This division is standard for all agencies using performance-based budgeting.

### Division Structure Change

The Department of Consumer and Regulatory Affairs has no division structure changes in the FY 2018 proposed budget.

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## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table CR0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table CR0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>19,988</b>	<b>149.0</b>
Other CSFL Adjustments	Multiple Programs	-161	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>19,828</b>	<b>149.0</b>
Increase: To support additional FTEs	Multiple Programs	565	2.0

**Table CR0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Increase: To align resources with operational spending goals	Multiple Programs	328	0.0
Increase: To adjust Overtime pay	Multiple Programs	50	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-943	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>19,828</b>	<b>151.0</b>
Enhance: To support the agency's ability to complete additional abatement activities throughout DC for vacant and blighted properties	Multiple Programs	1,500	17.0
Enhance: To support additional FTEs for business process and data analysis services (one-time)	Multiple Programs	1,000	10.0
Enhance: To support Information Technology (IT) services (one-time)	Multiple Programs	1,000	0.0
Reduce: To align funding for the DCHR Six Sigma training program	Administrative Services	-69	0.0
Reduce: To reflect revised rent projections	Administrative Services	-219	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>23,040</b>	<b>178.0</b>
Enhance: To support additional FTEs	Inspection	1,127	14.0
Enhance: To support DCRA's Community Partnership Amendment Act of 2016	Licensing	413	0.0
Enhance: To support additional FTEs	Permitting	110	1.0
Enhance: To support additional FTEs	Zoning and Construction Compliance	110	1.0
Enhance: To support IT system updates for a proposed fine increase (one-time)	Administrative Services	10	0.0
Reduce: To recognize savings from a reduction in FTEs	Enforcement	-1,127	-14.0
Reduce: To recognize savings from an IT services contract	Administrative Services	-1,725	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>21,958</b>	<b>180.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>35,518</b>	<b>251.0</b>
Increase: To adjust the Contractual Services budget	Multiple Programs	2,058	0.0
Increase: To support additional FTEs	Multiple Programs	728	6.0
Decrease: To adjust Overtime pay	Multiple Programs	-20	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-144	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>38,140</b>	<b>257.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>38,140</b>	<b>257.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>38,140</b>	<b>257.0</b>
<b>GROSS FOR CR0 - DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS</b>		<b>60,098</b>	<b>437.0</b>

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

**FY 2018 Proposed Budget Changes**

The Department of Consumer and Regulatory Affairs' (DCRA) proposed FY 2018 gross budget is \$60,097,721, which represents an 8.3 percent increase over its FY 2017 approved gross budget of \$55,506,179. The budget is comprised of \$21,957,700 in Local funds and \$38,140,020 in Special Purpose Revenue funds.

**Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter.

Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DCRA's FY 2018 CSFL budget is \$19,827,691, which represents a \$160,561, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$19,988,252.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for DCRA included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$26,151 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$108,600 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DCRA includes a reduction of \$243,010 to account for the Fixed Costs Inflation Factor for an adjustment to reflect Fixed Costs estimates for Fleet services.

### **Agency Budget Submission**

The Department of Consumer and Regulatory Affairs (DCRA) continues to realign its programs to attain a better framework for planning, programming, and budgeting. Additionally, the agency has implemented a performance-based budgeting strategy to better reflect the agency's programmatic activities and to keep up with the demand for services because of the growth and economic development that the District continues to realize. As part of this initiative, DCRA realigned its personnel between all divisions and contractual services related to Information Technology (IT).

**Increase:** In Local funds, the proposed budget reflects an increase of \$565,384 and 2.0 Full-Time Equivalent (FTE) positions in personal services across multiple divisions, which includes the realignment of personnel between divisions, primarily between the Enforcement and the Administrative Services divisions, from part-time to full-time status. The proposed budget also reflects a net increase of \$327,897 across multiple divisions to align nonpersonal services with projected costs. Finally, the proposed Overtime pay budget reflects an increase of \$50,000 across multiple divisions to reflect projected costs for the fiscal year.

In Special Purpose Revenue funds, DCRA's proposed budget reflects an increase across multiple divisions as a result of increases in projected revenues used to expand existing programs. An increase of \$2,058,333 supports Contractual Services, and an increase of \$727,857 supports an additional 6.0 FTEs across multiple programs, of which 3.0 FTEs will primarily support the Permitting division and its Green Building initiative and 3.0 FTEs will serve as program support to the Licensing division for the professional licensing unit.

**Decrease:** In Local funds, the proposed budget reflects a decrease of \$943,282 in Contractual Services related to Information Technology in the Administrative Services division to align contractual services with projected costs and to offset the increase in personal services. The SPR funds budget is decreased by \$20,000 in Overtime pay, and a reduction of \$144,097 in nonpersonal services will align supplies and professional service fees with projected costs across multiple divisions.

### **Mayor's Proposed Budget**

**Enhance:** The proposed Local funds budget includes an increase of \$1,500,000 and 17.0 Full-Time Equivalent (FTE) positions. The increase consists of \$1,200,000 and 14.0 FTEs to facilitate the agency's ability to complete additional abatement activities throughout the District for vacant and blighted properties in the Enforcement/Abatement division, and \$300,000 to hire 3 additional housing inspectors. The proposed budget also includes a one-time increase of \$1,000,000 and 10.0 FTEs to support Information Technology infrastructures and services, and \$1,000,000 in one-time funding to support business process analyses, as well as securing technical resources focused on data analysis and computer application development.

**Reduce:** The DCRA proposed Local funds budget includes reductions of \$69,000 to align funding with the District Department of Human Resources Six Sigma training program and \$218,835 to cover revised rent projections.

## **District's Proposed Budget**

**Enhance:** DCRA's proposed Local funds budget includes the following adjustments: a net increase of \$1,126,668 and 14.0 Full-Time Equivalent (FTE) positions in the Inspection division to reflect a reallocation from the Enforcement division; an increase of \$413,000 in the Licensing division, as a technical adjustment in funding allocation from the Non-Departmental Account to support the Department of Consumer and Regulatory Affairs Community Partnership Amendment Act of 2016 (B21-862); an increase of \$109,922 and 1.0 FTE in the Permitting division to align the budget with the agency's spending priorities for plan reviews; an increase of \$109,922 and 1.0 FTE in the Zoning and Construction Compliance division to ensure compliance with the zoning codes; and a one-time increase of \$10,000 in the Administrative Services division to update the agency's IT systems in accordance with a proposed fine increase.

**Reduce:** DCRA's proposed Local funds budget includes a reduction of \$1,126,668 and 14.0 FTEs in the Enforcement division to reflect the reallocation of FTEs to the Inspection division; in addition, the Administrative Services division reflects a reduction of \$1,725,000 from IT-related services that are instead funded through the capital improvements program.

## Agency Performance Plan

Department of Consumer and Regulatory Affairs (DCRA) has the following strategic objectives for FY 2018:

### 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 timely and efficient processes to promote and improve the progression and business development in the District of Columbia.
2. Provide accurate, thorough and efficient plan reviews, within the specified timeframes, to effectively issue permits to the residents and project developers of the District of Columbia.
3. Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing.
4. Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to improve safety and development in the District of Columbia.
5. 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 timely and efficient processes to promote and improve the progression and business development in the District of Columbia. (6 Activities)

Activity Title	Activity Description	Type of Activity
Weighing Devices Registered	Weights and Measures division conducts onsite visits to test weighing devices and register them if they meet standards.	Daily Service
Business License Issuance	Responsible for issuing and renewing business licenses.	Daily Service
Corporate Registrations	The vehicle for which residents can create and register corporate entities.	Daily Service
Professional Licensing Issuance	Responsible for issuing and testing for professional and occupational licensing.	Daily Service
Business Investigations	Investigating District businesses upon their creation and renewal. Also investigates businesses to ensure compliance with applicable regulations.	Daily Service
Special Event Approval	Issue and provide approvals for special events held on public spaces.	Daily Service

#### 2. Provide accurate, thorough and efficient plan reviews, within the specified timeframes, to effectively issue permits to the residents and project developers of the District of Columbia. (4 Activities)

Activity Title	Activity Description	Type of Activity
Permit Issuance	Issue permits for the following areas: Building, supplemental, post card, home occupational, and certificate of occupancy permits.	Daily Service

(Continued on next page)

**2. Provide accurate, thorough and efficient plan reviews, within the specified timeframes, to effectively issue permits to the residents and project developers of the District of Columbia. (4 Activities)**

Activity Title	Activity Description	Type of Activity
Permit Plan Reviews	Review of plans and blueprints submitted for permit issuance.	Daily Service
Issuance and Maintenance	Maintain and issue land survey plats and land records in the District.	Daily Service
Address Issuance	Issue new addresses for new construction, or change addresses for existing structures.	Daily Service

**3. Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing. (4 Activities)**

Activity Title	Activity Description	Type of Activity
Vacant Building	Responsible for the registration, maintenance and tracking of all non-government buildings and structures in the District.	Daily Service
Civil Infractions	Processes civil infractions through any related hearings and is responsible for collection of fines.	Daily Service
Abatement	Coordinates the abatement of properties and structures with code violations.	Daily Service
Liens and Fines	Places liens on properties with outstanding fines/fees through the special assessment process.	Daily Service

**4. Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to improve safety and development in the District of Columbia. (5 Activities)**

Activity Title	Activity Description	Type of Activity
Housing Inspections	Housing Inspections Program ensures habitable housing by responding to tenant requests for residential inspections.	Daily Service
Specialty Inspections Program	Responsible for inspecting and approving boilers and elevators throughout properties in the District.	Daily Service
Construction Inspections	Responsible for the inspection of construction sites for code compliance and proper permits.	Daily Service
Proactive Inspections	Proactively inspect residential apartment units for code compliance, to prevent hazards or harsh living conditions for tenants.	Daily Service
Third-Party Inspections Program	Third-Party Inspections are conducted to ensure quality inspections are being performed by third-party inspection agencies.	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 timely and efficient processes to promote and improve the progression and business development in the District of Columbia. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of Basic Business License, Corporation, and Office of Professional Licensing transactions that are conducted online	Yes	Not Available	New Measure	Not Available	New Measure	45%
Percent of businesses applying online that receive their license within one business day from the date of submission	Yes	Not Available	New Measure	Not Available	New Measure	55%
Percent of compliant businesses that have renewals processed within one business day from the date of application receipt	Yes	Not Available	New Measure	Not Available	New Measure	70%
Percent of corporate registrations processed online, meeting the customer's request for expedited service of one or three business days	Yes	Not Available	New Measure	Not Available	New Measure	85%

### 2. Provide accurate, thorough and efficient plan reviews, within the specified timeframes, to effectively issue permits to the residents and project developers of the District of Columbia. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of Project Dox permit applications that are reviewed within 30 calendar days of acceptance by the agency (not including sister agencies)	Yes	Not Available	New Measure	Not Available	New Measure	90%
Percent of Project Dox permit applications that receive Preliminary Design Review Meeting (PDRM) input and that are reviewed within 30 calendar days of acceptance	Yes	Not Available	New Measure	Not Available	New Measure	New Measure

### 3. Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of exempted properties that are reinspected within 90 calendar days of receiving exempt status (NOV)	Yes	Not Available	New Measure	Not Available	New Measure	90%
Percent of Housing Notices of Violation (NOV) that are referred to the Office of Civil Infractions within 60 days of reinspection	Yes	Not Available	New Measure	Not Available	New Measure	80%

(Continued on next page)

**3. Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of Notices of Infraction that are processed by the Office of Civil Infractions (OCI) within 30 calendar days	Yes	Not Available	New Measure	Not Available	New Measure	85%

**4. Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to improve safety and development in the District of Columbia. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of construction inspections completed on date identified when scheduled	Yes	Not Available	New Measure	Not Available	New Measure	90%
Percent of inspections resulted (with NOV or inspection reports) within 30 calendar days of initial inspection	No	Not Available	Not Available	Not Available	75%	95%

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget - Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget - Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement - Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement - Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service - Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management - Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Housing Inspections

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of residential inspections conducted	No	Not Available	Not Available	Not Available

### 2. Weighing Devices Registered

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of weighing and measuring devices approved	No	Not Available	Not Available	Not Available

### 3. Business License Issuance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of applications submitted for new business licenses	No	Not Available	Not Available	Not Available
Number of business licenses issued	No	Not Available	Not Available	Not Available
Number of business licenses renewed	No	Not Available	Not Available	Not Available
Number of customers serviced by the Small Business Resource Center (SBRC)	No	Not Available	Not Available	Not Available
Number of elevator certificates issued	No	Not Available	Not Available	Not Available
Number of group workshops held by the SBRC	No	Not Available	Not Available	Not Available
Number of outreach events attended by SBRC Staff	No	Not Available	Not Available	Not Available

### 4. Specialty Inspections Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of boiler inspections conducted	No	Not Available	Not Available	Not Available
Number of conveyances inspections conducted (elevators, man lifts, escalators, dumbwaiters)	No	Not Available	Not Available	Not Available

### 5. Corporate Registrations

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of corporate entities registered	No	Not Available	Not Available	Not Available
Number of other corporate filings registered	No	Not Available	Not Available	Not Available

### 6. Professional Licensing Issuance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of applicants tested	No	Not Available	Not Available	Not Available
Number of professional licenses issued	No	Not Available	Not Available	Not Available
Number of professional licenses renewed	No	Not Available	Not Available	Not Available

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## 7. Business Investigations

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of business compliance surveys conducted	No	Not Available	Not Available	Not Available
Number of cases that required enforcement action	No	Not Available	Not Available	Not Available
Number of investigations conducted	No	Not Available	Not Available	Not Available

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## 8. Special Event Approval

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of special events issued	No	Not Available	Not Available	Not Available

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## 9. Permit Issuance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of certificates of occupancy issued	No	Not Available	Not Available	Not Available
Number of permit applications submitted	No	Not Available	Not Available	Not Available
Number of permits issued	No	Not Available	Not Available	Not Available
Number Permit applications submitted online	No	Not Available	Not Available	Not Available

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## 10. Issuance and Maintaining of Land Survey Plats

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of plats prepared	No	Not Available	Not Available	Not Available
Number of plats processed with expedited service	No	Not Available	Not Available	Not Available
Number of street or alley closings processed	No	Not Available	Not Available	Not Available
Number of sub-divisions processed	No	Not Available	Not Available	Not Available

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## 11. Address Issuance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of addresses issued	No	Not Available	Not Available	Not Available

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## 12. Vacant Building

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of vacant buildings Surveyed	No	Not Available	Not Available	Not Available
Vacant lots inspected	No	Not Available	Not Available	Not Available

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## 13. Civil Infractions

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of infraction notices issued	No	Not Available	Not Available	Not Available

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**14. Abatement**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of buildings abated	No	Not Available	Not Available	Not Available
Number of properties requiring contractor abatement	No	Not Available	Not Available	Not Available
Number of vacant lots abated	No	Not Available	Not Available	Not Available

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**15. Liens and Fines**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of liens issued	No	Not Available	Not Available	Not Available

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**16. Construction Inspections**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of illegal constructions inspections conducted	No	Not Available	Not Available	Not Available
Number of permit construction inspections conducted	No	Not Available	Not Available	Not Available

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**17. Proactive Inspections**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of proactive inspections conducted	No	Not Available	Not Available	Not Available

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**18. Third-Party inspections Program**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of quality control inspections performed on third-party inspections	No	Not Available	Not Available	Not Available
Number of third-party reports entered into Accela	No	Not Available	Not Available	Not Available

**Performance Plan Endnotes**

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Office of the Tenant Advocate

[www.ota.dc.gov](http://www.ota.dc.gov)

Telephone: 202-719-6560

**Table CQ0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$2,738,196	\$2,982,566	\$4,008,227	34.4
FTEs	15.4	18.0	22.0	22.2

The mission of the Office of the Tenant Advocate (OTA) is to provide technical advice and other legal services to tenants regarding disputes with landlords; to educate and inform the tenant community about tenant rights and rental housing matters; to advocate for the rights and interests of District renters in the legislative, regulatory, and judicial contexts; and to provide financial assistance to displaced tenants for certain emergency housing and tenant relocation expenses.

## Summary of Services

OTA provides a range of services to the tenant community to further each aspect of its mission. The agency:

- Advises tenants on resolving disputes with landlords, identifies legal issues and the rights and responsibilities of tenants and landlords, and provides legal and technical assistance for further action such as filing tenant petitions;
- Provides in-house representation for tenants in certain cases and refers other cases to pro bono or contracted legal service providers and attorneys;
- Works with other governmental and non-governmental officials and entities, including the District Council, the Mayor's office, executive agencies, the courts, tenant stakeholders, advocates, and others, to promote better tenant protection laws and policies in the District;
- Conducts educational seminars in a variety of contexts to inform tenants about their rights and other rental housing concerns; and
- Provides financial assistance for certain emergency housing and relocation expenses to tenants displaced by fires, floods, and governmental property closures.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CQ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table CQ0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	2,738	2,983	3,538	555	18.6	15.4	18.0	19.0	1.0	5.6
SPECIAL PURPOSE REVENUE FUNDS	0	0	471	471	N/A	0.0	0.0	3.0	3.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>2,738</b>	<b>2,983</b>	<b>4,008</b>	<b>1,026</b>	<b>34.4</b>	<b>15.4</b>	<b>18.0</b>	<b>22.0</b>	<b>4.0</b>	<b>22.2</b>
<b>GROSS FUNDS</b>	<b>2,738</b>	<b>2,983</b>	<b>4,008</b>	<b>1,026</b>	<b>34.4</b>	<b>15.4</b>	<b>18.0</b>	<b>22.0</b>	<b>4.0</b>	<b>22.2</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table CQ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table CQ0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	1,055	1,186	1,518	1,901	383	25.2
12 - REGULAR PAY - OTHER	86	56	0	0	0	N/A
13 - ADDITIONAL GROSS PAY	0	4	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	266	268	394	466	72	18.3
15 - OVERTIME PAY	6	9	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>1,414</b>	<b>1,522</b>	<b>1,912</b>	<b>2,366</b>	<b>455</b>	<b>23.8</b>
20 - SUPPLIES AND MATERIALS	10	10	10	10	0	0.0
40 - OTHER SERVICES AND CHARGES	429	837	490	686	197	40.2
41 - CONTRACTUAL SERVICES - OTHER	319	236	390	940	550	141.0
50 - SUBSIDIES AND TRANSFERS	0	119	176	0	-176	-100.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	20	13	5	5	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>777</b>	<b>1,216</b>	<b>1,071</b>	<b>1,642</b>	<b>571</b>	<b>53.3</b>
<b>GROSS FUNDS</b>	<b>2,191</b>	<b>2,738</b>	<b>2,983</b>	<b>4,008</b>	<b>1,026</b>	<b>34.4</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CQ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table CQ0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) ADMINISTRATIVE SERVICES</b>								
(1040) INFORMATION TECHNOLOGY	0	0	263	263	0.0	0.0	1.0	1.0
(1087) LANGUAGE ACCESS	3	15	515	500	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	629	448	609	162	3.4	3.0	5.0	2.0
<b>SUBTOTAL (1000) ADMINISTRATIVE SERVICES</b>	<b>632</b>	<b>463</b>	<b>1,387</b>	<b>925</b>	<b>3.4</b>	<b>3.0</b>	<b>6.0</b>	<b>3.0</b>
<b>(3000) LEGAL REPRESENTATION</b>								
(3015) IN-HOUSE LEGAL REPRESENTATION	595	890	1,130	240	6.0	8.0	10.0	2.0
(3020) LEGAL HOTLINE	100	100	100	0	0.9	1.0	1.0	0.0
(3030) LEGAL SERVICE PROVIDER	280	290	215	-75	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) LEGAL REPRESENTATION</b>	<b>975</b>	<b>1,279</b>	<b>1,445</b>	<b>166</b>	<b>6.9</b>	<b>9.0</b>	<b>11.0</b>	<b>2.0</b>
<b>(4000) POLICY ADVOCACY PROGRAM</b>								
(4010) POLICY ADVOCACY PROGRAM	185	237	222	-14	1.7	2.0	2.0	0.0
<b>SUBTOTAL (4000) POLICY ADVOCACY PROGRAM</b>	<b>185</b>	<b>237</b>	<b>222</b>	<b>-14</b>	<b>1.7</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>
<b>(5000) OTA EDUCATIONAL INSTITUTE</b>								
(5010) OTA EDUCATIONAL INSTITUTE	108	105	106	0	0.9	1.0	1.0	0.0
<b>SUBTOTAL (5000) OTA EDUCATIONAL INSTITUTE</b>	<b>108</b>	<b>105</b>	<b>106</b>	<b>0</b>	<b>0.9</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>(6000) EMERGENCY HOUSING</b>								
(6010) EMERGENCY HOUSING	595	546	560	14	0.0	0.0	0.0	0.0
<b>SUBTOTAL (6000) EMERGENCY HOUSING</b>	<b>595</b>	<b>546</b>	<b>560</b>	<b>14</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(8000) CASE MNGT ADM AND COMM OUTREACH</b>								
(8010) CASE MANAGEMENT ADMINISTRATION	170	238	173	-65	2.6	3.0	2.0	-1.0
(8020) COMMUNITY OUTREACH	75	115	115	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (8000) CASE MNGT ADM AND COMM OUTREACH</b>	<b>245</b>	<b>353</b>	<b>288</b>	<b>-65</b>	<b>2.6</b>	<b>3.0</b>	<b>2.0</b>	<b>-1.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>2,738</b>	<b>2,983</b>	<b>4,008</b>	<b>1,026</b>	<b>15.5</b>	<b>18.0</b>	<b>22.0</b>	<b>4.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 the Tenant Advocate operates through the following 6 programs:

**Legal Representation** – implements the agency’s statutory duty to represent tenants, at its discretion and as it determines to be in the public interest, in federal or District judicial or administrative proceedings.

This program contains the following 3 activities:

- **In-House Legal Representation** – provides agency clients with in-house legal representation in certain “high-impact” cases, and refers others to pro bono or contracted legal service providers and attorneys, or helps them find other representation;
- **Legal Hotline** – provides general advice regarding tenant rights in response to informal inquiries; provides a web-based “Ask the Director” forum and responds to Mayoral, Council, inter-agency, and community inquiries about tenant rights and rental housing law; engages the community in a regular “Live On-line Chat” through the agency website to discuss tenant rights and rental housing matters; and
- **Legal Service Provider** – provides funding to contracted non-profit legal service providers and attorneys, who qualify through the agency’s RFQ process, to enhance their capacity to provide tenants with appropriate legal assistance.

**Policy Advocacy** – implements the agency’s statutory duty to represent the interests of tenants and tenant organizations in legislative, executive, and judicial issues by advocating for changes in laws and rules. This division also tracks developments in rental housing legislation and regulations at both the local and federal levels, and keeps agency stakeholders apprised; develops legislative, rulemaking, and other policy recommendations, and coordinates policy discussions with governmental and community colleagues, including regular discussions with agency stakeholders; advises tenants, advocates, attorneys, governmental colleagues, and others regarding rental housing laws, and serves as the agency’s in-house statutory and regulatory expert; and provides support to community-based programs that inform tenants regarding their legislative and regulatory legal protections.

**OTA Educational Institute** – implements the agency’s statutory duty to provide education and outreach to tenants and the community about laws, rules, and other policy matters involving rental housing, including tenant rights under the petition process and formation of tenant organizations. This program also conducts informational presentations in various settings throughout the community; provides a formal series of educational and outreach forums; and develops educational material regarding rental housing laws, rules, and policies.

**Emergency Housing** – implements the agency’s statutory duty to provide emergency housing assistance to qualified tenants in certain situations by:

- Providing financial assistance to temporarily house tenants displaced by fires, floods, and government closures, and in other appropriate circumstances;
- Providing assistance to tenants regarding the packing, moving, and storing of personal possessions;
- Providing first month’s rent, and security deposits, utility deposits, and/or application fees, as applicable, for replacement rental housing; and
- Coordinating with other District agencies and community-based organizations to ensure that displaced tenants receive appropriate services.

**Case Management Administration and Community Outreach** – implements the agency’s statutory duty to advise tenants and tenant organizations on filing complaints and petitions, including petitions in response to disputes with landlords.

This program contains the following 2 activities:

- **Case Management Administration** – provides legal and technical assistance to tenants regarding rental housing disputes with landlords, including identifying legal issues and the tenant’s and the landlord’s respective rights and responsibilities, and assisting with follow-up action items, such as completing and filing tenant petitions and monitoring rental housing case hearings; and
- **Community Outreach** – provides outreach and educational programs regarding tenant rights and rental housing matters and sends “rapid response” letters to tenants affected by certain administrative actions to apprise them of their rights and of OTA’s availability to provide further assistance.

**Administrative Services (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 the Tenant Advocate has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table CQ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table CQ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>2,983</b>	<b>18.0</b>
Removal of One-Time Funding	Multiple Programs	-176	0.0
Other CSFL Adjustments	Multiple Programs	15	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>2,822</b>	<b>18.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	45	0.0
Decrease: To offset projected adjustments in personal services costs	Multiple Programs	-45	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>2,822</b>	<b>18.0</b>
Enhance: To support the Emergency Housing Assistance program and an additional FTE	Multiple Programs	341	1.0
<b>LOCAL FUNDS: FY 2018 Mayor’s Proposed Budget</b>		<b>3,163</b>	<b>19.0</b>
Enhance: To support the Rent Control Housing Clearinghouse program (one-time)	Administrative Services	500	0.0
Shift: To reallocate funding within agency (across fund types)	Legal Representation	-125	0.0
<b>LOCAL FUNDS: FY 2018 District’s Proposed Budget</b>		<b>3,538</b>	<b>19.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor’s Proposed Budget</b>		<b>0</b>	<b>0.0</b>
Enhance: To support the Rent Control Housing Clearinghouse program	Multiple Programs	346	3.0
Shift: To reallocate funding within agency (across fund types)	Administrative Services	125	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District’s Proposed Budget</b>		<b>471</b>	<b>3.0</b>
<b>GROSS FOR CQ0 - OFFICE OF THE TENANT ADVOCATE</b>		<b>4,008</b>	<b>22.0</b>

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

## **FY 2018 Proposed Budget Changes**

The Office of the Tenant Advocate's (OTA) proposed FY 2018 gross budget is \$4,008,227, which represents a 34.4 percent increase over its FY 2017 approved gross budget of \$2,982,566. The budget is comprised of \$3,537,633 in Local funds and \$470,594 in Special Purpose Revenue funds.

### **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OTA's FY 2018 CSFL budget is \$2,821,862, which represents a \$160,704, or 5.4 percent, decrease from the FY 2017 approved Local funds budget of \$2,982,566.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for OTA included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$6,693 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$21,988 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for OTA includes a reduction of \$176,000 to account for the removal of one-time funding appropriated in FY 2017 to support the Emergency Housing Assistance Program.

### **Agency Budget Submission**

**Increase:** The proposed budget submission includes a net increase in personal services in the amount of \$45,103 to align the budget with anticipated salary and Fringe Benefits adjustments. OTA will also relocate 1.0 Full-Time Equivalent (FTE) from the Case Management Administration and Community Outreach program to the Administrative Services program.

**Decrease:** OTA's proposed budget includes a net reduction of \$45,103 in nonpersonal services across multiple programs to offset the proposed increases in personal services. This adjustment includes a reduction of \$85,353 in Other Services and Charges, offset by an increase of \$40,250 in Contractual Services.

### **Mayor's Proposed Budget**

**Enhance:** OTA's budget proposal reflects an increase of \$340,771 and 1.0 FTE to support the Emergency Housing Assistance program that provides assistance to qualified District tenants who have been displaced by fires, floods, government closures, or other appropriate circumstances.

### **District's Proposed Budget**

**Enhance:** OTA's budget proposal includes a one-time increase of \$500,000 in Local funds for a Rent Control Housing Clearinghouse and an increase of \$345,594 and 3.0 FTEs in Special Purpose Revenue funds to provide additional Attorney Advisors for tenants in Landlord Tenant Court, a Program Analyst that will analyze the housing market and enable the agency to make data-driven recommendation, and additional personal service funding to support the existing IT Specialist that will assist with education, outreach and management of the development of the rent control database. The Rent Control Housing Clearinghouse program, which was originally assigned to the Department of Housing and Community Development, is now being redirected to OTA to establish a user-friendly, internet-accessible, searchable database for the submission, management, and review of all documents and relevant data of all rental housing accommodations in the District of Columbia. The Rent Control program is one of the city's most significant policy tools for maintaining affordable housing.

**Shift:** To support its operational goals, OTA's budget proposal shifts \$125,000 from Local funds to Special Purpose Revenue funds. The revised revenue projections will support the Rent Control Housing Clearinghouse program.

## Agency Performance Plan\*

The Office of the Tenant Advocate (OTA) has the following strategic objectives for FY 2018:

### 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. Develop education programs that improve and increase knowledge about the District's statutory tenant rights.
2. Advocate for beneficial changes in legislation and judicial rules in the interest of tenants/tenant organizations.
3. Provide effective legal guidance or representation to tenant clients.
4. Provide prompt emergency housing assistance to tenants displaced by natural disaster or administrative governmental action.
5. 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. Develop education programs that improve and increase knowledge about the District's statutory tenant rights. (4 Activities)

Activity Title	Activity Description	Type of Activity
Educational Programs	The Educational Institute will develop programs that are targeted to the tenant population markets that have been identified i.e., students, tenants, embassy staff, and governmental agencies whose focus is providing assistance and education to low/moderate income communities.	Daily Service
Tenant Rights and Responsibilities	The Office of the Tenant Advocate training course development will be focused and designed based upon tenant complaints and needs.	Key Project
Section 508 Compliance	Existing educational materials must now be brought into compliance with the federal law that affects the rights of the disability community.	Key Project
Continued Education Curricula Design	To provide continuous development of educational materials that will assist tenants in knowing their rights.	Key Project

#### 2. Advocate for beneficial changes in legislation and judicial rules in the interest of tenants/tenant organizations. (4 Activities)

Activity Title	Activity Description	Type of Activity
Legislative and Regulatory	The OTA will collaborate with external non-profit legal service providers, community-based organizations and create an intra-governmental advisory to develop recommendations regarding legislative and regulatory changes.	Key Project

(Continued on next page)

## 2. Advocate for beneficial changes in legislation and judicial rules in the interest of tenants/tenant organizations. (4 Activities)

Activity Title	Activity Description	Type of Activity
Regulatory Review and Update	Working in cooperation with the DC Rental Housing Commissions, the agency will provide fulsome and relevant recommendations for updates to the existing DC Code and DC Municipal Regulations (DCMR) Title XIV housing regulations. This has not occurred in the last 40 years.	Key Project
DC Municipal Regulations Title Iv	To continue intra-agency collaboration in the completion of the municipal regulations revisions.	Key Project
Policy Advocacy	The OTA will collaborate with non-profit and other tenant attorneys, community-based organizations, other advocates, and government colleagues to identify a key policy concern and develop a policy recommendation.	Daily Service

## 3. Provide effective legal guidance or representation to tenant clients. (3 Activities)

Activity Title	Activity Description	Type of Activity
Intake Administrative Requirements	Provide guidance to tenant clients who do not qualify for direct OTA representation.	Daily Service
Legal Representation	The legal division will revamp its legal referral program through the creation of a step-by-step operational procedure. This will allow the OTA to have better data on its referral program.	Key Project
Administrative Policy and Procedure Development	The agency's will ensure that the in-house legal operations are supported by written documentation through the creation of standard operating guidelines.	Key Project

## 4. Provide prompt emergency housing assistance to tenants displaced by natural disaster or administrative governmental action. (2 Activities)

Activity Title	Activity Description	Type of Activity
Emergency Housing	Provide prompt emergency housing assistance to tenants displaced by natural disaster or administrative governmental action.	Daily Service
Emergency Housing Analysis	To meet statutory requirements, the agency will compile emergency housing data on all cases handled.	Key Project

## 5. Create and maintain a highly efficient, transparent and responsive District government.\*\* (2 Activities)

Activity Title	Activity Description	Type of Activity
Policy Advocacy Program	Coordinate with other government agencies in ensuring that the database portals are operational for the entry of data by housing providers, and for the general public to conduct searches of the information in the Rent Control Housing Clearinghouse database.	Key Project
Good Governance	To continue to meet the standards set by Agency and Executive policies ensuring that government remains responsive to the public	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. Develop education programs that improve and increase knowledge about the District’s statutory tenant rights. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of educational materials adapted to be in Section 508 Compliance	Yes	Not Available	Not Available	Not Available	New Measure	New Measure

### 2. Advocate for beneficial changes in legislation and judicial rules in the interest of tenants/tenant organizations. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of policy recommendations submitted to Council	Yes	Not Available	New Measure	Not Available	New Measure	New Measure

### 3. Provide effective legal guidance or representation to tenant clients. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of residents not requiring legal representation that receive legal guidance from OTA	Yes	100%	100%	90%	New Measure	New Measure

### 4. Provide prompt emergency housing assistance to tenants displaced by natural disaster or administrative governmental action. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of tenants eligible for housing assistance for whom OTA made emergency housing available within 24 hours, when funding was available	No	100%	100%	90%	90%	90%

### 5. Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**5. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Educational Programs

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Copies of the Tenant Bill of Rights distributed to select government agencies	Yes	Not Available	Not Available	New Measure
Training Courses Designed	No	Not Available	Not Available	Not Available

### 2. Intake Administrative Requirements

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Provide Guidance to Tenants	No	Not Available	Not Available	Not Available

### 3. Emergency Housing

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Assist Tenants Displaced under Emergency Circumstances	No	Not Available	Not Available	100%

### 4. Tenant rights and responsibilities.

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Public Offerings of Educational Courses	No	Not Available	Not Available	100

## Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



# D.C. Commission on the Arts and Humanities

[www.dcartarts.dc.gov](http://www.dcartarts.dc.gov)

Telephone: 202-724-5613

**Table BX0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$15,350,836	\$22,115,123	\$29,856,638	35.0
FTEs	17.6	28.0	28.0	0.0

The mission of the D.C. Commission on the Arts and Humanities (DCCAHA) is to provide grants, programs, and educational activities that encourage diverse artistic expressions and learning opportunities so that all District of Columbia residents and visitors can experience the rich culture of our city.

## Summary of Services

DCCAHA offers a diverse range of grant programs and cultural activities to support practicing artists, arts organizations, and community groups. In partnership with the community, both nationally and locally, DCCAHA initiates and supports lifelong cultural experiences that are reflective of the diversity of Washington, D.C.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table BX0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table BX0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	14,336	21,055	28,835	7,780	37.0	10.6	21.0	21.0	0.0	0.0
SPECIAL PURPOSE REVENUE FUNDS	107	200	133	-67	-33.5	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>14,443</b>	<b>21,255</b>	<b>28,968</b>	<b>7,713</b>	<b>36.3</b>	<b>10.6</b>	<b>21.0</b>	<b>21.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	692	692	720	28	4.1	7.0	7.0	7.0	0.0	0.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>692</b>	<b>692</b>	<b>720</b>	<b>28</b>	<b>4.1</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>0.0</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	216	168	168	0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>216</b>	<b>168</b>	<b>168</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>15,351</b>	<b>22,115</b>	<b>29,857</b>	<b>7,742</b>	<b>35.0</b>	<b>17.6</b>	<b>28.0</b>	<b>28.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table BX0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table BX0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	306	603	883	1,502	619	70.2
12 - REGULAR PAY - OTHER	896	628	1,128	600	-529	-46.8
13 - ADDITIONAL GROSS PAY	33	27	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	249	266	432	435	3	0.6
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>1,486</b>	<b>1,524</b>	<b>2,443</b>	<b>2,537</b>	<b>93</b>	<b>3.8</b>
20 - SUPPLIES AND MATERIALS	15	15	10	15	5	50.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	1	9	6	6	0	0.0
40 - OTHER SERVICES AND CHARGES	218	474	722	589	-133	-18.4

**Table BX0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
41 - CONTRACTUAL SERVICES - OTHER	1,946	2,146	1,684	2,191	506	30.1
50 - SUBSIDIES AND TRANSFERS	10,889	11,171	17,240	24,511	7,271	42.2
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	12	10	9	-1	-9.6
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>13,070</b>	<b>13,827</b>	<b>19,672</b>	<b>27,320</b>	<b>7,648</b>	<b>38.9</b>
<b>GROSS FUNDS</b>	<b>14,555</b>	<b>15,351</b>	<b>22,115</b>	<b>29,857</b>	<b>7,742</b>	<b>35.0</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table BX0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table BX0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	95	273	284	12	1.1	4.0	4.0	0.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	24	30	20	-10	0.2	0.0	0.0	0.0
(1020) CONTRACTING AND PROCUREMENT	10	0	0	0	0.1	0.0	0.0	0.0
(1030) PROPERTY MANAGEMENT	20	0	0	0	0.2	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	32	31	9	-22	0.0	0.0	0.0	0.0
(1050) FINANCIAL SERVICES	28	0	0	0	0.3	0.0	0.0	0.0
(1055) RISK MANAGEMENT	16	0	0	0	0.1	0.0	0.0	0.0
(1060) LEGAL SERVICES	0	91	253	162	0.0	1.0	2.0	1.0
(1080) COMMUNICATIONS	41	0	0	0	0.3	0.0	0.0	0.0
(1085) CUSTOMER SERVICE	33	41	82	41	0.3	0.5	1.0	0.5
(1090) PERFORMANCE MANAGEMENT	76	307	324	17	0.5	2.0	2.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>375</b>	<b>773</b>	<b>972</b>	<b>199</b>	<b>3.1</b>	<b>7.5</b>	<b>9.0</b>	<b>1.5</b>
<b>(2000) ARTS BUILDING COMMUNITIES</b>								
(2010) ARTS BUILDING COMMUNITIES	6,032	8,753	17,231	8,478	5.6	9.5	8.0	-1.5
<b>SUBTOTAL (2000) ARTS BUILDING COMMUNITIES</b>	<b>6,032</b>	<b>8,753</b>	<b>17,231</b>	<b>8,478</b>	<b>5.6</b>	<b>9.5</b>	<b>8.0</b>	<b>-1.5</b>
<b>(3000) DC CREATES PUBLIC ART</b>								
(3010) NEIGHBORHOOD AND PUBLIC ART	1,179	4,882	3,486	-1,396	3.5	5.0	5.0	0.0
(3030) LINCOLN THEATRE	0	200	200	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) DC CREATES PUBLIC ART</b>	<b>1,179</b>	<b>5,082</b>	<b>3,686</b>	<b>-1,396</b>	<b>3.5</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>

**Table BX0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(4000) ARTS LEARNING AND OUTREACH</b>								
(4010) ARTS LEARNING FOR YOUTH	7,122	6,507	6,732	225	0.0	1.0	1.0	0.0
(4020) LIFELONG LEARNING	229	377	359	-18	5.0	4.0	4.0	0.0
<b>SUBTOTAL (4000) ARTS LEARNING AND OUTREACH</b>	<b>7,351</b>	<b>6,884</b>	<b>7,091</b>	<b>207</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>
<b>(5000) ADMINISTRATION</b>								
(5010) LEGISLATIVE AND GRANTS MANAGEMENT	414	623	876	253	0.4	1.0	1.0	0.0
<b>SUBTOTAL (5000) ADMINISTRATION</b>	<b>414</b>	<b>623</b>	<b>876</b>	<b>253</b>	<b>0.4</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>15,351</b>	<b>22,115</b>	<b>29,857</b>	<b>7,742</b>	<b>17.6</b>	<b>28.0</b>	<b>28.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 D.C. Commission on the Arts and Humanities operates through the following 5 programs:

**Arts Building Communities** – provides grants, performances, exhibitions, and other services to individual artists, arts organizations, and neighborhood and community groups so that they can express, experience, and access the rich cultural diversity of the District. A particular emphasis is placed on traditionally underserved populations, including first-time applicants, seniors, young emerging artists, experimental artists, folk and traditional artists, and artists in East of the River neighborhoods.

**D.C. Creates Public Art** – provides the placement of high-quality art installations and administrative support services for the public so that they can benefit from an enhanced visual and cultural environment, with a particular emphasis on geographically challenged areas of the city. This program places artwork within the Metro transit system and the numerous murals and sculptures in and around the city's neighborhoods. The goals are promoting economic development and building sustainable neighborhoods.

This program contains the following 2 activities:

- **Neighborhood and Public Art** – projects are identified through the culmination of intensive public realm planning processes in partnership with neighborhood advisory groups, Main Street programs, other District government agencies, and private developers. Large-scale works are permanently installed in prominent public locations throughout all eight wards of the District. The program is a citywide benefit because it produces tangible art installations for display in public spaces. The art is inventoried, maintained, and owned by the District. The program also provides partial financial support for artists and organizations to produce public art in public space that the artist or arts organization owns, manages, and maintains; and
- **Lincoln Theatre** – provides for the maintenance of the Lincoln Theatre and associated projects.

**Arts Learning and Outreach** – provides grants, educational activities, and outreach services for youth, young adults, and the general public so that they can gain a deeper appreciation for the arts, and to enhance the overall quality of their lives. Specific focus is on providing quality arts education and training experiences to District youth from those in pre-kindergarten through 21 years of age, as well as grants and cultural events to the general public, so that they can access and participate in educational opportunities in the arts.

This program contains the following 2 activities:

- **Arts Learning for Youth** – provides grants, program consulting, and advocacy services to school and community partners so that they can deliver quality and age-appropriate arts learning opportunities both in and out of school. The goal is to ensure a quality arts experience for District youth from pre-kindergarten through 21 years of age; and
- **Lifelong Learning** – provides grants and cultural events to the public so that they can access and participate in educational opportunities in the arts. The goal is long-term development of interest and education in the arts to the broader community.

**Administration** – provides technical assistance and legislative services to the Commission so that it can provide funding opportunities to District artists and arts organizations.

**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 D.C. Commission on Arts and Humanities has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table BX0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table BX0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>21,055</b>	<b>21.0</b>
Removal of One-Time Funding	Multiple Programs	-6,581	0.0
Other CSFL Adjustments	Multiple Programs	51	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>14,525</b>	<b>21.0</b>
Increase: To support the costs of pre-existing programmatic initiatives	Multiple Programs	169	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	11	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-48	0.0
Decrease: To align budget with projected revenues	Multiple Programs	-182	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>14,475</b>	<b>21.0</b>
Enhance: To support arts grants to District organizations (one-time)	Arts Building Communities	4,000	0.0
Enhance: To continue the DC students arts field trip program (one-time)	Arts Learning and Outreach	1,000	0.0
Enhance: Funding to build a statue of Marion Barry (one-time)	DC Creates Public Art	300	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>19,775</b>	<b>21.0</b>
Enhance: To support additional grants in Multiple Programs (one-time)	Multiple Programs	9,060	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>28,835</b>	<b>21.0</b>

**Table BX0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>692</b>	<b>7.0</b>
Increase: To align budget with projected grant awards	Multiple Programs	28	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>720</b>	<b>7.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>720</b>	<b>7.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>720</b>	<b>7.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>200</b>	<b>0.0</b>
Decrease: To align budget with projected revenues	Arts Learning And Outreach	-67	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>133</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>133</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>133</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>168</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>168</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>168</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>168</b>	<b>0.0</b>
<b>GROSS FOR BX0 - COMMISSION ON THE ARTS AND HUMANITIES</b>		<b>29,857</b>	<b>28.0</b>

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

**FY 2018 Proposed Budget Changes**

The D.C. Commission on the Arts and Humanities' (DCCAH) proposed FY 2018 gross budget is \$29,856,638, which represents a 35.0 percent increase over its FY 2017 approved gross budget of \$22,115,123. The budget is comprised of \$28,835,438 in Local funds, \$720,200 in Federal Grant funds, \$133,000 in Special Purpose Revenue funds, and \$168,000 in Intra-District funds.

**Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DCCAH's FY 2018 CSFL budget is \$14,525,438, which represents a \$6,529,785, or 31.0 percent, decrease from the FY 2017 approved Local funds budget of \$21,055,223.

## **CSFL Assumptions**

The FY 2018 CSFL calculated for DCCAH included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$2,657 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$53,531 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. CSFL funding for DCCAH also include a reduction of \$6,580,687 to account for the removal of one-time funding appropriated in FY 2017 for training and employee development, increasing arts learning for youth, supporting legislative initiatives and grants management, and facility upgrades at a non-profit musical theatre in the downtown business area. Additionally, an increase of \$28 for the Fixed Costs Inflation Factor accounts for an adjustment to reflect Fixed Costs estimates for Fleet services.

## **Agency Budget Submission**

**Increase:** DCCAH proposes to increase its Local funds nonpersonal services budget by \$168,778, which consists of \$164,732 in contractual services to support DCCAH's sponsorship and marketing activities and \$4,046 to procure additional office supplies for operational needs. The budget in Local funds also increased by \$11,316 in personal services due to the reclassification of 8.3 FTEs from Term Full-Time to Continuing Full-Time positions, as well as projected salary step increases.

In Federal Grant funds, an increase of \$28,300 aligns the budget with projected grant awards from the Arts in Underserved Communities and Arts Education grants. This adjustment supports DCCAH's operations across multiple programs.

**Decrease:** The budget in Local funds is proposed for a decrease of \$47,923, due to DCCAH's plan to move certain contracted professional services in-house, thereby eliminating the associated contractor service fees. The proposed Local funds budget also decreased by \$182,171 across multiple programs.

In Special Purpose Revenue Funds, the proposed budget is reduced by \$67,000 in the Arts Learning and Outreach program to align funding with projected revenue.

## **Mayor's Proposed Budget**

**Enhance:** The D.C. Commission on the Arts and Humanities' budget proposal reflects a one-time increase of \$4,000,000 in the Arts Building Communities program to support the program's ability to issue more arts grants to District Arts Organizations. In addition, the budget proposal increased by \$1,000,000 in the Arts Learning and Outreach program to provide continued support of the arts field trips program for District students. The DC Creates Public Art program has a one-time proposed budget increase of \$300,000 to support building a statue of former District Mayor Marion Barry.

## **District's Proposed Budget**

**Enhance:** DCCAH's budget proposal in Local funds reflects a net increase of \$9,060,000 in one-time funding. Pursuant to Section 7132 of the FY 2018 Budget Support Act of 2017, the increase, in the Arts Building Communities and Arts Learning and Outreach programs is comprised of \$4,950,000 to support an existing multi-stage theater organization in the Uptown Arts – Mixed Use Overlay District, as defined in Section 120.1 of Title 11-W of the District of Columbia Municipal Regulations (11-W DCMR § 120.1), seeking a matching grant to upgrade or renovate its existing facilities, including for the purpose of increasing public access to the facility; \$1,900,000 to assist with capital improvements, such as replacing aging elevators and heating, ventilation, and air conditioning, at a theater in the Central Business District, as defined in Section 9901 of Title 18 of the District of Columbia Municipal Regulations (18 DCMR § 9901), that offers Broadway-style musicals; \$700,000 to support the establishment of a children's museum in the Central Business District, as defined in Section 9901 of Title 18 of the District of Columbia Municipal Regulations (18 DCMR § 9901); \$490,000 to support additional grants in the Arts Learning and Outreach program; \$250,000 to provide support for infrastructure improvements, such as planting, planning, and outreach events, concerning the National Mall and its grounds, to a nonprofit organization dedicated to improving, preserving, and restoring the National Mall; \$250,000 to provide a literary-enrichment program for District of Columbia Public Schools and District of Columbia public

charter schools, which includes the provision of copies of literature and curricular materials and author visits for literary discussion with students; \$200,000 to provide support to a nonprofit, tax-exempt organization dedicated to preserving burial grounds located in Georgetown, as well as the history of African-American cemeteries, for the purpose of markings and boundaries for such cemeteries and burial grounds and to make visible and definite the locations of graves and the identity of those buried in the graves; \$200,000 to provide orchestral performances with supporting community engagement events, such as education events and symposia, in venues within the District, along with full-orchestra performances in the Kennedy Center; and \$100,000 to support an existing theater and museum organization in the Central Business District, as defined in Section 9901 of Title 18 of the District of Columbia Municipal Regulations (18 DCMR § 9901), that is operated through a public-private partnership and explores the American experience through the intersection of history, performance, and education. In addition, \$20,000 was added to the Administration program to support the agency's oversight of the issuance of additional grants.

## Agency Performance Plan\*

Commission on Arts and Humanities (DCCAH) has the following strategic objectives for FY 2018:

### 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. GRANTMAKING - Provide investments through grantmaking that strengthen the District's creative sector of nonprofits arts and humanities organizations and practitioners to stimulate a thriving creative economy, enhance the quality of life of DC residents and provides access to all.
2. ARTS EDUCATION - Promote systemic improvement in pre-K – 12 arts education both in- and out-of-school through arts integration, arts experience, and arts learning utilizing a collective impact approach, aligning the mutual efforts of the numerous stakeholders in the educational ecosystem.
3. POLICY LEADERSHIP - Establish policy and program initiatives that will further promote arts and cultural development of the District while acting as a convener within the arts and humanities community to leverage the myriad ways in which the District government intersects with the interests of the arts, cultural and creative sectors.
4. BUILDING COMMUNITY - Promote inclusiveness and a sense of belonging to neighborhoods while bringing diverse peoples together through the arts, utilizing creative placemaking to improve the vibrancy of place, by building community as a means of improving quality of life.
5. PUBLIC ART - Establish and maintain artworks that are bold and befitting of a world-class city, while remaining grounded in the tradition of supporting local artists and enriching District neighborhoods.
6. Create and maintain a highly efficient, transparent and responsive District government.\*\*

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### 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.

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**1. GRANTMAKING - Provide investments through grantmaking that strengthen the District's creative sector of nonprofits arts and humanities organizations and practitioners to stimulate a thriving creative economy, enhance the quality of life of DC residents and provides access to all.**

**(2 Activities)**

Activity Title	Activity Description	Type of Activity
Legislative and Grants Management	Supporting arts and humanities practitioners through professional development, technical assistance, site visits and grants.	Daily Service
Customer Service	Ensure operational efficiency with a focus on improving systems and transparency throughout all facets of operations.	Daily Service

**2. ARTS EDUCATION - Promote systemic improvement in pre-K – 12 arts education both in- and out-of-school through arts integration, arts experience, and arts learning utilizing a collective impact approach, aligning the mutual efforts of the numerous stakeholders in the educational ecosystem. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Arts Learning for Youth	Professional development for teachers, teaching artists and arts administrators.	Daily Service
Arts Learning for Youth	In- and out-of-school time arts-based programming.	Daily Service

**3. POLICY LEADERSHIP - Establish policy and program initiatives that will further promote arts and cultural development of the District while acting as a convener within the arts and humanities community to leverage the myriad ways in which the District government intersects with the interests of the arts, cultural and creative sectors. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Property Management	District partnerships and the Lincoln Theatre program.	Key Project

**4. BUILDING COMMUNITY - Promote inclusiveness and a sense of belonging to neighborhoods while bringing diverse peoples together through the arts, utilizing creative placemaking to improve the vibrancy of place, by building community as a means of improving quality of life. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Arts Building Communities	Discipline-based events and programs.	Key Project

**5. PUBLIC ART - Establish and maintain artworks that are bold and befitting of a world-class city, while remaining grounded in the tradition of supporting local artists and enriching District neighborhoods. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Neighborhood & Public Art	Commission public art projects.	Daily Service
Arts Building Communities	Installation and exhibition of public and fine art.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Customer Service	Initiatives and programming that focus on I.D.E.A. (Inclusion, Diversity, Equity and Access), ensuring the public in all 8 Wards have opportunities to engage in the arts and humanities.	Key Project

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## 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?”

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### 1. GRANTMAKING - Provide investments through grantmaking that strengthen the District's creative sector of nonprofits arts and humanities organizations and practitioners to stimulate a thriving creative economy, enhance the quality of life of DC residents and provides access to all. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of first-time applicants to CAH	No	Not Available	Not Available	10%	12%	10%
Percent of grant payments processed within six to eight weeks	No	100%	100%	100%	100%	100%

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### 2. ARTS EDUCATION - Promote systemic improvement in pre-K – 12 arts education both in- and out-of-school through arts integration, arts experience, and arts learning utilizing a collective impact approach, aligning the mutual efforts of the numerous stakeholders in the educational ecosystem. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of DC schools receiving CAH-funded programming	Yes	Not Available	New Measure	Not Available	New Measure	100%
Ratio of individuals who are not grantees who participate in professional development, training or workshops hosted by CAH	Yes	Not Available	Not Available	Not Available	New Measure	15%

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### 3. POLICY LEADERSHIP - Establish policy and program initiatives that will further promote arts and cultural development of the District while acting as a convener within the arts and humanities community to leverage the myriad ways in which the District government intersects with the interests of the arts, cultural and creative sectors. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Dollars invested from non-District Government Sources Per \$1 Investment by CAH	No	\$7.50	\$6.80	\$9.23	\$10.12	\$10.00
Per Capita Spending on the Arts in the District	No	Not Available	\$22.30	\$25.22	\$26.25	\$26.25

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### 4. BUILDING COMMUNITY - Promote inclusiveness and a sense of belonging to neighborhoods while bringing diverse peoples together through the arts, utilizing creative placemaking to improve the vibrancy of place, by building community as a means of improving quality of life. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of Days of Non-CAH-produced activities in CAH controlled venues	No	Not Available	Not Available	Not Available	Not Available	24

**5. PUBLIC ART - Establish and maintain artworks that are bold and befitting of a world-class city, while remaining grounded in the tradition of supporting local artists and enriching District neighborhoods. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of public art projects completed within projected timeframe	No	Not Available	Not Available	Not Available	Not Available	100%

**6. Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Arts Learning for Youth

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of students participating in CAH-sponsored arts education experiences in DC schools	No	20,081	20,035	30,306

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## 2. Arts Building Communities

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Estimated number of participants in CAH-produced public events	No	Not Available	Not Available	Not Available
Number of public art grants	No	Not Available	Not Available	Not Available

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## 3. Neighborhood and Public Art

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of new works acquired into the Art Bank Collection/The Washingtonian Collection	No	Not Available	Not Available	50

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## 4. Property Management

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of CAH-produced community events	Yes	Not Available	Not Available	New Measure

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## 5. Legislative and Grants Management

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Amount of grant dollars requested	No	Not Available	Not Available	34,700,000
Dollar amount of grants awarded	No	Not Available	Not Available	Not Available
Number of grant recipients	No	Not Available	Not Available	Not Available

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## 6. Customer Service

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of E-Museum website visits	No	Not Available	Not Available	Not Available

### Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume I, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



# Alcoholic Beverage Regulation Administration

www.abra.dc.gov  
Telephone: 202-442-4423

Table LQ0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$7,272,398	\$8,268,024	\$8,655,315	4.7
FTEs	49.2	57.0	57.0	0.0

The mission of the Alcoholic Beverage Regulation Administration (ABRA) is to support the public's health, safety, and welfare through the control and regulation of the sale and distribution of alcoholic beverages.

## Summary of Services

ABRA conducts licensing, training, adjudication, community outreach, and enforcement efforts to serve licensees, law enforcement agencies, Advisory Neighborhood Commissions (ANCs), civic associations, and the general community so that they understand and adhere to all District laws, regulations, and ABRA policies and procedures.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table LQ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table LQ0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
DEDICATED TAXES	1,170	1,170	1,170	0	0.0	0.0	0.0	0.0	0.0	N/A
SPECIAL PURPOSE										
REVENUE FUNDS	6,102	7,098	7,485	387	5.5	49.2	57.0	57.0	0.0	0.0
<b>TOTAL FOR</b>										
<b>GENERAL FUND</b>	<b>7,272</b>	<b>8,268</b>	<b>8,655</b>	<b>387</b>	<b>4.7</b>	<b>49.2</b>	<b>57.0</b>	<b>57.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>7,272</b>	<b>8,268</b>	<b>8,655</b>	<b>387</b>	<b>4.7</b>	<b>49.2</b>	<b>57.0</b>	<b>57.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table LQ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table LQ0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	2,045	2,093	2,927	3,204	276	9.4
12 - REGULAR PAY - OTHER	1,453	1,824	1,820	1,709	-110	-6.1
13 - ADDITIONAL GROSS PAY	80	98	65	100	35	54.2
14 - FRINGE BENEFITS - CURRENT PERSONNEL	719	830	1,012	1,046	34	3.4
15 - OVERTIME PAY	88	150	175	175	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>4,384</b>	<b>4,995</b>	<b>5,999</b>	<b>6,234</b>	<b>236</b>	<b>3.9</b>
20 - SUPPLIES AND MATERIALS	81	81	123	123	0	0.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	74	79	80	80	0	0.6
40 - OTHER SERVICES AND CHARGES	467	436	515	480	-36	-6.9
41 - CONTRACTUAL SERVICES - OTHER	238	475	326	523	197	60.3
50 - SUBSIDIES AND TRANSFERS	925	1,170	1,170	1,170	0	0.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	19	37	55	45	-10	-18.2
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>1,804</b>	<b>2,278</b>	<b>2,269</b>	<b>2,421</b>	<b>152</b>	<b>6.7</b>
<b>GROSS FUNDS</b>	<b>6,188</b>	<b>7,272</b>	<b>8,268</b>	<b>8,655</b>	<b>387</b>	<b>4.7</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table LQ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table LQ0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	4	39	39	0	0.0	0.0	0.0	0.0
(1030) PROPERTY MANAGEMENT	501	277	492	215	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	193	107	102	-5	0.0	0.0	0.0	0.0
(1050) FINANCIAL MANAGEMENT	30	30	70	40	0.0	0.0	0.0	0.0
(1060) LEGAL	952	1,196	1,216	19	6.3	7.0	7.0	0.0
(1070) FLEET MANAGEMENT	50	80	47	-33	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	171	317	310	-7	2.7	3.0	3.0	0.0
(1085) CUSTOMER SERVICE	68	72	72	0	0.9	1.0	1.0	0.0
(1087) LANGUAGE ACCESS	14	15	15	0	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	642	957	963	6	6.3	7.0	7.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>2,627</b>	<b>3,090</b>	<b>3,326</b>	<b>236</b>	<b>16.1</b>	<b>18.0</b>	<b>18.0</b>	<b>0.0</b>
<b>(2000) LICENSING</b>								
(2010) LICENSING	1,036	1,118	1,011	-107	10.7	12.0	11.0	-1.0
<b>SUBTOTAL (2000) LICENSING</b>	<b>1,036</b>	<b>1,118</b>	<b>1,011</b>	<b>-107</b>	<b>10.7</b>	<b>12.0</b>	<b>11.0</b>	<b>-1.0</b>
<b>(3000) INVESTIGATIONS</b>								
(3010) INVESTIGATIONS	3,531	3,822	3,992	170	21.4	24.0	24.0	0.0
<b>SUBTOTAL (3000) INVESTIGATIONS</b>	<b>3,531</b>	<b>3,822</b>	<b>3,992</b>	<b>170</b>	<b>21.4</b>	<b>24.0</b>	<b>24.0</b>	<b>0.0</b>
<b>(5000) RECORDS MANAGEMENT</b>								
(5010) RECORDS MANAGEMENT	79	238	326	88	0.9	3.0	4.0	1.0
<b>SUBTOTAL (5000) RECORDS MANAGEMENT</b>	<b>79</b>	<b>238</b>	<b>326</b>	<b>88</b>	<b>0.9</b>	<b>3.0</b>	<b>4.0</b>	<b>1.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>7,272</b>	<b>8,268</b>	<b>8,655</b>	<b>387</b>	<b>49.2</b>	<b>57.0</b>	<b>57.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Alcoholic Beverage Regulation Administration (ABRA) operates through the following 4 programs:

**Licensing** – issues new and renewal licenses to liquor stores, grocery stores, restaurants, hotels, nightclubs, and other establishments that manufacture, distribute, sell, or serve alcoholic beverages in the District of Columbia, and works with Records Management to keep accurate and accessible paper and

data records of all licensing program activities. This program provides customer services directly to the general public, the business community, ANCs, and community groups and associations.

**Investigations** – conducts regulatory and voluntary agreement compliance inspections, underage compliance checks, and joint investigations as needed with the Metropolitan Police Department, the Fire and Emergency Medical Services Department, the Office of Tax and Revenue, the Department of Consumer and Regulatory Affairs, and others; and conducts various inspections associated with licensing and adjudicatory processes such as final, compliance, placard, special event, and financial audit investigations. All activities serve to strengthen the awareness of, and compliance with, the appropriate laws and regulations of the District of Columbia.

**Records Management** – provides files, documents, and database information to ABRA staff, the Alcoholic Beverage Control (ABC) Board, and the general public so that they can receive accurate information and files. The program also provides certification services, responds to and tracks Freedom of Information Act requests, and responds to subpoena requests.

**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 Alcoholic Beverage Regulation Administration has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table LQ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table LQ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>DEDICATED TAXES: FY 2017 Approved Budget and FTE</b>		<b>1,170</b>	<b>0.0</b>
No Change		0	0.0
<b>DEDICATED TAXES: FY 2018 Agency Budget Submission</b>		<b>1,170</b>	<b>0.0</b>
No Change		0	0.0
<b>DEDICATED TAXES: FY 2018 Mayor's Proposed Budget</b>		<b>1,170</b>	<b>0.0</b>
No Change		0	0.0
<b>DEDICATED TAXES: FY 2018 District's Proposed Budget</b>		<b>1,170</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>7,098</b>	<b>57.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	236	0.0
Increase: To adjust the Contractual Services budget	Multiple Programs	197	0.0
Increase: To align resources with operational spending goals	Multiple Programs	-45	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>7,485</b>	<b>57.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>7,485</b>	<b>57.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>7,485</b>	<b>57.0</b>
<b>GROSS FOR LQ0 - ALCOHOLIC BEVERAGE REGULATION ADMINISTRATION</b>		<b>8,655</b>	<b>57.0</b>

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

## **FY 2018 Proposed Budget Changes**

The Alcoholic Beverage Regulation Administration's (ABRA) proposed FY 2018 gross budget is \$8,655,315, which represents a 4.7 percent increase over its FY 2017 approved gross budget of \$8,268,024. The budget is comprised of \$1,170,000 in Dedicated Taxes and \$7,485,315 in Special Purpose Revenue funds.

### **Agency Budget Submission**

**Increase:** In Special Purpose Revenue (SPR) funds, the budget proposal reflects a net increase of \$235,630 across multiple programs to support projected personal services costs related to salary, step increases, and Fringe Benefits adjustments. Other adjustments include an increase of \$196,755 to support annual IT licensing and improvement contracts.

**Decrease:** In SPR funds, the proposed budget includes a net reduction of \$45,093 across multiple programs to align funding with projected nonpersonal services costs. This adjustment is comprised of: decreases of \$35,575 in Other Services and Charges and \$10,000 in Equipment costs, partially-offset by an increase of \$482 in Telecommunications services based on estimates from the Office of the Chief Technology Officer.

### **Mayor's Proposed Budget**

**No Change:** The Alcoholic Beverage Regulation Administration's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### **District's Proposed Budget**

**No Change:** The Alcoholic Beverage Regulation Administration's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan

Alcoholic Beverage Regulation Administration (ABRA) has the following objectives for FY 2018:

### 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. Educate licensees on the District's alcoholic beverage laws and regulations.
2. Ensure that licensed establishments are in compliance with the ABC laws and regulations.
3. Engage in community outreach regarding the licensing process.
4. 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. Educate licensees on the District's alcoholic beverage laws and regulations. (2 Activities)

Activity Title	Activity Description	Type of Activity
Licenses and Permits	The daily issuance of licenses and permits is a key driver in all of ABRA's operations. The number of licenses and permits issued daily is in direct correlation to the amount of revenue the agency generates on a monthly basis.	Daily Service
Renewal of Licenses And Permits	This is a key driver in all of ABRA's operations. The number of licenses and permits renewed directly affects the amount of revenue the agency generates on a monthly basis.	Daily Service

#### 2. Ensure that licensed establishments are in compliance with the ABC laws and regulations. (1 Activity)

Activity Title	Activity Description	Type of Activity
Regulatory Inspections	Thorough conduction of the regulatory inspections for all licensed establishments.	Daily Service

#### 3. Engage in community outreach regarding the licensing process. (1 Activity)

Activity Title	Activity Description	Type of Activity
Community Outreach and Notifications	Ensuring the general public are well informed of the schedule of extension of hours for calendar 2018 and its exceptions.	Key Project

## 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. Ensure that licensed establishments are in compliance with the ABC laws and regulations. (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Amount of revenue generated by fines	No	\$601,725	\$719,000	\$290,000	\$290,000	\$400,000
Amount of revenue generated by licenses and permits	No	\$4,900,000	\$7,839,795	\$3,700,000	\$3,700,000	\$3,700,000
Number of establishments inspected to ensure compliance with underage drinking laws	No	908	1,458	700	700	900
Number of inspections, investigations, and monitoring activities	No	10,437	15,675	7,000	7,000	10,000
Number of licensees and members of the public that received training from the Agency	No	Not available	Not available	Not available	75	75
Percent of one-day and substantial change permits issued within 15 days or less	No	100%	100%	90%	90%	90%
Total number of citations issued	No	653	819	250	250	250

### 2. Create and maintain a highly efficient, transparent and responsive District government.\*\* (10 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget - Federal funds returned	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Budget - Local funds unspent	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Contracts/Procurement - Contracts lapsed into retroactive status	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Contracts/Procurement - Expendable Budget spent on Certified Business Enterprises	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Customer Service - Meeting Service Level Agreements	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources - Employee District residency	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources - Employee Onboard Time	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources - Vacancy Rate	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Number of community meetings attended to educate the community regarding the licensing process	no	Not available	Not available	Not available	20	20
Performance Management - Employee Performance Plan Completion	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017

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## 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?”

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### 1. Daily Issuance of Licenses and Permits

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of one-day and substantial change permits issued within 15 days or less.	No	Not Available	Not Available	484

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### 2. Renewal of Licenses and Permits

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of ABC licenses and permits renewed.	No	Not Available	Not Available	3,700

### Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Public Service Commission

www.dcpsc.org  
Telephone: 202-626-5100

Table DH0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$13,868,722	\$13,889,207	\$14,599,407	5.1
FTEs	76.6	84.6	84.6	0.0

The mission of the Public Service Commission (PSC) is to serve the public interest by ensuring that financially healthy electric, natural gas, and telecommunications companies provide safe, reliable, and quality services at reasonable rates for District of Columbia residential, business, and government customers. This mission includes:

- Protecting consumers to ensure public safety, reliability, and quality utility services;
- Regulating monopoly utility services to ensure that their rates are just and reasonable;
- Fostering fair and open competition among utility service providers;
- Conserving natural resources and preserving environmental quality;
- Resolving disputes among consumers and utility service providers;
- Educating utility consumers and informing the public; and
- Motivating customer and results-oriented employees.

## Summary of Services

The Public Service Commission (PSC) regulates public utilities operating in the District of Columbia by issuing orders in formal proceedings that may include written comments or testimony, hearings, studies, and investigations; ensuring fair and appropriate utility prices; fostering competition by licensing utility service providers and supervising the competitive bidding process; ensuring utility providers meet various environmental regulations and standards by operating in ways that conserve natural resources and preserve environmental quality; and resolving disputes among consumers and utility service providers.

In addition to its regulatory services, the Commission also conducts outreach via its website, public forums, and various literature in order to educate utility consumers and inform the public.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DH0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table DH0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
SPECIAL PURPOSE										
REVENUE FUNDS	13,448	13,316	13,989	673	5.1	72.8	80.5	80.5	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>13,448</b>	<b>13,316</b>	<b>13,989</b>	<b>673</b>	<b>5.1</b>	<b>72.8</b>	<b>80.5</b>	<b>80.5</b>	<b>0.0</b>	<b>0.0</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	408	551	589	37	6.7	3.8	4.1	4.1	0.0	0.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>408</b>	<b>551</b>	<b>589</b>	<b>37</b>	<b>6.7</b>	<b>3.8</b>	<b>4.1</b>	<b>4.1</b>	<b>0.0</b>	<b>0.0</b>
<b>PRIVATE FUNDS</b>										
PRIVATE DONATIONS	12	22	22	0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>12</b>	<b>22</b>	<b>22</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>13,869</b>	<b>13,889</b>	<b>14,599</b>	<b>710</b>	<b>5.1</b>	<b>76.6</b>	<b>84.6</b>	<b>84.6</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table DH0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table DH0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	6,393	6,781	7,778	8,377	599	7.7
12 - REGULAR PAY - OTHER	1,017	1,043	1,206	1,036	-170	-14.1
13 - ADDITIONAL GROSS PAY	86	67	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	1,429	1,557	1,923	2,014	92	4.8
15 - OVERTIME PAY	5	6	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>8,930</b>	<b>9,455</b>	<b>10,907</b>	<b>11,427</b>	<b>520</b>	<b>4.8</b>
20 - SUPPLIES AND MATERIALS	34	57	36	36	0	0.0
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	2	1	4	2	-2	-56.1
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	78	84	79	81	2	2.5
32 - RENTALS - LAND AND STRUCTURES	1,855	1,181	1,546	1,615	69	4.5
35 - OCCUPANCY FIXED COSTS	0	0	0	25	25	N/A

**Table DH0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
40 - OTHER SERVICES AND CHARGES	2,096	1,206	904	950	46	5.1
41 - CONTRACTUAL SERVICES - OTHER	141	202	192	192	0	0.0
50 - SUBSIDIES AND TRANSFERS	0	1,308	0	0	0	N/A
70 - EQUIPMENT AND EQUIPMENT RENTAL	141	374	221	271	50	22.5
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>4,347</b>	<b>4,414</b>	<b>2,983</b>	<b>3,172</b>	<b>190</b>	<b>6.4</b>
<b>GROSS FUNDS</b>	<b>13,277</b>	<b>13,869</b>	<b>13,889</b>	<b>14,599</b>	<b>710</b>	<b>5.1</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table DH0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table DH0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	336	515	429	-86	2.6	2.8	3.4	0.6
(1015) TRAINING AND DEVELOPMENT	415	465	522	57	1.2	1.4	1.8	0.5
(1020) CONTRACTING AND PROCUREMENT	299	343	375	32	2.7	3.2	3.3	0.2
(1030) PROPERTY MANAGEMENT	2,523	2,192	2,484	292	0.5	0.5	0.5	0.0
(1040) INFORMATION TECHNOLOGY	439	408	485	76	2.2	2.2	2.2	0.0
(1050) FINANCIAL MANAGEMENT	1,365	62	63	0	0.3	0.4	0.4	0.0
(1060) LEGAL	260	217	219	2	0.6	0.7	0.7	0.0
(1070) FLEET MANAGEMENT	1	6	4	-2	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	395	393	442	49	3.4	3.8	4.0	0.2
(1085) CUSTOMER SERVICE	357	392	464	72	3.2	3.8	4.2	0.4
(1090) PERFORMANCE MANAGEMENT	41	50	50	0	0.3	0.3	0.3	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>6,432</b>	<b>5,045</b>	<b>5,537</b>	<b>492</b>	<b>17.0</b>	<b>19.0</b>	<b>21.0</b>	<b>1.9</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>								
(110F) BUDGET OPERATIONS	119	128	126	-3	0.7	0.8	0.8	0.0
(120F) ACCOUNTING OPERATIONS	221	230	233	4	1.6	1.8	1.8	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>340</b>	<b>358</b>	<b>359</b>	<b>1</b>	<b>2.4</b>	<b>2.6</b>	<b>2.6</b>	<b>0.0</b>
<b>(2000) PIPELINE SAFETY</b>								
(2010) PIPELINE SAFETY	554	723	777	54	4.2	5.5	5.5	0.0
<b>SUBTOTAL (2000) PIPELINE SAFETY</b>	<b>554</b>	<b>723</b>	<b>777</b>	<b>54</b>	<b>4.2</b>	<b>5.5</b>	<b>5.5</b>	<b>0.0</b>

**Table DH0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(3000) UTILITY REGULATION</b>								
(3700) UTILITY REGULATION	6,538	7,764	7,927	163	52.0	57.4	55.6	-1.9
<b>SUBTOTAL (3000) UTILITY REGULATION</b>	<b>6,538</b>	<b>7,764</b>	<b>7,927</b>	<b>163</b>	<b>52.0</b>	<b>57.4</b>	<b>55.6</b>	<b>-1.9</b>
<b>(8000) PUBLIC SERVICE COMMISSION</b>								
(8010) PIPELINE SAFETY-ONE CALL GRANT	5	0	0	0	1.1	0.0	0.0	0.0
<b>SUBTOTAL (8000) PUBLIC SERVICE COMMISSION</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>13,869</b>	<b>13,889</b>	<b>14,599</b>	<b>710</b>	<b>76.6</b>	<b>84.6</b>	<b>84.6</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Public Service Commission operates through the following 4 programs:

**Pipeline Safety** – conducts inspections of natural gas construction projects, investigates incidents, audits Washington Gas' records, and issues notices of probable violations to ensure compliance with federal and District standards.

**Utility Regulation** – regulates natural gas, electric, and local telecommunications services to ensure providers offer safe, reliable, and quality services at reasonable rates to District of Columbia residential, business, and government customers.

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

**Agency Financial Operations** – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all agencies using performance-based budgeting.

## Program Structure Change

The Public Service Commission has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table DH0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table DH0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>551</b>	<b>4.1</b>
Increase: To align personal services and Fringe Benefits with projected costs	Pipeline Safety	35	0.0
Increase: To align budget with projected grant awards	Pipeline Safety	18	0.0
Decrease: To align Fixed Costs with proposed estimates	Pipeline Safety	-15	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>589</b>	<b>4.1</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>589</b>	<b>4.1</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>589</b>	<b>4.1</b>
<b>PRIVATE DONATIONS: FY 2017 Approved Budget and FTE</b>		<b>22</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE DONATIONS: FY 2018 Agency Budget Submission</b>		<b>22</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE DONATIONS: FY 2018 Mayor's Proposed Budget</b>		<b>22</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE DONATIONS: FY 2018 District's Proposed Budget</b>		<b>22</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>13,316</b>	<b>80.5</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	486	0.0
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	109	0.0
Increase: To align resources with operational spending goals	Agency Management	78	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>13,989</b>	<b>80.5</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>13,989</b>	<b>80.5</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>13,989</b>	<b>80.5</b>
<b>GROSS FOR DH0 - PUBLIC SERVICE COMMISSION</b>		<b>14,599</b>	<b>84.6</b>

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

## FY 2018 Proposed Budget Changes

The Public Service Commission's (PSC) proposed FY 2018 gross budget is \$14,599,407, which represents a 5.1 percent increase over its FY 2017 approved gross budget of \$13,889,207. The budget is comprised of \$588,616 in Federal Grant funds, \$22,000 in Private Donations, and \$13,988,791 in Special Purpose Revenue funds.

### Agency Budget Submission

**Increase:** PSC's Federal Grant budget, awarded by the U.S. Department of Transportation, includes Pipeline Safety grants. These grants are awarded to the District to support pipeline inspections, protection, enforcement, and safety (PIPES). In Federal Grant funds, the budget proposal includes a net increase of

\$34,517 in the Pipeline Safety program to support projected personal services costs related to salary, step increases, and Fringe Benefits adjustments. Other adjustments include an increase of \$17,800, which consists of \$15,800 in Other Services and Charges for employee education/travel and \$2,000 in Equipment costs for automotive rental expenses.

PSC's Special Purpose Revenue (SPR) funds are derived from assessing utility companies for services provided in the District. In SPR funds, the proposed budget reflects a net increase of \$485,829 across multiple programs to support projected personal services cost related to salary, step increases, and Fringe Benefits adjustments. Other adjustments provide additional funding of \$108,906 for various Fixed Cost commodities based on revised estimates from the Office of Finance and Resource Management (OFRM) and the Department of General Services (DGS). These commodities reflect increases of \$83,250 for Rent, \$24,924 in Occupancy, and \$2,833 in Telecommunication, partially offset by a decrease of \$2,101 in Energy costs. PSC's budget supports an increase of \$78,338, which consists of \$47,652 in Equipment for IT software purchases and \$30,686 in professional services and IT assessment fees by the Office of the Chief Technology Officer.

**Decrease:** In Federal Grant funds, PSC proposes to reduce various Fixed Cost commodities by \$15,190 according to estimates from OFRM and DGS. These reductions consist of \$14,321 in Rent and \$869 in Telecommunication costs.

### **Mayor's Proposed Budget**

**No Change:** The Public Service Commission's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### **District's Proposed Budget**

**No Change:** The Public Service Commission's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan

Public Service Commission has the following strategic objectives for FY 2018.

### 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. Ensure Safe, Reliable, and Quality Electric Gas and Local Telecommunications Services at Just and Reasonable Rates.
2. Foster Fair and Open Competition among Service Providers.
3. Educate Consumers and Inform the Public.
4. Motivate Customer and Results-Oriented Employees.
5. 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. Ensure Safe, Reliable, and Quality Electric Gas and Local Telecommunications Services at Just and Reasonable Rates. (8 Activities)

Activity Title	Activity Description	Type of Activity
US Department of Transportation (USDOT) Rating	Annual rating by USDOT of the overall effectiveness of our pipeline safety program.	Key Project
Monitor Construction Projects	Two major utility construction projects will continue in 2018: the undergrounding of electric power lines (DC PLUG) and the replacement of natural gas pipelines (PROJECTPipes). Oversight of these projects helps to assure that they will be constructed efficiently, with minimal disruption and with coordination with other projects and District agencies. Monitoring entails review of design drawings to assure prudence and consistency with industry standards, site inspections, participation in Consumer Education activities, and auditing of expenses.	Key Project
Monitor Compliance with Telecommunications Quality of Service (TQSS)	TQSS are the indices by which we judge whether telecommunications companies are providing safe, reliable and quality service.	Key Project
Modernizing the Energy Delivery System (MEDSIS)	FC 1130, MEDSIS for Improved Sustainability, is a docket intending to explore new technologies and concepts that will add more efficient use of the energy delivery system. In 2018, the Commission will implement new rules to modernize the energy delivery system.	Key Project
Pipeline Inspections	Our pipeline safety inspectors make daily visits to Washington Gas work sites to assure compliance with federal and D.C. safety standards.	Daily Service

(Continued on next page)

## 1. Ensure Safe, Reliable, and Quality Electric Gas and Local Telecommunications Services at Just and Reasonable Rates. (8 Activities)

Activity Title	Activity Description	Type of Activity
One Call Inspections	Our one call inspector makes daily visits to construction sites to assure that contractors avoid utility lines when excavating.	Daily Service
Payphone Inspections	Coin operated payphones are inspected to assure that they are in good working order, available for public use, and not used for illegal activities.	Key Project
Adjudicate Rate Adjustments	The Commission conducts evidentiary or other hearings to determine whether proposed utility rate adjustments are just and reasonable.	Key Project

## 2. Foster Fair and Open Competition among Service Providers. (3 Activities)

Activity Title	Activity Description	Type of Activity
Universal Service Trust Fund (USTF)	The Commission oversees management of the USTF, including preparing the annual assessment rate, reviewing Verizon's surcharge calculation and collections, approving an annual budget, and disbursements.	Key Project
Renewable Portfolio Applications Granted	Increased use of renewable energy sources is the policy of the District of Columbia. The Commission approves applications from persons who generate electricity from solar, wind, biomass, and other sources.	Daily Service
Competitive Applications Processed	Energy and telecommunications competitors must be licensed by the Commission. The timely processing of these applications assures a robust competitive environment.	Daily Service

## 3. Educate Consumers and Inform the Public. (3 Activities)

Activity Title	Activity Description	Type of Activity
Consumer Complaints and Inquiries	When consumers are unable to resolve an issue with a utility supplier, they may come to the Commission to file an informal or formal complaint. Our Consumer Specialists counsel the consumer, contact the utility, and mediate a resolution to the issue.	Daily Service
Outreach Events	Our Consumer Specialists attend events at venues throughout the District to inform consumers about their rights regarding utility regulation.	Daily Service
Community Hearings	In cases having significant impact on the public (e.g., applications for a rate increase), the Commission conducts Community Hearings at which it presents a summary of the case and invites members of the public to express their views.	Key Project

## 4. Motivate Customer and Results-Oriented Employees. (2 Activities)

Activity Title	Activity Description	Type of Activity
Cases Opened	The opening of new cases is a measure of the efficiency of the staff, requiring the establishment of a docket, notification, and establishment of a records management approach for each case.	Daily Service
Number of Orders Issued	The number of orders issued is a measure of the results-oriented efficiency of our staff.	Daily Service

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(2 Activities)**

Activity Title	Activity Description	Type of Activity
Percentage of Complaints Resolved	Percentage of complaints resolved at an informal level is a measure of agency efficiency.	Key Project
Complete Adjudications	Adjudications are often complex proceedings involving evidentiary and community hearings. Completion of adjudications within 90 days of the close of the record is a measure of the efficiency of the staff.	Key Project

**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. Ensure Safe, Reliable, and Quality Electric Gas and Local Telecommunications Services at Just and Reasonable Rates.  
(2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Adjudicative Case decisions issued within 90 days of record closure	No	100%	No applicable incidents	95%	95%	95%
USDOT Rating of DC Pipeline Safety Program	No	97	Forthcoming October 2017	98	98	98

**2. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(10 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget - Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Budget - Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Contracts/Procurement - Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Contracts/Procurement - Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Customer Service - Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources - Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources - Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources - Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Percent of Consumer Complaints Resolved at an informal level	No	98.50%	99%	98%	98%	98%
Performance Management - Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017

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## 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?”

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### 1. Pipeline inspections

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Pipeline safety inspections conducted	No	270	191	352

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### 2. One Call Inspections

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Inspections conducted	No	1,102	1,103	913

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### 3. Payphone Inspections

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Payphone inspections	No	210	125	93

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### 4. Renewable Portfolio Applications Granted

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Renewable portfolio standards applications processed	No	385	660	779

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### 5. Consumer Complaints and Inquiries

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of consumer complaints and inquiries processed	No	1,470	1,250	949

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### 6. Cases Opened

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of cases opened	No	847	1,108	1,207

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### 7. Number of Orders Issued

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of orders issued	No	408	392	736

## Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets

# Office of the People's Counsel

[www.opc-dc.gov](http://www.opc-dc.gov)

Telephone: 202-727-3071

**Table DJ0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change from FY 2017</b>
OPERATING BUDGET	\$9,683,359	\$7,497,285	\$8,062,744	7.5
FTEs	39.7	41.4	44.4	7.2

The mission of the Office of the People’s Counsel (“OPC” or “The Office”) is to: advocate for the provision of safe and reliable quality utility service and equitable treatment at rates that are just, reasonable, and nondiscriminatory; assist individual consumers in disputes with utility providers; provide technical assistance, education, and outreach to consumers and rate-payers, community groups, associations, and the Consumer Utility Board; and provide legislative analysis and information to the Council of the District of Columbia on matters relating to utilities. The Office’s mission further includes consideration of the District’s economy and promotion of the environmental sustainability of the District.

Specifically, OPC’s mission includes:

- Advocating on behalf of District consumers in adjudicatory and regulatory proceedings before the D.C. Public Service Commission, federal agencies, and courts;
- Representing District consumers in individual disputes involving gas, electric, and telephone companies providing residential service in the District of Columbia;
- Educating consumers about ongoing and emerging utility issues; Collaborating and forming alliances with District agencies and other stakeholders involved in the utility regulatory process;
- Informing and advising District policy makers, including the Executive Office of the Mayor and the District Council, of emerging utility issues affecting their constituents;
- Advising the District Council on the need for legislative action to address consumer-based utility issues; Serving as a statutory member on the Sustainable Energy Utility Advisory Board to assist in the development of a city-wide sustainable energy policy; and
- Providing consultative services and technical assistance to utility consumers to facilitate their participation in utility proceedings and to ensure that their interests are adequately represented in these proceedings.

## Summary of Services

OPC is a party to all utility-related proceedings before the D.C. Public Service Commission and represents the interests of District ratepayers before local and federal regulatory agencies and courts. The Office assists individual consumers in disputes with utility companies about billing or services, and provides consumer education and outreach to community groups and associations on emerging issues impacting the quality, reliability, and affordability of their utility services and associated environmental issues. The Office provides technical assistance to consumers, the Consumer Utility Board (CUB), as well as other District community groups. OPC also provides legislative analysis for, assistance to, and testimony before, the District Council on utility matters.

The agency's FY 2018 proposed budget is presented in the following tables:

### FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DJ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table DJ0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
SPECIAL PURPOSE										
REVENUE FUNDS	9,683	7,497	8,063	565	7.5	39.7	41.4	44.4	3.0	7.2
<b>TOTAL FOR</b>										
<b>GENERAL FUND</b>	<b>9,683</b>	<b>7,497</b>	<b>8,063</b>	<b>565</b>	<b>7.5</b>	<b>39.7</b>	<b>41.4</b>	<b>44.4</b>	<b>3.0</b>	<b>7.2</b>
<b>GROSS FUNDS</b>	<b>9,683</b>	<b>7,497</b>	<b>8,063</b>	<b>565</b>	<b>7.5</b>	<b>39.7</b>	<b>41.4</b>	<b>44.4</b>	<b>3.0</b>	<b>7.2</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

### FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table DJ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table DJ0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	3,899	4,139	4,559	4,975	416	9.1
13 - ADDITIONAL GROSS PAY	25	1	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	697	774	809	881	72	8.9
15 - OVERTIME PAY	1	0	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>4,622</b>	<b>4,914</b>	<b>5,368</b>	<b>5,855</b>	<b>488</b>	<b>9.1</b>

**Table DJ0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>	<b>Percentage Change*</b>
20 - SUPPLIES AND MATERIALS	50	32	40	40	0	0.0
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	0	0	1	0	0	-22.3
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	53	42	67	46	-21	-31.9
32 - RENTALS - LAND AND STRUCTURES	708	634	832	853	21	2.5
35 - OCCUPANCY FIXED COSTS	0	0	2	25	23	1,305.0
40 - OTHER SERVICES AND CHARGES	528	566	585	585	0	0.0
41 - CONTRACTUAL SERVICES - OTHER	405	955	472	422	-50	-10.6
50 - SUBSIDIES AND TRANSFERS	0	2,323	0	0	0	N/A
70 - EQUIPMENT AND EQUIPMENT RENTAL	38	218	131	236	105	80.2
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>1,784</b>	<b>4,770</b>	<b>2,129</b>	<b>2,207</b>	<b>78</b>	<b>3.7</b>
<b>GROSS FUNDS</b>	<b>6,405</b>	<b>9,683</b>	<b>7,497</b>	<b>8,063</b>	<b>565</b>	<b>7.5</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table DJ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table DJ0-4**

(dollars in thousands)

<b>Division/Program and Activity</b>	<b>Dollars in Thousands</b>				<b>Full-Time Equivalents</b>			
	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	150	154	156	2	1.6	1.6	1.6	0.0
(1020) CONTRACTING AND PROCUREMENT	244	253	258	4	2.3	2.4	2.4	0.0
(1030) PROPERTY MANAGEMENT	960	1,151	1,226	75	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	193	255	241	-14	2.0	2.0	2.0	0.0
(1050) FINANCIAL MANAGEMENT	2,513	174	194	20	0.0	0.0	0.0	0.0
(1070) FLEET MANAGEMENT	13	18	17	-1	0.0	0.0	0.0	0.0
(1085) CUSTOMER SERVICE	23	25	103	79	1.2	0.2	1.4	1.2
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>4,096</b>	<b>2,029</b>	<b>2,194</b>	<b>165</b>	<b>7.1</b>	<b>6.2</b>	<b>7.4</b>	<b>1.2</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>								
(110F) BUDGET OPERATIONS	331	442	451	9	2.4	3.4	3.4	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>331</b>	<b>442</b>	<b>451</b>	<b>9</b>	<b>2.4</b>	<b>3.4</b>	<b>3.4</b>	<b>0.0</b>

**Table DJ0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(2000) OFFICE OF PEOPLES COUNSEL</b>								
(2010) CONSUMER ADVOCACY AND REPRESENTATION	3,331	2,991	3,108	117	14.7	15.8	15.6	-0.2
(2020) PUBLIC INFORMATION DISSEMINATION	1,926	2,035	2,310	275	15.6	16.0	18.0	2.0
<b>SUBTOTAL (2000) OFFICE OF PEOPLES COUNSEL</b>	<b>5,257</b>	<b>5,026</b>	<b>5,417</b>	<b>392</b>	<b>30.2</b>	<b>31.8</b>	<b>33.6</b>	<b>1.8</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>9,683</b>	<b>7,497</b>	<b>8,063</b>	<b>565</b>	<b>39.7</b>	<b>41.4</b>	<b>44.4</b>	<b>3.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 the People's Counsel operates the following 3 programs:

**Office of People's Counsel** – provides consumer advocacy for utility consumers in the District so that they can receive quality utility service and equitable treatment at rates that are just, reasonable, and nondiscriminatory.

This program contains the following 2 activities:

- **Consumer Advocacy and Representation** – provides legal and technical analysis, and consumer advocacy services for District consumers to ensure safe, reliable services at rates that are just, reasonable, and consistent with new statutory mandates; and advocates for the conservation of the natural resources of the District, consideration of the economy, and the preservation of environmental quality; and
- **Public Information Dissemination** – provides consumer education, outreach, and technical assistance to District consumers so that they can understand their rights as ratepayers and make informed decisions about their utility services.

**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.

**Agency Financial Operations** – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all agencies using performance-based budgeting.

## Program Structure Change

The Office of the People's Counsel has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table DJ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table DJ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>7,497</b>	<b>41.4</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	488	3.0
Increase: To align resources with operational spending goals	Multiple Programs	105	0.0
Increase: To align Fixed Costs with proposed estimates	Agency Management	23	0.0
Decrease: To adjust the Contractual Services budget	Office of Peoples Counsel	-50	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>8,063</b>	<b>44.4</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>8,063</b>	<b>44.4</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>8,063</b>	<b>44.4</b>
<b>GROSS FOR DJ0 - OFFICE OF THE PEOPLE'S COUNSEL</b>		<b>8,063</b>	<b>44.4</b>

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

## FY 2018 Proposed Budget Changes

The Office of the People's Counsel's (OPC) proposed FY 2018 gross budget is \$8,062,744, which represents a 7.5 percent increase over its FY 2017 approved gross budget of \$7,497,285. The budget is comprised entirely of Special Purpose Revenue funds.

### Agency Budget Submission

**Increase:** OPC's FY 2018 proposed budget includes a net increase of \$487,505 and 3.0 FTEs in personal services across multiple programs. These positions will provide the public with essential technical support and information to make informed decisions about their utility services. Additionally, the budget proposal reflects a net increase of \$105,279 across multiple programs primarily to support projected equipment costs. Other adjustments include a net increase of \$22,675 in the Agency Management program, to align the budget with Fixed Cost estimates from the Department of General Services (DGS) and the Office of Finance Resource Management (OFRM). This adjustment is comprised of increases of \$23,150 in Occupancy costs, \$21,058 in Rent, partially offset by decreases of \$21,399 in Telecommunication, and \$134 in Energy costs.

**Decrease:** OPC proposes a reduction of \$50,000 in the Office of People's Counsel program to reflect a decrease in Contractual Services' costs.

### Mayor's Proposed Budget

**No Change:** The Office of the People's Counsel's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### District's Proposed Budget

**No Change:** The Office of the People's Counsel's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan

Office of the People's Counsel (OPC) has the following strategic objectives for FY 2018:

### 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 consumer education, outreach and technical assistance to District ratepayers and consumers on matters relating to natural gas, electric, and telephone utilities.
2. Ensure effective advocacy on behalf of consumers and ratepayers of natural gas, electric, and telephone services in the District.
3. Enhance agency operational efficiency to improve agency efficiency and productivity, service delivery, and cost reduction.
4. Create and maintain a highly efficient, transparent, and responsive District government.\*\*

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### 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.

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#### 1. Provide consumer education, outreach and technical assistance to District ratepayers and consumers on matters relating to natural gas, electric, and telephone utilities. (2 Activities)

Activity Title	Activity Description	Type of Activity
Consumer Assistance	On a daily basis, OPC provides consumers with pertinent information for city services, not provided by OPC. The agency receives many misdirected calls, and strives to ensure that residents needing assistance are referred to the correct city agency for service.	Daily Service
Daily Consumer Education Activities	OPC's consumer services division provides daily consumer education and outreach activity by attending and conducting various community meetings on a weekly and monthly basis.	Daily Service

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#### 2. Ensure effective advocacy on behalf of consumers and ratepayers of natural gas, electric, and telephone services in the District. (1 Activity)

Activity Title	Activity Description	Type of Activity
OPC Consumer Advocacy	This operation describes the mission critical work OPC conducts in advocating for consumer regulatory issues.	Daily Service

### 3. Enhance agency operational efficiency to improve agency efficiency and productivity, service delivery, and cost reduction. (1 Activity)

Activity Title	Activity Description	Type of Activity
Enhancing Agency Operational Efficiency	OPC is working efficiently and effectively to assist District consumers with individual inquiries and complaints regarding their utility services and billing on both an informal and formal basis. OPC staff is continuing its comprehensive consumer education program, which includes outreach to non-English speaking and senior consumers. OPC has a robust seniors outreach and education program that is a vital component of its consumer education and outreach program. OPC has enhanced its partnerships with AARP, the Office on Aging, and Commission on Aging. OPC staff educates seniors through presentations at community and mini-commission on aging meetings and at senior centers throughout the District. OPC staff also regularly updates the "Seniors Resource Guide" about home energy efficiency tips and changes in the District's utility markets. OPC's seniors outreach and education program is designed to assist seniors in managing their utility services costs.	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 consumer education, outreach and technical assistance to District ratepayers and consumers on matters relating to natural gas, electric, and telephone utilities. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of consumer outreach meetings	no	470	471	175	175	175
Percent of consumer complaints closed annually	no	94%	95%	90%	90%	90%

### 2. Ensure effective advocacy on behalf of consumers and ratepayers of natural gas, electric, and telephone services in the District. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of proceedings initiated by OPC	yes	Not available	Not available	Not available	New Measure	4

### 3. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget - Federal funds returned	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Budget - Local funds unspent	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017

(Continued on next page)

**3. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Contracts/Procurement- Contracts lapsed into retroactive status	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources - Employee District residency	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources - Employee Onboard Time	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources - Vacancy Rate	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Performance Management - Employee Performance Plan Completion	no	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017

## 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. Consumer Assistance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of consumer complaints	No	Not Available	Not Available	2,585

### 1. Consumer assistance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of consumer inquiries	No	Not Available	Not Available	72

### 2. OPC Consumer Advocacy

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of cases litigated before the Public Services Commission, Federal Energy Regulatory Commission, Federal Communications Commission, and Pennsylvania-New Jersey-Maryland Interconnection (PJM)	No	Not Available	Not Available	61

## Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume I, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Department of Insurance, Securities, and Banking

[www.disb.dc.gov](http://www.disb.dc.gov)

Telephone: 202-727-8000

**Table SR0-1**

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$20,684,402	\$26,404,148	\$28,747,797	8.9
FTEs	110.4	149.6	149.6	0.0

The mission of the Department of Insurance, Securities, and Banking (DISB) is two-fold: (1) protect consumers by providing equitable, thorough, efficient, and prompt regulatory supervision of the financial services companies, firms, and individuals operating in the District of Columbia; and (2) develop and improve market conditions to attract and retain financial services firms to the District of Columbia.

## Summary of Services

DISB regulates the following financial services entities: (1) insurance companies, insurance producers, health maintenance organizations, captive insurance companies, and risk retention groups; (2) investment advisors, investment advisor representatives, broker-dealers, broker-dealer agents, securities offerings, issuers, and agents of issuers; and (3) District and state-chartered banks, mortgage lenders and brokers, mortgage loan originators, check cashers, money transmitters, consumer sales finance companies, money lenders, and consumer credit service organizations.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table SR0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table SR0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	0	0	200	200	N/A	0.0	0.0	0.0	0.0	N/A
SPECIAL PURPOSE REVENUE FUNDS	19,581	26,279	27,966	1,686	6.4	110.4	149.6	149.6	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>19,581</b>	<b>26,279</b>	<b>28,166</b>	<b>1,886</b>	<b>7.2</b>	<b>110.4</b>	<b>149.6</b>	<b>149.6</b>	<b>0.0</b>	<b>0.0</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	984	0	457	457	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>984</b>	<b>0</b>	<b>457</b>	<b>457</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	119	125	125	0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>119</b>	<b>125</b>	<b>125</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>20,684</b>	<b>26,404</b>	<b>28,748</b>	<b>2,344</b>	<b>8.9</b>	<b>110.4</b>	<b>149.6</b>	<b>149.6</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table SR0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table SR0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	11,129	11,073	14,043	14,104	60	0.4
12 - REGULAR PAY - OTHER	585	355	883	825	-58	-6.6
13 - ADDITIONAL GROSS PAY	215	147	113	113	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	2,362	2,400	3,045	3,045	0	0.0
15 - OVERTIME PAY	16	9	21	21	0	0.0
99 - UNKNOWN PAYROLL POSTINGS	0	0	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>14,306</b>	<b>13,984</b>	<b>18,106</b>	<b>18,108</b>	<b>2</b>	<b>0.0</b>
20 - SUPPLIES AND MATERIALS	33	59	75	79	4	5.4
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	84	86	95	104	9	9.1
32 - RENTALS - LAND AND STRUCTURES	1,957	2,016	2,011	2,188	177	8.8
34 - SECURITY SERVICES	0	8	7	7	0	-5.9
35 - OCCUPANCY FIXED COSTS	0	24	0	25	25	138,372.2

**Table SR0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>	<b>Percentage Change*</b>
40 - OTHER SERVICES AND CHARGES	551	755	1,501	1,645	144	9.6
41 - CONTRACTUAL SERVICES - OTHER	1,266	1,746	1,780	3,265	1,485	83.5
50 - SUBSIDIES AND TRANSFERS	50	1,585	2,000	2,000	0	0.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	285	421	830	1,328	498	60.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>4,225</b>	<b>6,700</b>	<b>8,298</b>	<b>10,640</b>	<b>2,341</b>	<b>28.2</b>
<b>GROSS FUNDS</b>	<b>18,531</b>	<b>20,684</b>	<b>26,404</b>	<b>28,748</b>	<b>2,344</b>	<b>8.9</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table SR0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table SR0-4**

(dollars in thousands)

<b>Division/Program and Activity</b>	<b>Dollars in Thousands</b>				<b>Full-Time Equivalents</b>			
	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	181	194	197	3	1.5	2.0	2.0	0.0
(1017) LABOR PARTNERSHIP	80	83	84	0	0.7	1.0	1.0	0.0
(1040) OFFICE OF INFO. TECH. AND SUPPORT	4,015	4,687	5,388	701	8.1	11.0	11.0	0.0
(1060) OFFICE OF LEGAL SERVICES	1,247	1,855	1,866	11	9.6	13.0	13.0	0.0
(1080) PUBLIC AFFAIRS	621	725	792	67	3.0	4.0	4.0	0.0
(1090) PERFORMANCE MANAGEMENT	456	666	789	123	1.5	5.0	6.0	1.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>6,601</b>	<b>8,210</b>	<b>9,115</b>	<b>906</b>	<b>24.4</b>	<b>36.0</b>	<b>37.0</b>	<b>1.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>								
(110F) BUDGET OPERATION	272	326	313	-13	0.7	2.0	2.0	0.0
(120F) ACCOUNTING OPERATIONS	522	517	527	11	4.4	5.0	5.0	0.0
(130F) ACFO	197	212	212	0	0.7	1.0	1.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>991</b>	<b>1,055</b>	<b>1,053</b>	<b>-2</b>	<b>5.9</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>
<b>(2000) INSURANCE</b>								
(2010) INSURANCE PRODUCTS	999	1,509	1,511	2	6.9	11.7	11.7	0.0
(2015) FINANCIAL SURVEILLANCE	514	724	735	11	4.2	5.6	5.6	0.0
(2050) HMO	541	561	568	7	3.0	4.3	4.3	0.0
(2080) DC MARKET OPERATIONS INSURANCE	45	300	528	227	0.2	0.0	0.0	0.0
(2090) HEALTH INSURANCE REVIEW	969	645	1,032	388	4.4	6.0	5.0	-1.0
<b>SUBTOTAL (2000) INSURANCE</b>	<b>3,069</b>	<b>3,739</b>	<b>4,374</b>	<b>635</b>	<b>18.7</b>	<b>27.6</b>	<b>26.6</b>	<b>-1.0</b>

**Table SR0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(3000) SECURITIES</b>								
(3010) CORPORATE FINANCE	740	898	865	-34	4.8	7.0	7.0	0.0
(3030) SECURITIES LICENSING	406	482	468	-15	3.3	4.0	4.0	0.0
(3080) DC MARKET OPERATIONS SECURITIES	185	548	710	162	0.2	1.0	1.0	0.0
<b>SUBTOTAL (3000) SECURITIES</b>	<b>1,331</b>	<b>1,928</b>	<b>2,042</b>	<b>113</b>	<b>8.3</b>	<b>12.0</b>	<b>12.0</b>	<b>0.0</b>
<b>(4000) ENFORCEMENT</b>								
(4050) ENFORCEMENT	91	235	244	9	1.8	2.0	2.0	0.0
(4060) INVESTIGATIONS	534	756	920	164	4.1	6.0	7.0	1.0
(4080) DC MARKET COMPLIANCE ENFORCEMENT	7	46	61	14	0.0	0.0	0.0	0.0
<b>SUBTOTAL (4000) ENFORCEMENT</b>	<b>631</b>	<b>1,037</b>	<b>1,224</b>	<b>187</b>	<b>5.9</b>	<b>8.0</b>	<b>9.0</b>	<b>1.0</b>
<b>(5000) BANKING</b>								
(5060) LICENSING	754	871	864	-7	4.8	7.0	7.0	0.0
(5070) MARKET SERVICES	2,954	3,762	3,699	-62	6.6	8.0	8.0	0.0
(5080) DC MARKET OPERATIONS BANKING	581	406	1,102	697	0.2	0.0	0.0	0.0
<b>SUBTOTAL (5000) BANKING</b>	<b>4,290</b>	<b>5,039</b>	<b>5,666</b>	<b>627</b>	<b>11.6</b>	<b>15.0</b>	<b>15.0</b>	<b>0.0</b>
<b>(6000) RISK FINANCE</b>								
(6010) COMPLIANCE	129	145	145	0	3.3	1.0	1.0	0.0
(6020) FINANCIAL ANALYSIS	197	207	207	0	0.4	1.0	1.0	0.0
(6030) REGULATORY REVIEW AND LICENSING	41	103	95	-8	0.7	1.0	1.0	0.0
(6080) DC MARKET OPERATIONS RISK FINANCE	48	160	169	9	0.2	0.0	0.0	0.0
<b>SUBTOTAL (6000) RISK FINANCE</b>	<b>416</b>	<b>615</b>	<b>616</b>	<b>1</b>	<b>4.6</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>
<b>(8000) MARKET EXAMINATIONS</b>								
(8010) INSURANCE EXAMS	241	345	345	0	2.4	3.0	3.0	0.0
(8020) SECURITIES EXAMS	352	457	414	-43	3.1	4.0	4.0	0.0
(8030) BANKING EXAMS	1,083	1,479	1,499	20	9.8	13.0	13.0	0.0
(8040) RISK FINANCE EXAMS	665	684	693	9	4.6	5.0	5.0	0.0
<b>SUBTOTAL (8000) MARKET EXAMINATIONS</b>	<b>2,340</b>	<b>2,965</b>	<b>2,952</b>	<b>-14</b>	<b>19.9</b>	<b>25.0</b>	<b>25.0</b>	<b>0.0</b>
<b>(9000) COMPLIANCE ANALYSIS</b>								
(9010) CONSUMER SERVICES	793	976	842	-134	5.9	8.0	7.0	-1.0
(9020) MARKET RESEARCH ANALYSIS	223	635	654	19	4.4	6.0	6.0	0.0
(9080) DC MARKET COMPLIANCE ANALYSIS	1	205	212	6	0.7	1.0	1.0	0.0
<b>SUBTOTAL (9000) COMPLIANCE ANALYSIS</b>	<b>1,016</b>	<b>1,816</b>	<b>1,707</b>	<b>-109</b>	<b>11.1</b>	<b>15.0</b>	<b>14.0</b>	<b>-1.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>20,684</b>	<b>26,404</b>	<b>28,748</b>	<b>2,344</b>	<b>110.4</b>	<b>149.6</b>	<b>149.6</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Department of Insurance, Securities, and Banking operates through the following 9 divisions:

**Insurance** – monitors the financial solvency of insurance companies and Health Maintenance Organizations (HMO) operating in the District of Columbia; issues licenses to insurance companies, insurance producers, and related entities; resolves consumer complaints; approves rates and policy forms of insurance products marketed in the District; and monitors underwriting, policy holder services, claims, marketing, producer licensing, and the complaint handling processes of licensed insurers to ensure a viable insurance market in the District.

This division contains the following 5 activities:

- **Insurance Products** – reviews all types of insurance policy forms and actuarial memoranda to determine whether they conform to District insurance laws and regulations; analyzes rating rules, rate manuals and rating schedules; conducts actuarial and statistical analysis of rate increase requests; and maintains a database for claims and investment experience;
- **Financial Surveillance** – provides solvency and compliance monitoring, rate approval, and technical assistance for the insurance industry, other regulators, and the public so that there is a viable insurance market in the District;
- **Health Maintenance Organization (HMO)** – provides solvency and compliance monitoring, rate approval, and technical assistance for the HMO industry, other regulators, and the public so that there is a viable managed care insurance market in the District;
- **DC Market Operations Insurance** – provides for administrative support and the required tools for the bureau to achieve operational and programmatic results; and
- **Health Insurance Review** – reviews health insurance rate filings submitted for products sold in the District to ensure compliance with District law and federal health care reform; conducts analysis on rate filing trends; and provides consumer information on health insurance rates.

**Securities** – oversees the regulatory activities of stock brokerage and investment firms in the District to proactively protect District residents against malpractice and fraud by securities professionals, and to ensure proper marketing and disclosure of securities products in compliance with the District Code.

This division contains the following 3 activities:

- **Corporate Finance** – reviews and analyzes securities offerings to investors to ensure full disclosure with the District's securities laws;
- **Securities Licensing** – reviews and approves, subject to District laws, investment advisors, investment advisor representatives, broker-dealers, and broker-dealer agents doing business in the District; and
- **DC Market Operations Securities** – provides for administrative support and the required tools for the bureau to achieve operational and programmatic results.

**Enforcement** – directs programs designed to detect and take actions against individuals and companies engaged in fraudulent financial operations and services, and investigates compliance complaints.

This division contains the following 3 activities:

- **Enforcement** – ensures observance of District laws by providing remedies to individuals, insurance, securities and banking entities and other jurisdictions in order to prevent, detect, and prosecute insurance, securities and banking fraudulent activities;
- **Investigations** – responds to inquiries and complaints from consumers, and investigates and establishes the underlying facts to ensure adherence with the District's financial services and relevant consumer protection laws; and

- **DC Market Compliance Enforcement** – provides technical and administrative support for the bureau to achieve operational and programmatic results.

**Banking** – regulates the activities of depository and non-depository financial institutions within the District to protect consumers from unfair practices by conducting timely financial examinations and providing a fair financial market that benefits District consumers and businesses.

This division contains the following 3 activities:

- **Licensing** – reviews and approves, subject to District laws, District chartered banks, mortgage lenders and brokers, loan originators, money transmitters, check cashers, money lenders, and consumer credit service organizations doing business in the District;
- **Market Services** – administers the foreclosure mediation, Certified Capital Company (CAPCO), and State Small Business Credit Initiative programs; and
- **DC Market Operations Banking** – provides for administrative support and the required tools for the bureau to achieve operational and programmatic results.

**Risk Finance** – reviews and approves licensing applications for the formation of captive insurance companies and maintains regulatory oversight of captive insurers and risk retention groups that operate or plan to do business in the District.

This division contains the following 4 activities:

- **Compliance** – provides solvency and compliance monitoring and technical assistance for the captive insurance industry and other regulators to maintain a viable alternative insurance market in the District;
- **Financial Analysis** – analyzes financial and actuarial reports to ensure captive insurance companies and risk retention groups maintain capital and surplus required under District law;
- **Regulatory Review and Licensing** – reviews and approves, subject to District laws, licensing applications of captive insurance companies and risk retention groups, and provides technical assistance to other regulators; and
- **DC Market Operations Risk Finance** – provides for administrative support and the required tools for the bureau to achieve operational and programmatic results.

**Market Examinations** – conducts on-site examinations of all domiciled insurance companies; inspects District-based investment advisers and broker-dealers, District-chartered banks, and non-depository financial services institutions doing business in the District; monitors solvency of financial firms doing business in the District of Columbia; and develops comprehensive analysis of financial services market to identify current and emerging systematic issues and coordinate regulatory actions.

This division contains the following 4 activities:

- **Insurance Exams** – provides solvency and compliance monitoring of insurance companies to ensure compliance with District laws;
- **Securities Exams** – performs examinations of financial condition and regulatory compliance of securities firms and their representatives;
- **Banking Exams** – provides chartering, examination and enforcement services pertaining to District chartered banks and District licensed non-depository institutions; and
- **Risk Finance Exams** – provides solvency and compliance monitoring and technical assistance for the captive insurance industry and other regulators.

**Compliance Analysis** – provides research and analysis of industry sectors to establish best practices, and coordinates information from the Market Examinations Bureau with other bureaus to identify and define key market factors that drive changes in each industry sector.

This division contains the following 3 activities:

- **Consumer Services** – reviews consumer complaints regarding financial institutions and firms operating in the District to determine compliance with District laws and regulations, and conducts analysis and investigates matters regarding consumer issues;
- **Market Research Analysis** – provides research and analysis of industry sectors to establish “best practices” standards and guidelines for design, delivery, and results monitoring of financial products and services; and
- **DC Market Compliance Analysis** – provides technical and administrative support for the bureau to achieve operational and programmatic results.

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

**Agency Financial Operations** – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This division is standard for all agencies using performance-based budgeting.

### Division Structure Change

The Department of Insurance, Securities, and Banking has no division structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table SR0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table SR0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>0</b>	<b>0.0</b>
Enhance: To support a feasibility study (one-time)	Banking	200	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>200</b>	<b>0.0</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Increase: To align budget with projected grant awards	Insurance	457	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>457</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>457</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>457</b>	<b>0.0</b>

**Table SR0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>26,279</b>	<b>149.6</b>
Increase: To adjust the Contractual Services budget	Multiple Programs	828	0.0
Increase: To align resources with operational spending goals	Agency Management	647	0.0
Increase: To support the costs of pre-existing programmatic initiatives	Multiple Programs	209	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	2	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>27,966</b>	<b>149.6</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>27,966</b>	<b>149.6</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>27,966</b>	<b>149.6</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>125</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>125</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>125</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>125</b>	<b>0.0</b>

**GROSS FOR SR0 - DEPARTMENT OF INSURANCE, SECURITIES, AND BANKING****28,748 149.6**

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

**FY 2018 Proposed Budget Changes**

The Department of Insurance, Securities, and Banking's (DISB) proposed FY 2018 gross budget is \$28,747,797, which represents an 8.9 percent increase over its FY 2017 approved gross budget of \$26,404,148. The budget is comprised of \$200,000 in Local funds, \$457,172 in Federal Grant funds, \$27,965,625 in Special Purpose Revenue funds, and \$125,000 in Intra-District funds.

**Agency Budget Submission**

**Increase:** DISB's FY 2018 budget proposal in Federal Grant funds increased by \$457,172 to include the Insurance Market Reform federal grant.

The Special Purpose Revenue funds proposed budget includes an increase of \$828,300 in Contractual Services, primarily in the Banking, Insurance, and Agency Management divisions to support the enhancement of the Financially Fit DC Program, anticipated increases in foreclosure mediation costs, and increases in premium tax examination consultants. DISB's proposed budget also includes an increase of \$646,702 in Special Purpose Revenue funds in the Agency Management Division, across multiple Comptroller Source Groups, to support an office building relocation for the agency. Additionally, the budget includes a net increase of \$209,085 in nonpersonal services in Other Services and Charges and Equipment and Equipment Rental, primarily in the Securities, Insurance, and Enforcement divisions to support the purchase of platform equipment for the new STAR system, various technology and software upgrades, and anticipated increases in the Case Management System (CMS) maintenance. The budget proposal includes a net increase of \$2,391 in personal services across multiple divisions to account for salary step increases and Fringe Benefit adjustments and the realignment of Full-Time Equivalents (FTEs) to support program initiatives.

**Mayor's Proposed Budget**

**No Change:** The Department of Insurance, Securities, and Banking's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

**District's Proposed Budget**

**Enhance:** The budget proposal includes an increase of \$200,000 in one-time funding in the Banking division for a feasibility study for the establishment of a public bank in the District of Columbia.

## Agency Performance Plan

Department of Insurance, Securities, and Banking's (DISB) performance plan has the following objectives for FY 2018:

### 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 high quality and efficient consumer protection services to District residents and businesses.
2. Provide high quality and cost effective regulation of financial services providers to ensure compliance with District laws.
3. Establish the District as a premier destination for financial services firms by coordinating with other agencies to increase the number of financial services industry jobs available for District residents, and to generate additional revenue for the District.
4. Provide high quality services to financially empower residents and create pathways to the middle class.
5. Provide valuable assistance and support to District based small businesses and entrepreneurs that will create or retain jobs.
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 high quality and efficient consumer protection services to District residents and businesses. (5 Activities)

Activity Title	Activity Description	Type of Activity
Outreach Campaigns	Conduct outreach campaigns to provide residents with information that will help them make informed choices about financial services offerings (e.g., DC Saves Week, Financial Literacy Month, DASH for the STASH and the Financial Fitness Challenge).	Key Project
Financial Education Events	Hold at least two in-person financial education events in every Ward by the end of the fiscal year.	Key Project
Consumer Alerts	Publish and distribute consumer alerts, guides, and articles to inform consumers about financial services issues and to help prevent them from becoming victims of scams and abuses.	Key Project
Complaint Activity	Review complaint activity to identify trends that are adverse to the interests of consumers.	Key Project
Trend Analysis	Utilize trend analysis from complaint activity to develop education and enforcement initiatives to address the trends and improve outcomes for consumers.	Key Project

**2. Provide high quality and cost effective regulation of financial services providers to ensure compliance with District laws. (3 Activities)**

Activity Title	Activity Description	Type of Activity
Non-Depository Exams	Conduct examinations of non-depository financial institutions scheduled during the fiscal year.	Daily Service
Domestic Insurance Company Exams	Conduct examinations of domestic insurance companies scheduled during the fiscal year.	Daily Service
Investment Firm Exams	Conduct examinations of investment firms scheduled during the fiscal year.	Daily Service

**3. Establish the District as a premier destination for financial services firms by coordinating with other agencies to increase the number of financial services industry jobs available for District residents, and to generate additional revenue for the District. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Financial Services Academy	Develop a public private partnership where DISB and the financial services industry work with District universities and schools to train students to fill jobs in the financial services industry.	Key Project
Review Laws	Review the District's financial services laws and regulations to identify the areas where legislation and regulations should be revised or repealed.	Key Project

**4. Provide high quality services to financially empower residents and create pathways to the middle class. (4 Activities)**

Activity Title	Activity Description	Type of Activity
Seminars and Educational Events	Conduct seminars and educational events to provide residents with information on financial services.	Daily Service
Bank On DC Program	Promote the Bank on DC program to reduce the number of unbanked and underbanked residents in the District.	Key Project
Financial Services Curriculum	Deliver financial services curriculum that contains topics of interest and importance to all population segments in the District.	Key Project
Consumer Guides and Alerts	Prepare consumer guides and alerts to provide District residents with information about financial products and services.	Key Project

**5. Provide valuable assistance and support to District based small businesses and entrepreneurs that will create or retain jobs. (3 Activities)**

Activity Title	Activity Description	Type of Activity
SSBCI Program Promotion	Promote the SSBCI program to local banks and financial institutions, the business community, and District agencies such as Department of Small and Local Business Development (DSLBD), Department of General Services (DGS), and Office of the Deputy Mayor for Planning and Economic Development (DMPED).	Daily Service
SSBCI Program Partnerships	Work with District agencies, incubators, chambers of commerce, universities and other organizations to provide technical assistance to small businesses to enable them to qualify for loans.	Daily Service

(Continued on next page)

**5. Provide valuable assistance and support to District based small businesses and entrepreneurs that will create or retain jobs. (3 Activities)**

Activity Title	Activity Description	Type of Activity
State Business Credit Initiative (SSBCI)	Administer the Department's State Small Business Credit Initiative (SSBCI) program to provide financial support to District-based small businesses and entrepreneurs.	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 high quality and efficient consumer protection services to District residents and businesses. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent increase in the number of fraud alerts from the previous fiscal year developed and available on the Department's website and other media	No	Not Available	266.7%	10%	10%	10%
Percent of Insurance, Securities, and Banking complaints scheduled to be closed within 45 days of receipt	No	97.6%	99%	95%	95%	95%
Percent of scheduled captive financial analyses conducted during the fiscal year	No	100%	100%	100%	100%	100%

**2. Provide high quality and cost effective regulation of financial services providers to ensure compliance with District laws. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of scheduled District-based investment firms examined during the fiscal year	No	100%	100%	100%	100%	100%
Percent of scheduled domestic insurance companies examined during the fiscal year	No	100%	100%	100%	100%	100%
Percent of scheduled non-depository financial institutions examined during the fiscal year	No	57%	117.1%	100%	100%	100%

**3. Establish the District as a premier destination for financial services firms by coordinating with other agencies to increase the number of financial services industry jobs available for District residents, and to generate additional revenue for the District. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Increase cyber fraud enforcement efforts by 10 percent	Yes	Not Available	New Measure	Not Available	New Measure	New Measure

**4. Provide high quality services to financially empower residents and create pathways to the middle class. (3 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Increase by 10 percent the number of new bank accounts opened through the Bank on DC program from the previous year	No	888	1,711	750	750	750
Percent of increase in the number of fraud alerts issued	No	Not Available	266.7%	10%	10%	10%
Percent of increase in the number of regulatory enforcement cases initiated	No	Not Available	Not Available	10%	10%	10%

**5. Provide valuable assistance and support to District based small businesses and entrepreneurs that will create or retain jobs. (2 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent increase in outreach events for small businesses, financial institutions, or business organizations	No	Not Available	Not Available	Not Available	100%	100%
Percent of State Small Business Credit Initiative applications processed within 30 days of receipt	No	Not Available	Not Available	Not Available	95%	95%

**6. Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Budget - Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget - Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement - Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement - Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service - Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management - Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

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## 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?”

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### 1. Non-depository exams

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of non-depository financial institutions examinations completed during the fiscal year	No	Not Available	Not Available	317

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### 2. Domestic insurance company exams

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of domestic insurance company examinations completed during the fiscal year	No	Not Available	Not Available	0

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### 3. SSBCI program promotion

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of jobs created or retained in the District with SSBCI funds	No	Not Available	Not Available	360

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### 4. SSBCI program partnerships

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of small business assistance clinics, seminars, or other events provided	No	Not Available	Not Available	12

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### 5. Investment firm exams

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of District-based investment firm examinations completed during the fiscal year	No	Not Available	Not Available	16

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### 6. Seminars and educational events

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of events held where residents were provided with financial literacy training and/or consumer protection information	No	Not Available	Not Available	216

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## 7. Outreach campaigns

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of residents who receive in-person fraud abuse prevention, financial literacy training and/or consumer protection information	No	Not Available	Not Available	6,990
The number of Hispanic residents who receive financial education offerings at outreach events	Yes	Not Available	Not Available	New Measure

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## 8. Consumer alerts

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of consumer guides and alerts issued	No	Not Available	Not Available	5

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## 9. Review laws

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of bills or rulemakings developed by the Department to make the District more attractive for financial services business	No	Not Available	Not Available	2
Number of recommendations prepared by the Department that address the benefits to the District of creating new legislation or amending existing legislation or regulations	No	Not Available	Not Available	6

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## 10. Bank on DC program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Bank on DC or other Financially Fit DC events held	No	Not Available	Not Available	80

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## 11. Financial services curriculum

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of consumers receiving financial literacy training and/or consumer protection information.	No	Not Available	Not Available	6,990

### Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



# Housing Authority Subsidy

www.dchousing.org

Telephone: 202-535-1000

**Table HY0-1**

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$55,695,553	\$69,947,560	\$85,980,465	22.9

The mission of the Housing Authority Subsidy is to provide additional funding to the District of Columbia Housing Authority (DCHA) to subsidize its operations and to fund ongoing rental assistance for low-income households.

## Summary of Services

The Housing Authority Subsidy provides rental assistance support for District of Columbia households, supports the Local Rent Supplement Program (LRSP), and supports DCHA's Public Safety program.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table HY0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table HY0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	55,696	69,948	85,980	16,033	22.9	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>55,696</b>	<b>69,948</b>	<b>85,980</b>	<b>16,033</b>	<b>22.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>55,696</b>	<b>69,948</b>	<b>85,980</b>	<b>16,033</b>	<b>22.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table HY0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table HY0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
50 - SUBSIDIES AND TRANSFERS	37,699	55,696	69,948	85,980	16,033	22.9
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>37,699</b>	<b>55,696</b>	<b>69,948</b>	<b>85,980</b>	<b>16,033</b>	<b>22.9</b>
<b>GROSS FUNDS</b>	<b>37,699</b>	<b>55,696</b>	<b>69,948</b>	<b>85,980</b>	<b>16,033</b>	<b>22.9</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table HY0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table HY0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(2000) RENTAL ASSISTANCE SUPPORT</b>								
(2001) RENTAL ASSISTANCE SUPPORT	0	7,140	7,140	0	0.0	0.0	0.0	0.0
NO ACTIVITY ASSIGNED	7,140	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) RENTAL ASSISTANCE SUPPORT</b>	<b>7,140</b>	<b>7,140</b>	<b>7,140</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(3000) LOCAL RENT SUPPLEMENT</b>								
(3010) TENANT-BASED VOUCHERS	0	40,742	54,375	13,633	0.0	0.0	0.0	0.0
(3020) PROJECT AND SPONSOR - BASED VOUCHERS	0	17,866	20,266	2,400	0.0	0.0	0.0	0.0
NO ACTIVITY ASSIGNED	29,556	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) LOCAL RENT SUPPLEMENT</b>	<b>29,556</b>	<b>58,608</b>	<b>74,640</b>	<b>16,033</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(4000) PUBLIC SAFETY</b>								
(4001) PUBLIC SAFETY	0	4,200	4,200	0	0.0	0.0	0.0	0.0
NO ACTIVITY ASSIGNED	4,000	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (4000) PUBLIC SAFETY</b>	<b>4,000</b>	<b>4,200</b>	<b>4,200</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(5000) DCHA REHABILITATION &amp; MAINTENANCE</b>								
NO ACTIVITY ASSIGNED	15,000	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (5000) DCHA REHABILITATION &amp; MAINTENANCE</b>	<b>15,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>55,696</b>	<b>69,948</b>	<b>85,980</b>	<b>16,033</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Housing Authority Subsidy operates through the following 3 programs:

**Rental Assistance Support** – provides continued rental assistance to low-income District of Columbia households that are currently housed.

**Local Rent Supplement** – provides rental assistance for extremely low-income families and individuals through a housing program similar to the Federal Housing Choice Voucher program. The housing subsidy is provided through tenant-based, project-based, and sponsor-based assistance.

This program contains the following 2 activities:

- **Tenant-Based Vouchers** - are provided directly to families or individuals, who can use the voucher for any rental unit under the Fair Market Rent in the District. The voucher stays with the family, even if they decide to move to another rental unit in the District; and
- **Project and Sponsor-Based Vouchers** - Project-based vouchers are provided to for-profit or non-profit developers for specific units that they make available to low-income families. Unlike tenant-based vouchers, these vouchers are not portable and stay with the unit. The units must be made affordable over the life of the project. Although it is not required, many project-based vouchers are awarded to developments that also provide supportive services, such as counseling, to the low-income residents. Sponsor-based vouchers are awarded to a landlord or non-profit group for affordable units they make available to low-income families. Unlike project-based vouchers, these vouchers are portable and can be moved to another unit run by the non-profit or landlord. Sponsor-based vouchers are awarded only to groups that agree to provide supportive services to residents housed in the affordable units.

**Public Safety** – provides funding that supports DCHA's Public Safety force, which complements local law enforcement efforts by focusing on crime prevention and law enforcement in and around DCHA's public housing communities.

## Program Structure Change

The Housing Authority Subsidy has no program structure changes in the FY 2018 proposed budget.

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## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table HY0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

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**Table HY0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>69,948</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>69,948</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>69,948</b>	<b>0.0</b>

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## Table HY0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Enhance: To support Homeward DC	Local Rent Supplement	6,365	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>76,312</b>	<b>0.0</b>
Enhance: To provide housing and support services to District residents	Local Rent Supplement	9,668	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>85,980</b>	<b>0.0</b>

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### GROSS FOR HY0 - HOUSING AUTHORITY SUBSIDY

**85,980 0.0**

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

## FY 2018 Proposed Budget Changes

The Housing Authority Subsidy's proposed FY 2018 gross budget is \$85,980,465, which represents a 22.9 percent increase over its FY 2017 approved gross budget of \$69,947,560. The budget is comprised entirely of Local funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

The Housing Authority Subsidy's FY 2018 CSFL budget is \$69,947,560, which reflects no change from its FY 2017 approved Local funds budget of \$69,947,560.

## Agency Budget Submission

**No Change:** The Housing Authority Subsidy's budget proposal reflects no change from the CSFL to the agency budget submission.

## Mayor's Proposed Budget

**Enhance:** The Housing Authority Subsidy's budget proposal reflects an increase of \$6,364,690 to support the continued implementation of Homeward DC. The Department of Human Services (DHS), in conjunction with the Interagency Council on Homelessness (ICH) and other agency partners, have developed a five-year strategic plan. The objectives of the plan is to transform the Continuum of Care, from a shelter-focused system, to a model that uses resources in a manner that helps individuals and families access housing and other support needed to end homelessness.

## District's Proposed Budget

**Enhance:** The Housing Authority Subsidy's budget proposal reflects an increase of \$9,668,215 in Local funds. This amount includes \$4,669,235 to provide housing support for individuals and families experiencing homelessness; \$2,598,980 to support tenant-based rental subsidies for low-income residents; and \$2,400,000 to support project and sponsor-based subsidies to make affordable housing units for low-income residents.

# Housing Production Trust Fund Subsidy

www.dhcd.dc.gov  
Telephone: 202-442-7200

**Table HP0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$90,179,389	\$55,054,224	\$48,317,389	-12.2

The subsidy account previously reflected the total Dedicated Taxes (General Fund) transfer to the Housing Production Trust Fund (HPTF) to fulfill its operational obligations during a budgetary year. It now reflects any Local funds transfer to the HPTF.

## Summary of Services

The HPTF, which is administered by the District of Columbia's Department of Housing and Community Development (DHCD), is a legally separate entity for which the elected officials of the District of Columbia are financially accountable. Details of the HPTF's operating budget are provided in the Enterprise and Other Funds section of the budget document.

In FY 2007, a subsidy account for this entity was created to show the annual transfer of dedicated deed recordation and deed transfer taxes from the District's General Fund to the HPTF. In total, 15 percent of these tax revenues are dedicated to the HPTF. This 15 percent share was budgeted in two agencies. First, the amount required for debt service on borrowing for New Communities projects was budgeted in the Repayment of Revenue Bonds agency, in the Financing and Other appropriation title. Second, the remaining amount of the 15 percent share was budgeted in the HPTF Subsidy agency, to be transferred to the HPTF. Beginning in FY 2013, these funds were deposited directly into the HPTF; thus, there is no transfer of Dedicated Taxes through the General Fund. There was a transfer of Local funds to the HPTF through this agency in FY 2013, FY 2014, and FY 2016, and a Local funds transfer is also budgeted in FY 2017.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table HP0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table HP0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
LOCAL FUNDS	90,179	55,054	48,317	-6,737	-12.2	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>90,179</b>	<b>55,054</b>	<b>48,317</b>	<b>-6,737</b>	<b>-12.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>90,179</b>	<b>55,054</b>	<b>48,317</b>	<b>-6,737</b>	<b>-12.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table HP0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table HP0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
50 - SUBSIDIES AND TRANSFERS	0	90,179	55,054	48,317	-6,737	-12.2
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>90,179</b>	<b>55,054</b>	<b>48,317</b>	<b>-6,737</b>	<b>-12.2</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>90,179</b>	<b>55,054</b>	<b>48,317</b>	<b>-6,737</b>	<b>-12.2</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table HP0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table HP0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) HOUSING PRODUCTION TRUST FUND (SUBSIDY)</b>								
(1100) HOUSING PRODUCTION TRUST FUND (SUBSIDY)	90,179	55,054	48,317	-6,737	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) HOUSING PRODUCTION TRUST FUND (SUBSIDY)</b>	<b>90,179</b>	<b>55,054</b>	<b>48,317</b>	<b>-6,737</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>90,179</b>	<b>55,054</b>	<b>48,317</b>	<b>-6,737</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Housing Production Trust Fund Subsidy operates through the following program:

**Housing Production Trust Fund (Subsidy)** – provides funds to fulfill operational obligations for the Housing Production Trust Fund.

### Program Structure Change

The Housing Production Trust Fund Subsidy has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table HP0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table HP0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>55,054</b>	<b>0.0</b>
Removal of One-Time Funding	Housing Production Trust Fund (Subsidy)	-55,054	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>0</b>	<b>0.0</b>
Increase: Affordable housing initiatives funding (one-time)	Housing Production Trust Fund (Subsidy)	48,317	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>48,317</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>48,317</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>48,317</b>	<b>0.0</b>
<b>GROSS FOR HP0 - HOUSING PRODUCTION TRUST FUND SUBSIDY</b>		<b>48,317</b>	<b>0.0</b>

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

## FY 2018 Proposed Budget Changes

The Housing Production Trust Fund (HPTF) Subsidy's proposed FY 2018 gross budget is \$48,317,389, which represents a 12.2 percent decrease from its FY 2017 approved gross budget of \$55,054,224. The budget is comprised entirely of Local funds.

### Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

The HPTF Subsidy's FY 2018 CSFL budget is \$0, which represents a \$55,054,224 or 100 percent, decrease from its FY 2017 approved Local funds budget of \$55,054,224.

### CSFL Assumptions

The FY 2018 CSFL calculated for the HPTF Subsidy included adjustment entries that are not described in detail on table 5. This adjustment is a reduction of \$55,054,224 to account for the removal of one-time funding appropriated in FY 2017 for affordable housing initiatives.

### Agency Budget Submission

**Increase:** The Housing Production Trust Fund Subsidy's budget proposal in Local funds reflects a one-time increase of \$48,317,389 allocated in support of the District's affordable housing initiatives.

**Mayor's Proposed Budget**

**No Change:** The Housing Production Trust Fund Subsidy's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

**District's Proposed Budget**

**No Change:** The Housing Production Trust Fund Subsidy's budget proposal reflects no change from the Mayor's proposed budget submission to the District's proposed budget.



# Business Improvement Districts Transfer

**Table ID0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$28,507,042	\$37,000,000	\$47,000,000	27.0

The Business Improvement Districts Transfer agency records the transfer of revenues to Business Improvement Districts (BIDs).

The Chief Financial Officer collects assessments from businesses in BID areas through property taxes and then refunds the proceeds to each BID. Decisions on the assessment rate, who is assessed, and how the proceeds are spent are made by the BID, not the District of Columbia.

There are currently ten BIDs in the District:

- Anacostia BID
- Adams Morgan Partnership BID
- Capitol Hill BID
- Capitol Riverfront BID
- Downtown DC BID
- Georgetown BID
- Golden Triangle BID
- Mount Vernon Triangle Community Improvement District BID
- NoMa BID
- Southwest BID

Three additional BIDs (MidCity, Historic Dupont, and Shaw) are currently being developed and projected to be partially, if not fully, active in FY 2018.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table ID0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table ID0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
SPECIAL PURPOSE										
REVENUE FUNDS	28,507	37,000	47,000	10,000	27.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>28,507</b>	<b>37,000</b>	<b>47,000</b>	<b>10,000</b>	<b>27.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>28,507</b>	<b>37,000</b>	<b>47,000</b>	<b>10,000</b>	<b>27.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table ID0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table ID0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
50 - SUBSIDIES AND TRANSFERS	25,137	28,507	37,000	47,000	10,000	27.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>25,137</b>	<b>28,507</b>	<b>37,000</b>	<b>47,000</b>	<b>10,000</b>	<b>27.0</b>
<b>GROSS FUNDS</b>	<b>25,137</b>	<b>28,507</b>	<b>37,000</b>	<b>47,000</b>	<b>10,000</b>	<b>27.0</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table ID0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table ID0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) BUSINESS IMPROVEMENT DIST								
TAX - TRANSFER								
(1100) BUSINESS IMPROVEMENT DIST								
TAX - TRANSFER	28,507	37,000	47,000	10,000	0.0	0.0	0.0	0.0
SUBTOTAL (1000) BUSINESS								
IMPROVEMENT DIST TAX -								
TRANSFER	28,507	37,000	47,000	10,000	0.0	0.0	0.0	0.0
TOTAL PROPOSED								
OPERATING BUDGET	28,507	37,000	47,000	10,000	0.0	0.0	0.0	0.0

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Business Improvement Districts Transfer agency operates through the following program:

**Business Improvement Districts Tax-Transfer** – records the transfer of revenue to the various Business Improvement Districts.

### Program Structure Change

The Business Improvement Districts Transfer agency has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table ID0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table ID0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>37,000</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Business Improvement Dist Tax - Transfer	10,000	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>47,000</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>47,000</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>47,000</b>	<b>0.0</b>
<b>GROSS FOR ID0 - BUSINESS IMPROVEMENT DISTRICTS TRANSFER</b>		<b>47,000</b>	<b>0.0</b>

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

## FY 2018 Proposed Budget Changes

The Business Improvement Districts Transfer's proposed FY 2018 gross budget is \$47,000,000, which represents a 27.0 percent increase over its FY 2017 approved gross budget of \$37,000,000. The budget is comprised entirely of Special Purpose Revenue funds.

### Agency Budget Submission

**Increase:** The agency's proposed FY 2018 budget reflects an increase of \$10,000,000 to support the development of three new Business Improvement Districts (BIDs): MidCity, Historic Dupont, and Shaw.

### Mayor's Proposed Budget

**No Change:** The Business Improvement Districts Transfer's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### District's Proposed Budget

**No Change:** The Business Improvement District's Transfer's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

# Agency Budget Chapters - Part I

## *(by Appropriation Title)*

### **C. Public Safety and Justice**

1. Metropolitan Police Department (FA0) .....	C-1
2. Fire and Emergency Medical Services Department (FB0).....	C-17
3. Police Officers' and Fire Fighters' Retirement System (FD0).....	C-37
4. Department of Corrections (FL0).....	C-43
5. District of Columbia National Guard (FK0) .....	C-59
6. Homeland Security and Emergency Management Agency (BN0).....	C-67
7. Commission on Judicial Disabilities and Tenure (DQ0).....	C-81
8. Judicial Nomination Commission (DV0).....	C-89
9. Office of Police Complaints (FH0) .....	C-95
10. District of Columbia Sentencing Commission (FZ0) .....	C-105
11. Criminal Code Reform Commission (MA0) .....	C-115
12. Neighborhood Safety and Engagement (NS0) .....	C-121
13. Office of the Chief Medical Examiner (FX0).....	C-127
14. Office of Administrative Hearings (FS0) .....	C-141
15. Criminal Justice Coordinating Council (FJ0).....	C-151
16. Office of Unified Communications (UC0).....	C-161
17. Homeland Security Grants (FT0).....	C-173
18. Department of Forensic Sciences (FR0).....	C-179
19. Corrections Information Council (FI0).....	C-193
20. Office of Victim Services and Justice Grants (FO0) .....	C-203
21. Office of the Deputy Mayor for Public Safety and Justice (FQ0) .....	C-217



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# Metropolitan Police Department

**www.mpd.dc.gov**

**Telephone: 202-727-4218**

**Executive Office of the Chief of Police**

**911 Calls for Police Service**

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**Table FA0-1**

<b>Description</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>% Change</b>
	<b>Actual</b>	<b>Approved</b>	<b>Proposed</b>	<b>from FY 2017</b>
OPERATING BUDGET	\$543,434,479	\$552,941,581	\$548,703,469	-0.8
FTEs	4,307.8	4,644.0	4,725.5	1.8

The mission of the Metropolitan Police Department (MPD) is to safeguard the District of Columbia and protect its residents and visitors by providing the highest quality police service with integrity, compassion, and a commitment to innovation that integrates people, technology, and progressive business systems.

## **Summary of Services**

MPD provides crime prevention and response services through patrols, investigations, and homeland security services. The Patrol Services Bureau delivers community policing to the District's neighborhoods through 56 police service areas in seven police districts. The Investigative Services Bureau investigates crimes and provides forensic services for those cases. The Homeland Security Bureau coordinates domestic security and intelligence operations as well as traffic safety and law enforcement support for special events. The Internal Affairs Bureau investigates the use of force, equal employment opportunity violations, and other misconduct and complaints against MPD employees. The Strategic Services and Corporate Support Bureaus support the work of the entire department through strategic direction, legislative coordination, policy issuance, recruitment, hiring and training personnel, evidence control, records processing, fleet management, procurement, and other administrative support services.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FA0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FA0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	496,864	516,470	503,729	-12,741	-2.5	4,247.9	4,622.0	4,699.5	77.5	1.7
SPECIAL PURPOSE REVENUE FUNDS	5,142	7,864	8,200	336	4.3	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>502,006</b>	<b>524,334</b>	<b>511,929</b>	<b>-12,405</b>	<b>-2.4</b>	<b>4,247.9</b>	<b>4,622.0</b>	<b>4,699.5</b>	<b>77.5</b>	<b>1.7</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	4,581	3,229	6,145	2,915	90.3	30.2	13.0	26.0	13.0	100.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>4,581</b>	<b>3,229</b>	<b>6,145</b>	<b>2,915</b>	<b>90.3</b>	<b>30.2</b>	<b>13.0</b>	<b>26.0</b>	<b>13.0</b>	<b>100.0</b>
<b>PRIVATE FUNDS</b>										
PRIVATE DONATIONS	282	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>282</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	36,565	25,378	30,629	5,251	20.7	29.7	9.0	0.0	-9.0	-100.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>36,565</b>	<b>25,378</b>	<b>30,629</b>	<b>5,251</b>	<b>20.7</b>	<b>29.7</b>	<b>9.0</b>	<b>0.0</b>	<b>-9.0</b>	<b>-100.0</b>
<b>GROSS FUNDS</b>	<b>543,434</b>	<b>552,942</b>	<b>548,703</b>	<b>-4,238</b>	<b>-0.8</b>	<b>4,307.8</b>	<b>4,644.0</b>	<b>4,725.5</b>	<b>81.5</b>	<b>1.8</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FA0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FA0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	330,310	331,883	349,543	340,006	-9,537	-2.7
12 - REGULAR PAY - OTHER	3,893	3,310	3,954	5,046	1,092	27.6
13 - ADDITIONAL GROSS PAY	29,425	33,375	28,148	29,036	888	3.2
14 - FRINGE BENEFITS - CURRENT PERSONNEL	54,822	56,411	61,367	58,362	-3,005	-4.9
15 - OVERTIME PAY	40,586	34,845	26,263	30,687	4,424	16.8
99 - UNKNOWN PAYROLL POSTINGS	28	0	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>459,064</b>	<b>459,825</b>	<b>469,275</b>	<b>463,137</b>	<b>-6,138</b>	<b>-1.3</b>

**Table FA0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>	<b>Percentage Change*</b>
20 - SUPPLIES AND MATERIALS	3,722	4,252	4,538	4,053	-485	-10.7
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	600	306	3	3	0	0.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	86	310	150	80	-70	-46.7
40 - OTHER SERVICES AND CHARGES	9,712	23,898	18,714	25,077	6,363	34.0
41 - CONTRACTUAL SERVICES - OTHER	49,186	49,706	57,038	53,333	-3,704	-6.5
50 - SUBSIDIES AND TRANSFERS	55	595	56	2	-53	-95.7
70 - EQUIPMENT AND EQUIPMENT RENTAL	3,206	4,542	3,168	3,018	-150	-4.7
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>66,566</b>	<b>83,610</b>	<b>83,667</b>	<b>85,567</b>	<b>1,900</b>	<b>2.3</b>
<b>GROSS FUNDS</b>	<b>525,631</b>	<b>543,434</b>	<b>552,942</b>	<b>548,703</b>	<b>-4,238</b>	<b>-0.8</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table FA0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FA0-4**

(dollars in thousands)

<b>Division/Program and Activity</b>	<b>Dollars in Thousands</b>				<b>Full-Time Equivalents</b>			
	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>	<b>Actual FY 2016</b>	<b>Approved FY 2017</b>	<b>Proposed FY 2018</b>	<b>Change from FY 2017</b>
<b>(100I) PATROL SERVICES BUREAU</b>								
(110I) ADMINISTRATIVE OFFICE, PSB	942	1,387	561	-826	0.0	13.0	7.0	-6.0
(1500) PATROL DISTRICTS	301,322	295,661	292,315	-3,346	2,823.0	3,049.0	3,062.0	13.0
<b>SUBTOTAL (100I) PATROL SERVICES BUREAU</b>	<b>302,264</b>	<b>297,048</b>	<b>292,876</b>	<b>-4,172</b>	<b>2,823.0</b>	<b>3,062.0</b>	<b>3,069.0</b>	<b>7.0</b>
<b>(100C) CHIEF OF POLICE</b>								
(110C) ADMINISTRATIVE OFFICE, EOCOP	3,799	3,890	4,439	549	22.2	33.0	36.5	3.5
(120C) EXECUTIVE PROTECTION UNIT	736	654	580	-74	5.5	5.0	5.0	0.0
(130C) OFFICE OF RESEARCH AND ANALYTICAL SVS	2,755	2,304	2,528	224	19.4	17.0	29.0	12.0
<b>SUBTOTAL (100C) CHIEF OF POLICE</b>	<b>7,290</b>	<b>6,848</b>	<b>7,547</b>	<b>699</b>	<b>47.1</b>	<b>55.0</b>	<b>70.5</b>	<b>15.5</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>								
(110F) BUDGET OPERATIONS	1,546	1,666	1,645	-21	12.0	13.0	13.0	0.0
(120F) ACCOUNTING OPERATIONS	2,311	2,342	2,248	-93	20.3	22.0	22.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>3,857</b>	<b>4,007</b>	<b>3,893</b>	<b>-115</b>	<b>32.3</b>	<b>35.0</b>	<b>35.0</b>	<b>0.0</b>

**Table FA0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(2001) INVESTIGATIVE SERVICES BUREAU</b>								
(2600) CRIMINAL INVESTIGATIONS DIVISION	43,466	44,586	43,487	-1,100	278.2	361.0	368.0	7.0
(2700) NARCOTICS AND SPECIAL INVESTIGATIONS	5,656	8,291	8,392	101	49.0	51.0	47.0	-4.0
(2800) CRIME SCENE INVESTIGATIONS DIVISION	989	2,530	2,171	-359	14.8	9.0	5.0	-4.0
(2900) YOUTH INVESTIGATIONS DIVISION	29,079	26,963	28,872	1,910	77.6	99.0	98.0	-1.0
<b>SUBTOTAL (2001) INVESTIGATIVE SERVICES BUREAU</b>	<b>79,190</b>	<b>82,370</b>	<b>82,922</b>	<b>552</b>	<b>419.6</b>	<b>520.0</b>	<b>518.0</b>	<b>-2.0</b>
<b>(3000) SPECIAL FIELD OPERATIONS</b>								
(3565) HS/ENHANCING CURR HS SEC CAPABILITIES	155	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) SPECIAL FIELD OPERATIONS</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(4001) STRATEGIC SERVICES BUREAU</b>								
(4300) STRATEGIC CHANGE DIVISION	977	1,039	803	-236	10.2	8.0	7.0	-1.0
(4400) RESEARCH & ANALYTICAL SERVICES DIVISION	19	0	0	0	0.0	0.0	0.0	0.0
(4500) POLICY AND STANDARDS DIVISION	1,152	1,724	1,404	-320	10.2	14.0	10.0	-4.0
(4700) METROPOLITAN POLICE ACADEMY	16,268	20,619	20,334	-286	315.0	252.0	285.0	33.0
(4800) RECRUITING DIVISION	3,175	4,375	6,926	2,551	19.8	53.0	91.0	38.0
<b>SUBTOTAL (4001) STRATEGIC SERVICES BUREAU</b>	<b>21,591</b>	<b>27,757</b>	<b>29,467</b>	<b>1,709</b>	<b>355.2</b>	<b>327.0</b>	<b>393.0</b>	<b>66.0</b>
<b>(5001) CORPORATE SUPPORT BUREAU</b>								
(5100) GENERAL SUPPORT SERVICES DIVISION	5,994	6,272	5,612	-660	12.0	17.0	19.0	2.0
(5101) ADMINISTRATIVE OFFICE, CSB	1,169	493	1,081	587	8.3	3.0	6.0	3.0
(5400) POLICE BUSINESS SERVICES DIVISION	7,618	8,606	7,697	-910	87.8	99.0	95.0	-4.0
(5500) HUMAN RESOURCE MANAGEMENT DIVISION	16,392	19,005	18,330	-675	26.4	41.0	39.0	-2.0
<b>SUBTOTAL (5001) CORPORATE SUPPORT BUREAU</b>	<b>31,173</b>	<b>34,376</b>	<b>32,719</b>	<b>-1,657</b>	<b>134.5</b>	<b>160.0</b>	<b>159.0</b>	<b>-1.0</b>
<b>(6000) ORGANIZATION CHANGE PROGRAM</b>								
(6700) POLICE TRAINING	38	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (6000) ORGANIZATION CHANGE PROGRAM</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(7001) ASSISTANT CHIEF INTERNAL AFFAIRS BUREAU</b>								
(7101) ADMINISTRATIVE OFFICE, IAB	100	337	140	-197	0.0	1.0	0.0	-1.0
(7300) INTERNAL AFFAIRS DIVISION	5,502	6,362	5,847	-515	43.4	53.0	50.0	-3.0
(7500) INVESTIGATIVE DIVISION	389	280	410	130	7.4	3.0	4.0	1.0
(7700) COURT LIAISON DIVISION	1,039	1,647	1,005	-641	23.1	20.0	15.0	-5.0
(7800) DIVERSITY AND ADA COMPLIANCE DIVISION	1,025	1,149	1,137	-12	9.2	10.0	11.0	1.0
<b>SUBTOTAL (7001) ASSISTANT CHIEF INTERNAL AFFAIRS BUREAU</b>	<b>8,055</b>	<b>9,774</b>	<b>8,539</b>	<b>-1,235</b>	<b>83.1</b>	<b>87.0</b>	<b>80.0</b>	<b>-7.0</b>

**Table FA0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(9001) HOMELAND SECURITY BUREAU</b>								
(9101) ADMINISTRATIVE OFFICE, HSB	0	172	0	-172	0.0	1.0	0.0	-1.0
(9200) SPECIAL OPERATIONS DIVISION	39,418	47,944	48,463	519	224.6	233.0	244.0	11.0
(9300) INTELLIGENCE DIVISION	2,818	3,245	2,496	-749	0.9	31.0	24.0	-7.0
(9400) TACTICAL INFORMATION DIVISION	2,669	3,113	2,746	-367	70.2	24.0	20.0	-4.0
(9500) PATROL SUPPORT DIVISION	3,778	201	245	44	29.6	1.0	2.0	1.0
<b>SUBTOTAL (9001) HOMELAND SECURITY BUREAU</b>	<b>48,684</b>	<b>54,675</b>	<b>53,950</b>	<b>-726</b>	<b>325.2</b>	<b>290.0</b>	<b>290.0</b>	<b>0.0</b>
<b>(AMP1) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	1,026	522	734	212	7.4	4.0	6.0	2.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	254	150	150	0	0.0	0.0	0.0	0.0
(1017) LABOR MANAGEMENT (L-M) PARTNERSHIP	306	435	243	-192	4.6	3.0	2.0	-1.0
(1020) CONTRACTING AND PROCUREMENT	973	666	0	-666	0.0	0.0	0.0	0.0
(1030) PROPERTY MANAGEMENT	479	491	631	140	2.8	2.0	2.0	0.0
(1040) INFORMATION TECHNOLOGY	24,755	21,055	21,829	775	35.1	57.0	58.0	1.0
(1050) FINANCIAL SERVICES	0	0	0	0	0.9	0.0	0.0	0.0
(1055) RISK MANAGEMENT	1,976	1,905	2,015	109	12.9	12.0	12.0	0.0
(1060) LEGAL SERVICES	1,519	2,347	2,737	390	10.2	21.0	21.0	0.0
(1070) FLEET MANAGEMENT	9,288	8,162	8,070	-92	8.3	7.0	7.0	0.0
(1080) COMMUNICATIONS	232	282	331	49	4.6	2.0	3.0	1.0
(1087) LANGUAGE ACCESS	50	50	30	-20	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	278	21	21	0	0.9	0.0	0.0	0.0
<b>SUBTOTAL (AMP1) AGENCY MANAGEMENT</b>	<b>41,137</b>	<b>36,085</b>	<b>36,791</b>	<b>706</b>	<b>87.8</b>	<b>108.0</b>	<b>111.0</b>	<b>3.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>543,435</b>	<b>552,942</b>	<b>548,703</b>	<b>-4,238</b>	<b>4,307.7</b>	<b>4,644.0</b>	<b>4,725.5</b>	<b>81.5</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Metropolitan Police Department operates through the following 9 divisions:

**Patrol Services Bureau** – coordinates crime prevention and reduction efforts in the seven police districts. In addition to providing professional and effective patrol services throughout the District, this division responds to all calls for police service and coordinates police services to residents, visitors, and commuters.

This division contains the following 2 activities:

- **Administrative Office, PSB** – provides command, operational, and administrative support for the office; and
- **Patrol Districts** – patrols, responds to calls for service, and coordinates police services to residents, visitors, and commuters.

**Executive Office of the Chief of Police (EOCP)** – provides management, oversight, and direction for the agency.

This division contains the following 3 activities:

- **Administrative Office, EOCP** – provides command, operational, and administrative support for the office;
- **Executive Protection Unit** – responsible for the security of the Mayor; and
- **Office of Research and Analytical Services** – provides research and analytical services to support innovative policing operations and public safety practices.

**Investigative Services Bureau** – works with the community to solve crimes, helps bring offenders to justice, supports the recovery of victims, and protects witnesses. As part of this responsibility, this division, in conjunction with the Department of Forensic Sciences, operates the District's Consolidated Forensic Laboratory to enhance the District's capabilities for crime scene investigations and evidence analysis. The Bureau also supports school safety in partnership with the District of Columbia Public Schools and the District of Columbia Public Charter Schools and works to reduce juvenile victimization and delinquent behavior through a variety of programs.

This division contains the following 4 activities:

- **Criminal Investigations** – investigates and solves crimes so that offenders are brought to justice, and provides assistance to victims;
- **Narcotics and Special Investigations** – provides proactive criminal enforcement services so that citizens can live in neighborhoods free from drug dealing, drug-related crime, and prostitution;
- **Crime Scene Investigations** – processes crime scenes and coordinates evidence collection; and
- **Youth Investigations** – investigates abuse of minors, sexual abuse, internet-related crimes against minors, and human trafficking; processes all juvenile arrestees; coordinates proactive outreach to community members and youth; directs the School Resource Officer program; and manages the security contract for D.C. Public Schools.

**Strategic Services Bureau** – integrates training, research, program and policy development, and strategic analysis and planning to support MPD and the District by identifying and implementing innovative policing and business practices.

This division contains the following 4 activities:

- **Strategic Change** – coordinates strategic planning, government relations, legislative affairs, and performance management;
- **Policy and Standards** – develops policies and procedures for the department;
- **Metropolitan Police Academy** – provides training to MPD recruits and MPD-sworn personnel to create a capable, knowledgeable, and professional staff; and
- **Recruiting** – conducts outreach to recruit a diverse and highly qualified workforce, and conducts comprehensive examination and background screening on all prospective applicants.

**Corporate Support Bureau** – oversees the major administrative, technical, and business functions of the department that are critical to keeping the complex and large agency running effectively and efficiently, including fleet management, equipment and supplies, and evidence and property control.

This division contains the following 4 activities:

- **General Support Services** – provides support for equipment and supplies, evidence and property control, reproduction, and fleet services;
- **Administrative Office, CSB** – provides command, operational, and administrative support for the bureau;
- **Police Business Services** – provides services to the public and the criminal justice community by maintaining police records, regulating security officers, and registering firearms; and
- **Human Resource Management** – hires, retains, and makes appropriate duty status determinations for sworn personnel.

**Assistant Chief for Internal Affairs Bureau** – acts as the guardian of MPD’s reputation and ensures MPD’s accountability through comprehensive investigations of alleged misconduct and uses of force.

This division contains the following 5 activities:

- **Administrative Office, IAB** – provides command, operational, and administrative support for the bureau;
- **Internal Affairs** – conducts general investigations into allegations of police misconduct and use of force by MPD-sworn personnel and serves as the liaison to the Office of Police Complaints;
- **Investigative** – ensures compliance with equal employment opportunity laws and regulations;
- **Court Liaison** – coordinates officer appearances related to criminal and traffic cases; and
- **Diversity and ADA Compliance** – ensures that MPD complies with diversity and ADA requirements and regulations.

**Homeland Security Bureau** – integrates intelligence and operational functions to ensure that the District is well protected, and that the government prevents and is prepared to respond to threats and critical incidents. The division also works directly to support patrol operations to reduce crime and fear of crime with specialized patrol and tactical resources, and works constantly to improve information-sharing, process relevant information, and provide actionable intelligence to relevant personnel.

This division contains the following 4 activities:

- **Special Operations** – provides specialized patrol, tactical, rescue, and security services to the public, businesses, and government in the District;
- **Intelligence** – works with local and federal partners to assist with intelligence gathering and dissemination relating to crimes that have been committed, or would possibly be committed, within the District of Columbia;
- **Tactical Information** – supports District functions in keeping both the command staff and the community aware, by sending out crime alerts that give timely information about offenses occurring within neighborhoods, and liaises with the Washington Regional Threat Analysis Center and the Capitol Police; and
- **Patrol Support** – augments patrol functions by providing additional uniformed personnel to perform patrol functions in various areas and at times areas with higher crime rates, and helps to keep non-patrol members abreast of current tactics and trends related to street patrol.

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

**Agency Financial Operations** – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This division is standard for all agencies using performance-based budgeting.

## Division Structure Change

The Metropolitan Police Department has no division structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FA0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FA0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>516,470</b>	<b>4,622.0</b>
Removal of One-Time Funding	Multiple Programs	-420	0.0
Other CSFL Adjustments	Multiple Programs	1,361	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>517,411</b>	<b>4,622.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Chief of Police	1,439	15.5
Increase: To align personal services and Fringe Benefits with projected costs	Agency Management	1,350	3.0
Increase: To support the costs of pre-existing programmatic initiatives	Multiple Programs	738	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Homeland Security Bureau	376	6.0
Decrease: To align personal services and Fringe Benefits with projected costs	Agency Financial Operations	-49	0.0
Decrease: To align Fixed Costs with proposed estimates	Agency Management	-70	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-726	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-4,486	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-14,798	8.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>501,185</b>	<b>4,654.5</b>
Enhance: To support MPD's civilianization initiative	Multiple Programs	2,589	25.0
Enhance: To support additional Police Cadets	Strategic Services Bureau	1,768	35.0
Enhance: To support the Police Officers Retention Program	Patrol Services Bureau	1,500	0.0
Enhance: To support housing assistance to attract new recruits	Patrol Services Bureau	1,200	0.0
Enhance: To support the Safer and Stronger Initiative	Agency Management	971	0.0
Enhance: To support MPD's rebranding campaign (one-time)	Strategic Services Bureau	750	0.0
Reduce: To adjust the Contractual Services budget	Multiple Programs	-7,087	0.0
Transfer-Out: To FEMS to support cancer treatment initiatives	Corporate Support Bureau	-775	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>502,100</b>	<b>4,714.5</b>
Enhance: To support the Automated Traffic Enforcement initiative	Homeland Security Bureau	6,049	0.0
Enhance: To support additional CCTV cameras in Ward 6 (one-time)	Agency Management	200	0.0
Reduce: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-1,032	0.0
Reduce: To recognize savings from a reduction in FTEs	Patrol Services Bureau	-2,342	-15.0
Transfer-Out: To the Office of the Deputy Mayor for Public Safety and Justice to support the Concealed Pistol License Review Board	Chief of Police	-275	0.0
Transfer-Out: To the Department of Behavioral Health to support the Community Crime Prevention Team Program	Agency Management	-971	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>503,729</b>	<b>4,699.5</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>3,229</b>	<b>13.0</b>
Increase: To align budget with projected grant awards	Multiple Programs	2,548	0.0
Increase: To support additional FTEs	Multiple Programs	367	13.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>6,145</b>	<b>26.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>6,145</b>	<b>26.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>6,145</b>	<b>26.0</b>

**Table FA0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>7,864</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Multiple Programs	336	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>8,200</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>8,200</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>8,200</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>25,378</b>	<b>9.0</b>
Increase: To align budget with projected revenues	Multiple Programs	5,770	0.0
Decrease: To align budget with projected revenues	Multiple Programs	-519	-9.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>30,629</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>30,629</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>30,629</b>	<b>0.0</b>
<b>GROSS FOR FA0 - METROPOLITAN POLICE DEPARTMENT</b>		<b>548,703</b>	<b>4,725.5</b>

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

## FY 2018 Proposed Budget Changes

The Metropolitan Police Department's (MPD) proposed FY 2018 gross budget is \$548,703,469, which represents a less than 1.0 percent decrease from its FY 2017 approved gross budget of \$552,941,581. The budget is comprised of \$503,729,442 in Local funds, \$6,144,690 in Federal Grant funds, \$8,200,000 in Special Purpose Revenue funds, and \$30,629,337 in Intra-District funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

MPD's FY 2018 CSFL budget is \$517,411,047, which represents a \$941,057, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$516,469,990.

## CSFL Assumptions

The FY 2018 CSFL calculated for MPD included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$305,381 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$1,285,877 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for MPD includes a reduction of \$420,000 to account for the removal of one-time funding appropriated in FY 2017, of which \$270,000 supports the Comprehensive Homicide Elimination Strategy Task Force and \$150,000 provides support for the stop-and-frisk and use-of-force data collection initiative. Additionally, an increase of \$380,561 for the Fixed Costs Inflation Factor accounts for estimates for fleet services.

## Agency Budget Submission

In view of MPD's functional role as one of the leading first responder agencies in the District, the agency's budget proposal aims to enable and facilitate its fundamental goal of protecting District residents, visitors, businesses, and other stakeholders, by providing the highest quality police services. MPD routinely reviews its available resources in order to ensure that they are positioned in a way that will be most beneficial to all stakeholders.

**Increase:** MPD's FY 2018 budget proposal reflects significant realignment of resources in keeping with the agency's operational goals. The proposed budget in Local funds includes an increase of \$1,438,777 and 15.5 Full-Time Equivalents (FTEs) in the Executive Office of the Chief of Police division. This action enables the Chief of Police to provide effective oversight, management, and direction for the agency to meet ongoing challenges of modern policing of a large metropolis. The proposed budget in Local funds also includes an increase of \$1,349,729 and 3.0 FTEs in the Agency Management division to align personal services and Fringe Benefits with projected costs. Further adjustments in Local funds include increases of \$738,482 to cover projected costs for employee training, professional services fees, equipment repairs, and maintenance across multiple divisions in support of the operational continuity of MPD's services; and \$376,364 that supports an additional 6.0 FTEs in the Homeland Security Bureau for intelligence collections and crime prevention.

In Federal Grants, MPD proposes a net increase of \$2,915,230 to account for the projected grant award from the Cops More grants. Of this amount, \$2,548,368 supports nonpersonal services primarily in the Homeland Security Bureau division, and the balance of \$366,862 supports an additional 13.0 FTEs, primarily in the Patrol Services Bureau division, for MPD's civilianization initiatives.

In order to align the budget with projected revenue, MPD's proposal includes an increase of \$336,022 in Special Purpose Revenue funds. The proposed budget in Intra-District funds reflects an increase of \$5,769,715 in anticipation of additional revenue based on MPD's Memorandum of Understanding (MOU) agreements with various District agencies. As outlined in these MOU agreements, MPD will be providing security, fingerprinting and background check services to these agencies.

**Decrease:** The budget proposal reflects a decrease of \$48,962 in Local funds in the Agency Financial Operations division to align personal services and Fringe Benefits with projected costs. The proposed budget also decreased in Local funds by \$70,000 in the Agency Management division to align funding with Fixed Costs estimates for Telecommunications provided by the Office of the Chief Technology Officer. MPD projects programmatic cost savings in Local funds, which account for a reduction of \$725,565 in the proposed budget. This adjustment is primarily due to purchases of office and general supplies, as well as clothing and uniforms. Further adjustments in Local funds include a reduction of \$4,486,335 across multiple divisions to account for savings related to contractual services for the Automated Traffic Enforcement initiative. As highlighted earlier, MPD's budget proposal reflects realignment of resources, which include shifts of FTEs within the organization based on progression of assignments and adjustment of funding to match personnel function. In view of this, the proposed budget in Local funds decreased by \$14,798,321. This adjustment includes an increase of 8.0 FTEs across multiple divisions.

The proposed budget in Intra-District funds includes a decrease of \$518,530 and 9.0 FTEs primarily due to an MOU agreement with the Department of Employment Services that expires in FY 2017.

## Mayor's Proposed Budget

**Enhance:** As MPD's civilianization initiative efforts continue in FY 2018, the proposed budget in Local fund is increased \$2,589,249 to support an additional 25.0 FTEs. Civilianization replaces sworn officers in specific positions or relieves them of various tasks and responsibilities that can be performed by personnel without police powers. It also helps to professionalize areas of the Department by bringing in skilled employees. A commitment to civilianization allows MPD to return officers to operational functions far faster than the Department can recruit, hire, and train officers. The long-term costs to the city are lower as well because of savings in equipment, uniforms, and ongoing police training.

The budget in Local funds also includes a proposal to support the training of an additional 35 Police Cadets in FY 2018, and this accounts for an increase of \$1,767,500. In addition to civilianizing some positions, MPD also aims to encourage more officers to stay with the Department. The budget proposal in Local funds includes an increase of \$1,500,000 that enables the department to do this by funding an education-based incentive program such as student loan repayment assistance.

Further enhancements to the budget proposal in Local funds include increases of \$1,200,000 in support of attracting new recruits by providing housing assistance to new officers for six months while residing in the District; \$970,544 to hire five Social workers and five Clinical psychologists to collaborate with the Department of Behavioral Health on efforts that support the Safer and Stronger initiative; and \$750,000 in one-time funding to support MPD's rebranding initiatives, which include a public relations campaign to attract, hire, and retain both sworn and civilian members.

**Reduce:** The proposed Local funds budget includes a net reduction of \$7,087,335. This comprises reductions of \$1,038,000 to reflect cost savings recognized in contractual services for projected IT costs and \$6,049,335 due to a plan to shift the responsibilities of the Automated Traffic Enforcement initiative to the Department of Motor Vehicles.

**Transfer-Out:** The budget proposal includes a transfer of \$774,872 out of MPD's Local funds to the Fire and Emergency Medical Services agency to support the cancer treatment initiative for firefighters.

### **District's Proposed Budget**

**Enhance:** MPD's proposed budget includes restoring \$6,049,335 to Local funds, to continue to support the Automated Traffic Enforcement (ATE) initiative as in the FY 2017 budget. The proposed budget in Local funds also includes an increase of \$200,000 in one-time funding to support additional closed-circuit television cameras in targeted Public Safety Areas.

**Reduce:** The proposed Local funds budget includes a net reduction of \$1,032,320 to recognize savings in nonpersonal services across multiple divisions. Of this amount, \$200,000 represents savings from the housing assistance program for new officers who reside in the District, \$232,320 is from the body-worn camera footage contract, and \$600,000 is from the officers student loan repayment assistance program. The proposed budget includes an additional reduction of \$2,342,330, of which \$800,000 is from salary lapse and \$1,542,330 is from the elimination of 15.0 vacant positions.

**Transfer-Out:** MPD's FY 2018 proposed budget includes a transfer of \$1,245,544 in Local funds to two District agencies. The Office of the Deputy Mayor for Public Safety and Justice will receive \$275,000 to support the Concealed Pistol License Review Board, and the Department of Behavioral Health will receive \$970,544 for the Community Crime Prevention Team Program in support of the Neighborhood Engagement Achieves Results (NEAR) Act.

## Agency Performance Plan\*

The Metropolitan Police Department (MPD) has the following strategic objectives for FY 2018:

### 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. Safeguard the District of Columbia and protect its residents and visitors.
2. Provide the highest quality police service with integrity, compassion, and a commitment to innovation.
3. Improve police service to the public through the integration of the Department's people, technology, and business systems.
4. 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. Safeguard the District of Columbia and protect its residents and visitors. (11 Activities)

Activity Title	Activity Description	Type of Activity
Patrol Services	Provides focused law enforcement, responds to calls for service, and provides crime prevention services to residents, visitors, and commuters.	Daily Service
Criminal Investigations	Investigates and solves crimes so that offenders are brought to justice, and provides assistance to victims.	Daily Service
Crime Scene Investigations	Processes crime scenes and coordinates evidence collection.	Daily Service
Narcotics and Special Investigations	Provides proactive criminal enforcement services so that citizens can live in neighborhoods free from drug dealing, drug-related crime, and prostitution.	Daily Service
Youth Investigations	Investigates abuse of minors, sexual abuse, internet-related crimes against minors, and human trafficking; processes all juvenile arrestees; coordinates proactive outreach to community members and youth; directs the School Resource Officer program; and manages the security contract for D.C. Public Schools.	Daily Service
Special Operations	Provides specialized patrol, tactical, rescue, and security services to the public, businesses, and government in the District.	Daily Service
Intelligence	Works with local and federal partners to assist with intelligence gathering and dissemination relating to crimes that have been committed, or would possibly be committed, within the District of Columbia.	Daily Service

(Continued on next page)

**1. Safeguard the District of Columbia and protect its residents and visitors. (11 Activities)**

Activity Title	Activity Description	Type of Activity
Tactical Information	Supports District functions in keeping both the command staff and the community aware, by sending out crime alerts that give timely information about offenses occurring within neighborhoods, and liaises with the Washington Regional Threat Analysis Center and the Capitol Police.	Daily Service
Patrol Support	Augments patrol functions by providing additional uniformed personnel to perform patrol functions in various areas and at times areas with higher crime rates, and helps to keep non-patrol members abreast of current tactics and trends related to street patrol.	Daily Service
Executive Protection	Responsible for the security of the Mayor.	Daily Service
School Security	Manages security in all District of Columbia Public and Public Charter Schools and works to reduce juvenile victimization and delinquent behavior.	Daily Service

**2. Provide the highest quality police service with integrity, compassion, and a commitment to innovation. (9 Activities)**

Activity Title	Activity Description	Type of Activity
Special Liaison	Provides targeted outreach and specialized response to historically underserved communities.	Daily Service
Metropolitan Police Academy	provides training to MPD recruits and MPD-sworn personnel to create a capable, knowledgeable, and professional staff.	Daily Service
Strategic Change	Coordinates strategic planning, government relations, legislative affairs, and performance management.	Daily Service
Policy and Standards	Develops policies and procedures for the department.	Daily Service
Research and Analytical Services	Provides research and analytical services to support innovative policing operations and public safety practices.	Daily Service
Internal Affairs	Conducts general investigations into allegations of police misconduct and use of force by MPD-sworn personnel and serves as the liaison to the Office of Police Complaints.	Daily Service
Diversity and ADA Compliance	Ensures that MPD complies with diversity and ADA requirements and regulations.	Daily Service
Executive Office of the Chief Of Police	Provides management, oversight, and direction for the agency.	Daily Service
Communications	Manages media relations and provides information about the events and activities involving the MPD to the residents and visitors of the District of Columbia.	Daily Service

**3. Improve police service to the public through the integration of the Department's people, technology, and business systems. (6 Activities)**

Activity Title	Activity Description	Type of Activity
Court Liaison	Coordinates officer appearances related to criminal and traffic cases.	Daily Service
General Support Services	Provides support for equipment and supply, evidence and property control, reproduction, and fleet services.	Daily Service

(Continued on next page)

### 3. Improve police service to the public through the integration of the Department's people, technology, and business systems. (6 Activities)

Activity Title	Activity Description	Type of Activity
Human Resource Management	Hires, retains, and makes appropriate duty status determinations for sworn personnel.	Daily Service
Recruiting	Conducts outreach to recruit a diverse and highly qualified workforce, and conducts comprehensive examination and background screening on all prospective applicants.	Daily Service
Police Business	Provides services to the public and the criminal justice community by maintaining police records, regulating security officers, and registering firearms.	Daily Service
Information Technology	Provides strategic IT vision, leadership, and enterprise solutions that advance the Metropolitan Department mission.	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. Safeguard the District of Columbia and protect its residents and visitors. (10 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Clearance rate for aggravated assault	No	43.2%	38.9%	45.4%	Forthcoming October 2017	Forthcoming October 2017
Clearance rate for burglary	No	10.9%	10.7%	11.4%	Forthcoming October 2017	Forthcoming October 2017
Clearance rate for forcible rape	No	69.4%	66.6%	70%	Forthcoming October 2017	Forthcoming October 2017
Clearance rate for homicides	No	61.7%	69.6%	75%	Forthcoming October 2017	Forthcoming October 2017
Clearance rate for larceny-theft	No	6%	5.6%	14.7%	Forthcoming October 2017	Forthcoming October 2017
Clearance rate for motor vehicle theft	No	3.3%	2.4%	9.1%	Forthcoming October 2017	Forthcoming October 2017
Clearance rate for robbery	No	19.5%	22.0%	21.7%	Forthcoming October 2017	Forthcoming October 2017
Percent change in DC Code Index property crime	No	-0.6%	-6.3%	-5%	-5%	-5%
Percent change in DC Code Index violent crime	No	0.5%	-0.9%	-5%	-5%	-5%
Percent change in the number of homicides	No	54.3%	-16.7%	-10%	-10%	-10%

### 2. Improve police service to the public through the integration of the Department's people, technology, and business systems. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average court overtime hours per arrest	No	2.3	1.6	2.3	1.6	Forthcoming October 2017
Average daily fleet availability	No	96.2%	96.1%	95%	95%	95%

**3. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Patrol Services

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of arrests	No	42,384	36,003	42,888

### 2. Special Operations

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of Explosive Ordinance Disposal Unit call outs for suspicious packages/vehicles & bomb threats	No	257	195	218
Number of vehicle crash fatalities	No	29	17	30

### 3. Tactical Information

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of CCTV recordings retrieved for investigations	No	1,202	1,371	1,285

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#### 4. Court Liaison

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of court overtime hours	No	113,193	84,282	68,906
Number of non-court locally funded overtime hours	No	277,739	334,204	304,803

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#### 5. Human Resource Management

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of police officers hired	No	269	281	285

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#### 6. Police Business

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of applications for firearm registrations processed for individuals (excludes security agencies and law enforcement officers)	No	1,236	1,628	1,617

#### Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Fire and Emergency Medical Services Department

[www.fems.dc.gov](http://www.fems.dc.gov)

Telephone: 202-673-3320

**Table FB0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$244,689,022	\$254,287,508	\$254,570,122	0.1
FTEs	2,144.6	2,104.0	2,154.0	2.4

The mission of the Fire and Emergency Medical Services Department (FEMS) is to preserve life and promote health and safety through excellent pre-hospital treatment and transportation, fire prevention, fire suppression, rescue activities, and homeland security awareness.

## Summary of Services

The Fire and Emergency Medical Services Department (FEMS) provides emergency medical services (EMS), fire suppression, technical rescue, special hazards rescue, marine rescue, firefighting, and other emergency services to preserve life and protect property in the District of Columbia. FEMS is the primary first-response public safety agency for managing consequences resulting from natural disasters or other all-hazards catastrophic events potentially impacting the national capital region. FEMS provides a number of community risk reduction services including homeland security preparedness; health and fire safety education for schools, young children and senior adults; and fire inspection and code enforcement programs. FEMS is a leading provider of public safety information by social media and operates public outreach programs for CPR and AED training, smoke alarms, and other community services. Key objectives in accomplishing our mission are:

- Embracing a supportive work environment focused on creating a safe, competent, and professional workforce team;
- Ensuring that our facilities, vehicles, equipment, and processes remain capable of supporting service delivery requirements;
- Building collaborative relationships within our community to improve service delivery; and
- Delivering timely, high quality, and effective services to better serve the needs of our community.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FB0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FB0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	239,097	249,840	249,681	-160	-0.1	2,014.2	2,062.0	2,111.0	49.0	2.4
SPECIAL PURPOSE REVENUE FUNDS	572	1,025	1,836	811	79.1	0.0	0.0	1.0	1.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>239,669</b>	<b>250,865</b>	<b>251,516</b>	<b>651</b>	<b>0.3</b>	<b>2,014.2</b>	<b>2,062.0</b>	<b>2,112.0</b>	<b>50.0</b>	<b>2.4</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	915	3,022	3,054	32	1.0	18.8	42.0	42.0	0.0	0.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>915</b>	<b>3,022</b>	<b>3,054</b>	<b>32</b>	<b>1.0</b>	<b>18.8</b>	<b>42.0</b>	<b>42.0</b>	<b>0.0</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	4,105	400	0	-400	-100.0	111.6	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>4,105</b>	<b>400</b>	<b>0</b>	<b>-400</b>	<b>-100.0</b>	<b>111.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>244,689</b>	<b>254,288</b>	<b>254,570</b>	<b>283</b>	<b>0.1</b>	<b>2,144.6</b>	<b>2,104.0</b>	<b>2,154.0</b>	<b>50.0</b>	<b>2.4</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FB0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FB0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	147,165	149,924	157,354	157,241	-113	-0.1
12 - REGULAR PAY - OTHER	2,494	1,152	1,526	960	-566	-37.1
13 - ADDITIONAL GROSS PAY	8,022	7,492	8,031	8,019	-12	-0.1
14 - FRINGE BENEFITS - CURRENT PERSONNEL	25,779	26,536	29,324	28,127	-1,197	-4.1
15 - OVERTIME PAY	12,384	22,164	14,891	16,504	1,613	10.8
99 - UNKNOWN PAYROLL POSTINGS	1	0	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>195,845</b>	<b>207,267</b>	<b>211,126</b>	<b>210,851</b>	<b>-275</b>	<b>-0.1</b>

**Table FB0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
20 - SUPPLIES AND MATERIALS	4,279	4,305	4,642	5,049	407	8.8
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	135	59	0	0	0	N/A
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	16	30	16	62	46	289.6
40 - OTHER SERVICES AND CHARGES	4,510	7,561	6,266	6,754	488	7.8
41 - CONTRACTUAL SERVICES - OTHER	6,549	13,809	19,783	20,796	1,013	5.1
50 - SUBSIDIES AND TRANSFERS	10,796	10,796	10,993	10,796	-197	-1.8
70 - EQUIPMENT AND EQUIPMENT RENTAL	1,070	862	1,462	262	-1,200	-82.1
91 - EXPENSE NOT BUDGETED OTHERS	0	0	0	0	0	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>27,354</b>	<b>37,422</b>	<b>43,161</b>	<b>43,719</b>	<b>558</b>	<b>1.3</b>
<b>GROSS FUNDS</b>	<b>223,200</b>	<b>244,689</b>	<b>254,288</b>	<b>254,570</b>	<b>283</b>	<b>0.1</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table FB0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) ADMINISTRATIVE SUPPORT</b>								
(1010) PERSONNEL	2,173	593	0	-593	5.8	5.0	0.0	-5.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	216	0	0	0	0.0	0.0	0.0	0.0
(1020) CONTRACTING AND PROCUREMENT	1,677	1,794	800	-994	0.0	0.0	0.0	0.0
(1030) PROPERTY MANAGEMENT	10,816	10,796	10,796	0	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	2,151	2,643	0	-2,643	7.8	11.0	0.0	-11.0
(1055) RISK MANAGEMENT	2,083	4,258	0	-4,258	5.8	6.0	0.0	-6.0
(1060) LEGAL SERVICES	723	1,129	0	-1,129	2.9	6.0	0.0	-6.0
(1070) FLEET MANAGEMENT	0	0	291	291	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	678	776	0	-776	4.9	7.0	0.0	-7.0
(1090) PERFORMANCE MANAGEMENT	4,252	5,492	0	-5,492	35.1	33.0	0.0	-33.0
NO ACTIVITY ASSIGNED	156	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) ADMINISTRATIVE SUPPORT</b>	<b>24,926</b>	<b>27,481</b>	<b>11,887</b>	<b>-15,593</b>	<b>62.3</b>	<b>68.0</b>	<b>0.0</b>	<b>-68.0</b>

**Table FB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>								
(110F) AGENCY FISCAL OFFICER OPERATIONS	420	511	607	97	3.9	4.0	5.0	1.0
(120F) ACCOUNTING OPERATIONS	247	284	411	128	2.9	3.0	4.0	1.0
(130F) AGENCY FINANCIAL OPERATIONS	914	874	816	-58	4.9	5.0	5.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>1,580</b>	<b>1,669</b>	<b>1,835</b>	<b>167</b>	<b>11.7</b>	<b>12.0</b>	<b>14.0</b>	<b>2.0</b>
<b>(2000) CHIEF OF FIRE &amp; EMERGENCY MEDICAL SVS</b>								
(2001) ADMINISTRATIVE OFFICE (FIRE CHIEF)	0	0	934	934	0.0	0.0	8.0	8.0
(2100) GENERAL COUNSEL OFFICE	3,404	3,534	1,038	-2,497	31.2	0.0	6.0	6.0
(2100) INSPECTIONS	0	0	0	0	0.0	33.0	0.0	-33.0
(2200) HUMAN RESOURCES OFFICE	2,319	2,542	1,027	-1,516	21.4	0.0	9.0	9.0
(2200) INVESTIGATIONS	0	0	0	0	0.0	22.0	0.0	-22.0
(2300) COMMUNICATIONS OFFICE	303	330	835	505	2.9	0.0	7.0	7.0
(2300) PUBLIC OUTREACH	0	0	0	0	0.0	3.0	0.0	-3.0
(2400) PROGRAM ANALYSIS OFFICE	866	860	448	-412	7.8	0.0	4.0	4.0
(2400) TECHNICAL INSPECTIONS	0	0	0	0	0.0	8.0	0.0	-8.0
(2500) EEO AND DIVERSITY	0	0	169	169	0.0	0.0	1.0	1.0
(2600) LABOR RELATIONS	0	0	155	155	0.0	0.0	1.0	1.0
<b>SUBTOTAL (2000) CHIEF OF FIRE &amp; EMERGENCY MEDICAL SVS</b>	<b>6,893</b>	<b>7,267</b>	<b>4,606</b>	<b>-2,661</b>	<b>63.3</b>	<b>66.0</b>	<b>36.0</b>	<b>-30.0</b>
<b>(3000) OPERATIONS BUREAU</b>								
(3001) ADMINISTRATIVE OFFICE (ASST CHIEF OB)	0	0	368	368	0.0	0.0	2.0	2.0
(3100) OPERATIONS (DEP CHIEF OPS)	0	0	142,828	142,828	0.0	0.0	1,571.0	1,571.0
(3200) FIRE/RESCUE OPERATIONS	161,468	162,359	0	-162,359	1,601.5	1,675.0	0.0	-1,675.0
(3300) SPECIAL OPERATIONS	13,096	14,449	18,556	4,107	110.1	110.0	153.0	43.0
(3400) EMERGENCY MEDICAL SERVICES OPERATIONS	10,761	16,737	0	-16,737	0.0	0.0	0.0	0.0
(3500) HOMELAND SECURITY (DEP CHIEF HSD)	0	0	187	187	0.0	0.0	1.0	1.0
NO ACTIVITY ASSIGNED	22	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) OPERATIONS BUREAU</b>	<b>185,347</b>	<b>193,545</b>	<b>161,938</b>	<b>-31,606</b>	<b>1,711.5</b>	<b>1,785.0</b>	<b>1,727.0</b>	<b>-58.0</b>
<b>(4000) EMS OPERATIONS BUREAU</b>								
(4001) ADMINISTRATIVE OFFICE (ASST CHIEF EOB)	0	0	14,770	14,770	0.0	0.0	1.0	1.0
(4100) EMPLOYEE WELLNESS	4,759	4,531	0	-4,531	1.0	1.0	0.0	-1.0
(4200) SPECIALIZED TRAINING	7,328	7,557	0	-7,557	207.1	87.0	0.0	-87.0
(4400) EMS OPERATIONS (DEP CHIEF EOB)	0	0	14,421	14,421	0.0	0.0	124.0	124.0
<b>SUBTOTAL (4000) EMS OPERATIONS BUREAU</b>	<b>12,087</b>	<b>12,088</b>	<b>29,191</b>	<b>17,103</b>	<b>208.1</b>	<b>88.0</b>	<b>125.0</b>	<b>37.0</b>

**Table FB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(5000) EMS MEDICAL DIRECTOR</b>								
(5001) ADMINISTRATIVE OFFICE (MED DIR EMD)	0	0	834	834	0.0	0.0	6.0	6.0
(5100) FIELD INFRASTRUCTURE	7,552	6,005	0	-6,005	48.7	47.0	0.0	-47.0
(5200) INVENTORY MANAGEMENT	1,979	1,702	0	-1,702	6.8	7.0	0.0	-7.0
(5400) EMS QUALITY ASSURANCE	0	0	1,086	1,086	0.0	0.0	9.0	9.0
(5600) HEALTH SAFETY AND PREPAREDNESS	0	0	1,836	1,836	0.0	0.0	8.0	8.0
<b>SUBTOTAL (5000) EMS MEDICAL DIRECTOR</b>	<b>9,531</b>	<b>7,707</b>	<b>3,756</b>	<b>-3,951</b>	<b>55.5</b>	<b>54.0</b>	<b>23.0</b>	<b>-31.0</b>
<b>(6000) SUPPORT SERVICES BUREAU</b>								
(6001) ADMINISTRATIVE OFFICE (ASST CHIEF SSB)	0	0	243	243	0.0	0.0	1.0	1.0
(6010) OFFICE OF STANDARDS	876	900	0	-900	5.8	7.0	0.0	-7.0
(6020) OFFICE OF COMPLIANCE	696	425	0	-425	3.9	4.0	0.0	-4.0
(6030) OFFICE OF EQUITY AND DIVERSITY	123	136	0	-136	2.0	1.0	0.0	-1.0
(6040) EMERGENCY COMMUNICATIONS	2,133	2,399	0	-2,399	16.6	17.0	0.0	-17.0
(6100) APPARATUS (FLEET MANAGEMENT)	0	0	7,582	7,582	0.0	0.0	48.0	48.0
(6200) PROPERTY AND LOGISTICS (DEP CHIEF PLD)	0	0	4,862	4,862	0.0	0.0	18.0	18.0
(6300) TRAINING (DEP CHIEF TA)	0	0	4,680	4,680	0.0	0.0	49.0	49.0
(6400) RISK MANAGEMENT (DEP CHIEF RMD)	0	0	8,844	8,844	0.0	0.0	10.0	10.0
(6500) PROFESSIONAL STANDARDS OFFICE	0	0	894	894	0.0	0.0	6.0	6.0
(6600) COMPLIANCE REVIEW OFFICE	0	0	117	117	0.0	0.0	1.0	1.0
<b>SUBTOTAL (6000) SUPPORT SERVICES BUREAU</b>	<b>3,829</b>	<b>3,860</b>	<b>27,222</b>	<b>23,361</b>	<b>28.2</b>	<b>29.0</b>	<b>133.0</b>	<b>104.0</b>
<b>(7000) TECHNICAL SERVICES BUREAU</b>								
(7001) ADMINISTRATIVE OFFICE (ASST CHIEF TSB)	0	0	679	679	0.0	0.0	5.0	5.0
(7100) STATE SAFETY OVERSIGHT PROGRAM	495	671	0	-671	3.9	2.0	0.0	-2.0
(7200) FIRE PREVENTION (DEP CHIEF FPD)	0	0	8,274	8,274	0.0	0.0	63.0	63.0
(7300) INFORMATION TECHNOLOGY (IT MANG)	0	0	2,653	2,653	0.0	0.0	11.0	11.0
(7400) EMERGENCY COMMUNICATIONS OFFICE	0	0	2,528	2,528	0.0	0.0	17.0	17.0
<b>SUBTOTAL (7000) TECHNICAL SERVICES BUREAU</b>	<b>495</b>	<b>671</b>	<b>14,135</b>	<b>13,464</b>	<b>3.9</b>	<b>2.0</b>	<b>96.0</b>	<b>94.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>244,689</b>	<b>254,288</b>	<b>254,570</b>	<b>283</b>	<b>2,144.6</b>	<b>2,104.0</b>	<b>2,154.0</b>	<b>50.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Fire and Emergency Medical Services Department (FEMS) operates through the following 8 programs:

**Chief of Fire and Emergency Medical Services** – responsible for leadership, executive management, and administration of all Department emergency and business operations.

This program contains the following 7 activities:

- **Administrative Office (Chief of Staff)** – provides management, administration, and coordination of executive office activities for the Fire and EMS Chief, along with other activities supporting Department emergency and business operations;
- **General Counsel Office** – provides administration and coordination of legal services to support Department emergency and business operations including legal review of policies, procedures, and employment activities, other legal affairs, Freedom of Information Act (FOIA) requests, and information privacy;
- **Human Resources Office** – provides administration and coordination of employment and personnel services activities to support Department emergency and business operations including compliance with policies, procedures, and standards for operational, civilian, and administrative personnel;
- **Communications Office** – provides administration and coordination of public information and outreach activities to support Department emergency and business operations including media communications, social media information, community engagement activities, and public-facing website content;
- **Program Analysis Office** – provides administration and coordination of planning activities to support Department emergency and business operations including data and analytics for evaluation and decision making, along with contract administration for the patient account management services contract;
- **EEO and Diversity Office** – provides administration and coordination of equal employment opportunity (EEO) activities and respect for racial, gender, and LGBT diversity by Department employees, respect for employee rights, and assuring compliance with laws, regulations, rules, policies and procedures published by the District and federal governments; and
- **Labor Relations Office** – provides administration and coordination of labor/management relationships and collective bargaining agreements to support Department emergency and business operations.

**Operations Bureau (OB)** – responsible for the management and administration of emergency operations including emergency medical services (EMS), fire suppression, technical rescue, special hazards, marine rescue and firefighting, and homeland security preparedness.

This program contains the following 4 activities:

- **Administrative Office (Assistant Fire Chief of Operations)** – provides management, administration, and coordination of Operations Bureau activities by the Assistant Fire Chief of Operations, along with other activities supporting Department emergency and business operations;
- **Operations (Deputy Fire Chief of Operations)** – provides across four platoons management, administration and coordination of emergency operations activities including command of emergency incidents and operational personnel, first response to EMS and fire suppression incidents, mitigation and management of EMS and fire suppression incidents, EMS response and transport of BLS patients, along with other activities supporting Department emergency and business operations;
- **Special Operations (Deputy Fire Chief of Special Operations)** – provides management, administration and coordination of special operations activities including command of special

operations incidents and operational personnel; first response to technical rescue, special hazards, and marine incidents; mitigation and management of technical rescue, special hazards, and marine incidents; administration of Department grant activities; along with other activities supporting Department emergency and business operations; and

- **Homeland Security (Deputy Fire Chief of Homeland Security)** – provides management, administration and coordination of homeland security activities including pre-planning for natural disasters, chemical, biological, radiological and nuclear (CBRN) incidents, and other types of terror related incidents, along with other activities supporting Department emergency and business operations.

**EMS Operations Bureau (EOB)** – responsible for the management and administration of EMS emergency operations including EMS supervision of operational personnel, advanced life support (ALS) patient transport, and administration of third party provider (TPP) basic life support (BLS) patient transport services.

This program contains the following 2 activities:

- **Administrative Office (Assistant Fire Chief of EMS Operations)** – provides management, administration, and coordination of EMS Operations Bureau activities by the Assistant Fire Chief of EMS Operations, and contract administration of the TPP BLS patient transport contract, along with other activities supporting Department emergency and business operations; and
- **EMS Operations (Deputy Fire Chief of EMS Operations)** – provides management, administration and coordination of EMS operations activities including command of EMS incidents and ALS operational personnel, EMS supervision of operational personnel, EMS response and transport of ALS patients, along with other activities supporting Department emergency and business operations.

**EMS Medical Director (EMD)** – responsible for the medical direction of EMS operations including EMS delivery by operational personnel; training and development of EMS operational personnel; administration and management of controlled substances; EMS quality assurance; and coordination with hospitals, other regional healthcare partners, and community health outreach resources.

This program contains the following 3 activities:

- **Administrative Office (Medical Director)** – provides management, administration, and coordination of EMS Medical Director activities for the Medical Director and Assistant Medical Director, along with other activities supporting Department EMS operations;
- **EMS Quality Assurance Office** – provides administration and coordination of EMS continuous quality improvement activities to support Department EMS operations including review of medical decision-making by operational personnel, review of patient treatment and patient care report documentation completed by operational personnel, and general compliance by operational personnel with Medical Protocol, policies, procedures, and other standards for patient care; and
- **Health Safety and Preparedness Office** – provides administration and coordination of public information and outreach activities to support community interest and participation in the EMS System including CPR and AED training efforts, “high-volume user” patient case management (“Street Calls”), and demand reduction strategies with other regional healthcare partners.

**Support Services Bureau (SSB)** – responsible for the management and administration of services supporting Department emergency and business operations including maintenance and repair of emergency apparatus, planning and coordination of facility maintenance and repair, procurement and distribution of supplies and equipment, administration of training and development for operational personnel, risk reduction for operational personnel, and the publication of Department rules, regulations, policies and procedures.

This program contains the following 7 activities:

- **Administrative Office (Assistant Fire Chief of Support Services)** – provides management, administration, and coordination of Support Services Bureau activities by the Assistant Fire Chief of Support Services, along with other activities supporting Department emergency and business operations;
- **Apparatus (Fleet Manager)** – provides management, administration and coordination of fleet support activities including procurement, maintenance, and repair of emergency apparatus and support vehicles, procurement and management of vehicle parts and supplies, administration of capital purchasing contracts with vendors, along with other activities supporting Department emergency and business operations;
- **Property and Logistics (Deputy Fire Chief of Property and Logistics)** – provides management, administration and coordination of planning and activities to support the maintenance and repair of fire stations and other facilities, including major capital improvements, in addition to procurement, storage, and distribution of supplies and equipment to support emergency operations, along with other activities supporting Department emergency and business operations;
- **Training (Deputy Fire Chief of Training)** – provides management, administration and coordination of employee training and development activities including recruit, cadet and leadership training programs, EMS continuing education programs for operational personnel, ALS and BLS training programs for operational personnel, fire suppression and special/technical hazards training for operational personnel, and other specialized training for Department employees, along with other activities supporting Department emergency and business operations;
- **Risk Management (Deputy Fire Chief of Risk Management)** – provides management, administration and coordination of employee risk reduction activities including command of safety officers during emergency incidents, investigation of Department vehicle accidents and employee injuries, safety and wellness employee education, self-contained breathing apparatus (SCBA) maintenance for operational personnel, administration of Police/Fire Clinic contractual (employee wellness) requirements, along with other activities supporting Department emergency and business operations;
- **Professional Standards Office** – provides administration and coordination for the publication of Department rules, regulations, policies and procedures for supporting safe and efficient Department emergency and business operations; and
- **Compliance Review Office** – provides administration and coordination for the assessment and analysis of determining compliance with rules, regulations, policies and procedures by Department Bureaus, Divisions, Offices and employees to support safe and efficient Department emergency and business operations.

**Technical Services Bureau (TSB)** – responsible for the management and administration of technical services supporting Department emergency and business operations including fire prevention and community risk reduction, fire investigations, 911 operations, State Safety Oversight (SSO) for the DC Streetcar rail transportation system, information technology applications and services supporting Department business operations, and radio/data communication activities supporting Department emergency operations.

This program contains the following 4 activities:

- **Administrative Office (Assistant Fire Chief of Technical Services)** – provides management, administration, and coordination of Technical Services Bureau activities by the Assistant Fire Chief of Technical Services, including Internal Affairs (IA), along with other activities supporting Department emergency and business operations;

- **Fire Prevention (Deputy Fire Chief of Fire Prevention)** – provides management, administration and coordination of community fire risk reduction activities including fire and technical inspection programs, permitting programs, code enforcement programs, public outreach programs for smoke alarms, children and senior adult education, after-fire investigation services, in addition to State Safety Oversight (SSO) for the DC Streetcar rail transportation system, along with other activities supporting Department emergency and business operations;
- **Information Technology (Information Technology Manager)** – provides management, administration and coordination of information technology (IT) activities including technical support services for equipment, software applications, networks, mobile networks, inventory management services, and administration of IT contracts with vendors, along with other activities supporting Department emergency and business operations; and
- **Emergency Communications Office** – provides administration and coordination of radio and data communication activities including EMS and Fire Liaison Officers at the Office of Unified Communications (OUC) 911 call taking and communications center, support for the Advanced Quality Assurance (AQUA) automated 911 call taking case review software application, and technical support services for Department operated radio equipment, along with other activities supporting Department emergency and business operations.

**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.

**Agency Financial Operations** – provides for comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all agencies using performance-based budgeting.

### Program Structure Change

The Fire and Emergency Medical Services Department has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FB0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FB0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>249,840</b>	<b>2,062.0</b>
Removal of One-Time Funding	Multiple Programs	-15,286	0.0
Other CSFL Adjustments	Multiple Programs	352	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>234,907</b>	<b>2,062.0</b>
Increase: To align resources with operational spending goals	Multiple Programs	141	0.0
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	46	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-185	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-4,871	2.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>230,038</b>	<b>2,064.0</b>
Enhance: To support a third-party ambulance provider contract (one-time)	EMS Operations Bureau	11,017	0.0
Enhance: To support additional FTEs for dual role Firefighters/EMTs	Multiple Programs	4,915	48.0
Enhance: To support fleet maintenance costs	Support Services Bureau	1,300	0.0

**Table FB0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Enhance: To support the nurse triage line pilot	EMS Medical Director	1,000	0.0
Enhance: To support the purchase of 10 medical dispensing units (one-time)	Support Services Bureau	130	0.0
Transfer-In: From OSSE to serve as the AED Program Coordinator for DCPS	EMS Medical Director	113	1.0
Transfer-In/Enhance: From MPD to support cancer treatment initiatives	Support Services Bureau	775	1.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>249,288</b>	<b>2,114.0</b>
Enhance: To support the Fire and Emergency Medical Services Employee Presumptive Disability Act of 2012	Support Services Bureau	818	0.0
Reduce: To recognize savings from a reduction in FTEs	Multiple Programs	-425	-3.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>249,681</b>	<b>2,111.0</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>3,022</b>	<b>42.0</b>
Increase: To align budget with projected grant awards	Operations Bureau	32	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>3,054</b>	<b>42.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>3,054</b>	<b>42.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>3,054</b>	<b>42.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,025</b>	<b>0.0</b>
Increase: To adjust the Contractual Services budget	EMS Operations Bureau	983	0.0
Increase: To support additional FTE, WMATA primary fire liaison	Operations Bureau	325	1.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-497	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,836</b>	<b>1.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,836</b>	<b>1.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,836</b>	<b>1.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>400</b>	<b>0.0</b>
Decrease: To adjust the Contractual Services budget	EMS Operations Bureau	-400	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>0</b>	<b>0.0</b>
<b>GROSS FOR FB0 - FIRE AND EMERGENCY MEDICAL SERVICES DEPARTMENT</b>		<b>254,570</b>	<b>2,154.0</b>

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

## FY 2018 Proposed Budget Changes

The Fire and Emergency Medical Services Department's (FEMS) proposed FY 2018 gross budget is \$254,570,122, which represents a less than 1.0 percent increase over its FY 2017 approved gross budget of \$254,287,508. The budget is comprised of \$249,680,668 in Local funds, \$3,053,770 in Federal Grant funds, and \$1,835,684 in Special Purpose Revenue funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the

FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

FEMS' FY 2018 CSFL budget is \$234,906,923, which represents a \$14,933,440, or 6.0 percent, decrease from the FY 2017 approved Local funds budget of \$249,840,363.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for FEMS included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$202,254 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$326,881 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for FEMS includes a reduction of \$15,285,864 to account for the removal of one-time funding appropriated in FY 2017 as follows: \$12,000,000 for a third-party Emergency Medical Services provider contract for ambulance services; \$1,952,712 to purchase Personal Protective Equipment (PPE), which includes 1,285 sets of gear; \$1,009,152 to address core deficiencies such as assistance with the dispatching of units and the transporting of patients, support for preventive maintenance costs for a training pilot program for UDC, and the purchase of automated external defibrillators (AEDs) for schools; and \$324,000 to improve WI-FI in fire stations and for signal boosters in locations where signals are weak. Additionally, an increase of \$227,796 for the Fixed Costs Inflation Factor reflects estimates for Fleet services.

### **Agency Budget Submission**

For FY 2018, the Fire and Emergency Medical Services Department (FEMS) has implemented a performance-based budgeting strategy to better reflect the agency's programmatic activities. As part of this initiative, FEMS changed 6 program names as follows: "Fire Prevention and Education" changed to "Chief of Fire and Emergency Medical Services"; "Field Operations" changed to "Operations Bureau"; "Employee Preparedness" changed to "Emergency Medical Services Operations Bureau"; "Operations Support" changed to "Emergency Medical Services Medical Director"; "Policy and Planning" changed to "Support Services Bureau"; and "State Safety Oversight" changed to "Technical Services Bureau." Additionally, the agency realigned its personnel to better reflect its ongoing initiatives and operational needs.

**Increase:** In Local funds, FEMS' proposed budget reflects a net increase of \$141,324 in nonpersonal services, which includes an increase of \$2,017,057 in supplies, partially offset by decreases of \$1,608,342 in Other Services and Charges and \$267,391 in equipment costs. An increase of \$45,938 in Fixed Costs supports projected increases in the telecommunications estimates across multiple programs. Additionally, the proposed budget reflects an increase of 2.0 Full-Time Equivalent (FTE) positions to support the agency's personnel needs.

In Federal Grant funds, the proposed budget reflects a net increase of \$31,626 in the Operations Bureau program, which is funded by the Staffing for Adequate Fire and Emergency Response (SAFER) grant. The increase supports projected salary and Fringe Benefits costs.

Special Purpose Revenue (SPR) funds increased by \$983,000 to support the Affordable Emergency Transportation and Pre-Hospital Medical Services Amendment Act of 2017, Bill 22-183; and \$324,684 to support 1.0 additional FTE, Fringe Benefits, and Overtime pay in the Operations Bureau.

**Decrease:** In Local funds, to align budget with the agency's spending priorities and goals across multiple programs, a proposed reduction of \$185,071 was made to the contractual services costs related to a contract for information technology services. Additionally, a net decrease of \$4,870,908 was made to support adjustments made to Fringe Benefits and Overtime across multiple programs.

In SPR funds, the proposed budget decreased by \$497,000 in nonpersonal services for adjustments made to supplies, Other Services and Charges, and equipment across multiple programs as a result of decline in revenue estimates and to offset the increase in personal services.

In Intra-District funds, the proposed budget reflects a decrease of \$400,000 in Contractual Services in the Emergency Medical Services Operations Bureau. The contract supports Emergency Medical Technician (EMT) instruction for the Department of Employment Services' employees and clients.

### **Mayor's Proposed Budget**

**Enhance:** In Local funds, the Fire and Emergency Medical Services Department (FEMS) proposes increases of: \$11,017,000 (one-time funding) to support the contract with American Medical Response (AMR) for its third-party ambulance initiative to improve unit availability, reduce FEMS response times, improve the condition of the fleet, and allow providers more training hours; \$4,915,439 to hire an additional 48.0 FTEs dual-role EMT/Firefighters to achieve the maximum staffing level, which will consequently enable the agency to avoid covering positions that are vacant due to leave and reassignment with more expensive time-and-a-half overtime; \$1,300,000 to support Fleet maintenance costs to meet the demand for repair and preventive maintenance on vehicles; \$1,000,000 to support piloting a nurse triage line within the 911 call center to help divert non-emergency calls and reduce the demand for ambulances; and \$130,000 (one-time funding) to purchase 10 Medical Dispensing Units (MDUs) to improve efficient inventory management of pharmaceuticals for EMS units.

**Transfer-In:** The Office of the State Superintendent for Education (OSSE) proposes to transfer \$112,530 and 1.0 FTE to FEMS. This position will serve as the Automated External Defibrillator (AED) Program Coordinator for DCPS.

**Transfer-In/Enhance:** The Local funds proposed budget includes a transfer of \$774,872 and 1.0 FTE from the Metropolitan Police Department's (MPD) Police and Fire Clinic to support cancer treatments for FEMS employees. Of this amount, \$595,995 supports cancer treatment costs and \$178,877 supports personal services costs for the additional FTE.

### **District's Proposed Budget**

**Enhance:** FEMS' proposed Local funds budget includes an increase of \$817,652 in the Support Services Bureau program to support the Police and Fire Clinic contractor costs related to the Fire and Emergency Medical Services Employee Presumptive Disability Act of 2012.

**Reduce:** FEMS' proposed Local funds budget decreased by \$425,031 to account for the elimination of 3.0 FTEs and vacancy savings across multiple programs.

## Agency Performance Plan

Fire and Emergency Medical Services Department has the following strategic objectives for FY 2018:

### 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. Embrace a supportive work environment focused on creating a safe, competent, and professional workforce team.
2. Ensure that our facilities, vehicles, equipment, and processes remain capable of supporting service delivery requirements.
3. Build collaborative relationships within our community to improve service delivery.
4. Deliver timely, high quality and effective services to better serve the needs of our community.
5. 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. Embrace a supportive work environment focused on creating a safe, competent, and professional workforce team. (7 Activities)

Activity Title	Activity Description	Type of Activity
Personnel	Attract, recruit, and retain high performing and diverse workforce team members.	Daily Service
Training and Employee Development	Train and develop our workforce team members to become competent professionals.	Daily Service
Training and Employee Development	Train and develop our workforce team members to become professional leaders.	Daily Service
Performance Management	Continually strengthen our organizational culture to value community involvement and public service by our workforce team members.	Daily Service
Risk Management	Continually strengthen our organizational culture to improve the safety and health of our workforce team members.	Daily Service
Performance Management	Continually strengthen our organizational culture to recognize and appreciate the contributions made by our workforce team members.	Daily Service
Performance Management	Continually strengthen our labor/management partnership to collaboratively achieve organizational success.	Daily Service

#### 2. Ensure that our facilities, vehicles, equipment, and processes remain capable of supporting service delivery requirements. (6 Activities)

Activity Title	Activity Description	Type of Activity
Property Management	Ensure that our buildings and facilities meet acceptable health, occupational, living and working requirements.	Daily Service

(Continued on next page)

**2. Ensure that our facilities, vehicles, equipment, and processes remain capable of supporting service delivery requirements. (6 Activities)**

Activity Title	Activity Description	Type of Activity
Field Infrastructure	Ensure that our emergency vehicles are reliably maintained, safely repaired, and available for use.	Daily Service
Inventory Management	Ensure that our tools, equipment, and supplies are reliably maintained, safely repaired, and available for use.	Daily Service
Information Technology	Continually leverage technology to support our service delivery requirements.	Daily Service
Performance Management	Continually optimize resources to support our service delivery requirements.	Daily Service
Agency Financial Operations	Ensure that all resources supporting our service delivery requirements are fiscally sustainable.	Daily Service

**3. Build collaborative relationships within our community to improve service delivery. (4 Activities)**

Activity Title	Activity Description	Type of Activity
Public Outreach	Build and improve relationships within our community to better understand service delivery expectations.	Daily Service
Performance Management	Build and improve relationships with other District agencies to better integrate services for our customers.	Daily Service
Performance Management	Build and improve relationships within the region to better share resources with our partners.	Daily Service
Community Trust	Build and improve community trust by sharing information with the public and media.	Daily Service

**4. Deliver timely, high quality and effective services to better serve the needs of our community. (15 Activities)**

Activity Title	Activity Description	Type of Activity
Emergency Medical Services Operations	Compassionately care for our sick and injured patients.	Daily Service
Emergency Medical Services Operations	Improve services for our patients with time sensitive illnesses and injuries.	Daily Service
Public Outreach	Improve health safety awareness in our community through public outreach and education.	Daily Service
Fire/Rescue Operations	Quickly control and extinguish fires.	Daily Service
Special Operations	Rescue victims of fires and other emergencies.	Daily Service
Homeland Security	Prepare for natural disasters or other catastrophic events that may take place in our community.	Daily Service
Inspections	Reduce threats to the lives and property of our community residents by preventing fires.	Daily Service
Investigations	Reduce threats to the lives and property of our community residents by investigating the cause and origin of fires.	Daily Service
Public Outreach	Improve fire safety awareness in our community through public outreach and education.	Daily Service
State Safety Oversight Program	Reduce threats to lives and property in our community by providing safety and security oversight of the District Streetcar System.	Daily Service
Performance Management	Improve the timeliness of our services by monitoring and evaluating response time measures.	Daily Service

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**4. Deliver timely, high quality and effective services to better serve the needs of our community. (15 Activities)**

Activity Title	Activity Description	Type of Activity
Performance Management	Improve the quality of our services by monitoring and evaluating the professional competence of our workforce team members.	Daily Service
Performance Management	Continually use information and analytics to guide decision making for improving our services.	Daily Service
Emergency Medical Services Operations	Identify alternatives for patients who routinely use our services for access to healthcare.	Daily Service
Performance Management	Build and improve public confidence in our services by exceeding customer expectations.	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. Embrace a supportive work environment focused on creating a safe, competent, and professional workforce team. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of FEMS operated vehicles involved in accidents	No	Not Available	337	500	400	300
Number of FEMS personnel injured while at work	No	Not Available	402	300	300	300
Number of labor/management partnership meetings scheduled and attended by executive managers	No	16	22	12	24	24

**2. Ensure that our facilities, vehicles, equipment, and processes remain capable of supporting service delivery requirements. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of time ambulances in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	No	Not Available	33.4%	25%	25%	25%
Percent of time fire engines in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	No	Not Available	38.2%	25%	25%	25%
Percent of time fire ladder trucks in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	No	Not Available	29.8%	25%	25%	25%

### 3. Build collaborative relationships within our community to improve service delivery. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of times the FEMS web site was visited to access service, program or performance measurement content	No	Not Available	131,260	170,000	180,000	180,000

### 4. Deliver timely, high quality and effective services to better serve the needs of our community. (28 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number home fire safety/smoke alarm installation visits completed for District residents	No	Not Available	1,188	750	1,250	1,250
Number of civilian fire fatalities	No	7	2	10	10	10
Number of fire safety education presentations completed for pre-school/kindergarten age children	No	Not Available	36	150	200	200
Number of participants who attended FEMS "hands only" Cardiopulmonary Resuscitation Automated External Defibrillator (CPR/AED) familiarization training program events	No	Not Available	10,960	5,000	10,000	10,000
Percent of structural arson fires cleared by arrest or exceptional means	No	18.2%	16.7%	25%	25%	25%
Percent of all patient transports for patients individually identified as being transported 10 or more times during a 12 month period by an FEMS transport unit	No	Not Available	13.5%	12%	10%	10%
Percent of all patients who were individually identified as being transported 10 or more times during a 12 month period by an FEMS transport unit	No	Not Available	1.2%	1%	1%	1%
Percent of Emergency Medical Services (EMS) Continuous Quality Improvement (CQI) cases reviewed indicating timely, appropriate and successful treatment for Level 1 Criteria Trauma patients	No	Not Available	86.4%	95%	95%	95%
Percent of Emergency Medical Services Continuous Quality Improvement (EMS) (CQI) cases reviewed indicating timely, appropriate and successful treatment for cardiac arrest patients	No	Not Available	Not Available	95%	95%	95%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected ST Segment Elevation Myocardial Infarction (STEMI) patients	No	Not Available	95.3%	95%	95%	95%

(Continued on next page)

**4. Deliver timely, high quality and effective services to better serve the needs of our community.  
(28 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected stroke patients	No	Not Available	99.2%	95%	95%	95%
Percent of EMS patient transport calls when a FEMS transport unit returned to service in 30 minutes or less after arriving at a hospital with a patient	No	12.4%	13.5%	50%	50%	50%
Percent of high-rise structure fire calls when a first alarm assignment arrived in 11 minutes 30 seconds or less	No	Not Available	Not Available	90%	90%	90%
Percent of higher priority EMS calls when a FEMS transport unit arrived in nine minutes or less	No	70.8%	73.9%	90%	90%	90%
Percent of higher priority EMS calls when a first responding EMT arrived in five minutes or less	No	63%	62.7%	90%	90%	90%
Percent of higher priority EMS calls when a first responding EMT arrived in five minutes or less and a Paramedic arrived in nine minutes or less	No	53.3%	52.1%	90%	90%	90%
Percent of highest priority EMS calls when a first responding EMT arrived in five minutes or less and two Paramedics arrived in nine minutes or less	No	52.6%	60.2%	90%	90%	90%
Percent of Level One Criteria Trauma patients transported in 10 minutes or less after a first responding EMT or Paramedic arrived at an EMS call	No	Not Available	Not Available	Not Available	95%	95%
Percent of patients surveyed who indicated they “agreed” or “strongly agreed” that FEMS personnel acted courteous and respectful during an EMS call	No	Not Available	91.5%	90%	95%	95%
Percent of patients surveyed who indicated they were “satisfied” or “very satisfied” with the services they received during an EMS call	No	89.2%	91.2%	90%	95%	95%
Percent of patients who experienced a sudden cardiac arrest, witnessed by a bystander, with CPR performed by a bystander	No	Not Available	40.6%	40%	60%	60%
Percent of patients who survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander	No	Not Available	7.1%	15%	15%	15%
Percent of patients with suspected cardiac etiology who survived to hospital discharge after	No	Not Available	29.6%	30%	30%	30%

(Continued on next page)

**4. Deliver timely, high quality and effective services to better serve the needs of our community.  
(28 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
experiencing a sudden cardiac arrest witnessed by a bystander with an initial rhythm of ventricular fibrillation						
Percent of residential structure fires where flame spread was confined to the room of origin	No	84.3%	79.9%	80%	80%	80%
Percent of residential structure fires where flame spread was confined to the room or structure of origin	No	97.4%	97.3%	95%	95%	95%
Percent of residential structure fires without a working smoke alarm	No	Not Available	Not Available	2%	1%	1%
Percent of structure fire calls when a first alarm assignment arrived in nine minutes 20 seconds or less	No	33.3%	25.9%	90%	90%	90%
Percent of structure fire calls when a first responding fire engine arrived in five minutes 20 seconds or less	No	88%	95.4%	90%	90%	90%

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Agency Financial Operations

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
EMS patient transport revenue	No	25,359,164	22,893,986	23,342,752
Fire Prevention fee and permit revenue	No	544,803	505,093	528,539

### 2. Emergency Medical Services Operations

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of “higher priority” (time-sensitive) EMS incidents	No	67,776	76,147	84,258
Number of “highest priority” (very time-sensitive) EMS incidents	No	5,898	7,185	5,421
Number of “lower priority” (not time-sensitive) EMS incidents	No	73,511	79,048	81,469
Number of EMS incidents.	No	147,185	162,168	171,148
Number of FEMS patient transports	No	109,044	115,262	92,695
Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	No	Not Available	Not Available	559
Number of patient transports for individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	No	Not Available	Not Available	10,790

### 3. Fire/Rescue Operations

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of “other fires” extinguished	No	1,113	909	831
Number of “residential structure fires” extinguished	No	779	617	512
Number of “structure fire” incidents	No	3,556	3,974	2,432
Number of “structure fires” extinguished	No	956	757	687
Number of fire incidents	No	30,665	33,186	33,597

### 4. Inspections

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of fire code complaints investigated	No	636	413	420
Number of fire code violations observed	No	16,740	12,336	14,548
Number of occupancies inspected	No	12,227	10,148	12,220

### 5. Investigations

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of “arson” arrests	No	29	20	17
Number of fires classified as “arson	No	213	228	204

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## 6. Performance Management

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of emergency incidents	No	179,319	197,092	205,988

### Performance Plan End Notes

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Police Officers' and Fire Fighters' Retirement System

www.dcrb.dc.gov  
Telephone: 202-343-3200

**Table FD0-1**

				% Change
	FY 2016	FY 2017	FY 2018	from
Description	Actual	Approved	Proposed	FY 2017
OPERATING BUDGET	\$135,577,258	\$146,456,000	\$105,596,000	-27.9

The mission of the Police Officers' and Fire Fighters' Retirement System is to provide the District's required contribution as the employer to these two pension funds, which are administered by the District of Columbia Retirement Board (DCRB).

## Summary of Services

Under provisions of the Police Officers, Fire Fighters, and Teachers Retirement Benefit Replacement Plan Act of 1998 ("the Act"), the federal government assumed the District's unfunded pension liability for the retirement plans for teachers, police officers, fire fighters, and judges. Pursuant to the Act, the federal government will pay the retirement and death benefits, and a defined share of disability benefits, for employees for service accrued prior to July 1, 1997. The costs for benefits earned after June 30, 1997 are the responsibility of the Government of the District of Columbia. This budget reflects the required annual District contribution to fund these earned benefits. Pursuant to District Code section 1-907.02(a) (2006 Repl.), the District is required to budget the pension contribution at an amount equal to, or greater than, the amount certified by the DCRB on the basis of a prescribed actuarial study and formula calculation that is set forth in section 1-907.03. On January 12, 2017, DCRB transmitted the certified contribution for inclusion in the District's FY 2018 proposed budget, as reflected in this chapter.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FD0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FD0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
LOCAL FUNDS	135,577	146,456	105,596	-40,860	-27.9	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>135,577</b>	<b>146,456</b>	<b>105,596</b>	<b>-40,860</b>	<b>-27.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>135,577</b>	<b>146,456</b>	<b>105,596</b>	<b>-40,860</b>	<b>-27.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FD0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FD0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
50 - SUBSIDIES AND TRANSFERS	103,430	135,577	146,456	105,596	-40,860	-27.9
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>103,430</b>	<b>135,577</b>	<b>146,456</b>	<b>105,596</b>	<b>-40,860</b>	<b>-27.9</b>
<b>GROSS FUNDS</b>	<b>103,430</b>	<b>135,577</b>	<b>146,456</b>	<b>105,596</b>	<b>-40,860</b>	<b>-27.9</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FD0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FD0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) POLICE / FIREFIGHTERS' RETIREMENT SYSTEM</b>								
(1100) POLICE / FIREFIGHTERS' RETIREMENT SYSTEM	135,577	146,456	105,596	-40,860	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) POLICE / FIREFIGHTERS' RETIREMENT SYSTEM</b>	<b>135,577</b>	<b>146,456</b>	<b>105,596</b>	<b>-40,860</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>135,577</b>	<b>146,456</b>	<b>105,596</b>	<b>-40,860</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Police Officers' and Fire Fighters' Retirement System operates through the following program:

**Police/Fire Fighters' Retirement System** – D.C. Code section 1-907.02(a) requires the District to appropriate funds that are equal to, or greater than, the actuarially determined amount certified by the DCRB on the basis of a prescribed actuarial study and formula calculation that is set forth in section 1-907.03.

### Program Structure Change

The Police Officers' and Fire Fighters' Retirement System has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FD0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FD0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>146,456</b>	<b>0.0</b>
Other CSFL Adjustments	Police / Firefighters' Retirement System	1,724	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>148,180</b>	<b>0.0</b>
Technical Adjustment: To align budget with certified actuarial projections	Police / Firefighters' Retirement System	-42,584	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>105,596</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>105,596</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>105,596</b>	<b>0.0</b>
<b>GROSS FOR FD0 - POLICE OFFICERS' AND FIRE FIGHTERS' RETIREMENT SYSTEM</b>		<b>105,596</b>	<b>0.0</b>

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

## FY 2018 Proposed Budget Changes

The Police Officers' and Fire Fighters' Retirement System's proposed FY 2018 gross budget is \$105,596,000, which represents a 27.9 percent decrease from its FY 2017 approved gross budget of \$146,456,000. The budget is comprised entirely of Local funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

The Police Officers' and Fire Fighters' Retirement System's FY 2018 CSFL budget is \$148,179,543, which represents a \$1,723,543, or 1.2 percent, increase over the FY 2017 approved Local funds budget of \$146,456,000.

## CSFL Assumptions

The FY 2018 CSFL calculated for the Police Officers' and Fire Fighters' Retirement System included an adjustment entry that is not described in detail on table 5. This adjustment was made for an increase of \$1,723,543 to reflect the FY 2018 Financial Plan projections.

**Agency Budget Submission**

**Technical Adjustment:** The pension contribution decreased by \$42,583,543, based on the actuarial report certified by the District of Columbia Retirement Board and transmitted to the Mayor in a letter dated January 12, 2017.

**Mayor's Proposed Budget**

**No Change:** The Police Officers' and Fire Fighters' Retirement System's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

**District's Proposed Budget**

**No Change:** The Police Officers' and Fire Fighters' Retirement System's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.



# Department of Corrections

[www.doc.dc.gov](http://www.doc.dc.gov)

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**Table FL0-1**

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$141,390,325	\$146,923,266	\$145,615,296	-0.9
FTEs	843.7	1,162.0	1,247.0	7.3

The mission of the Department of Corrections (DOC) is to provide a safe, secure, orderly, and humane environment for the confinement of pretrial detainees and sentenced inmates, while affording those in custody meaningful rehabilitative opportunities for successful community reintegration.

## Summary of Services

The DOC operates the Central Detention Facility (CDF) and the Correctional Treatment Facility (CTF), which are both accredited by the American Correctional Association (ACA). The department has contracts with two private halfway houses: Fairview and Hope Village; these are often used as alternatives to incarceration. Like other municipal jails, 60 to 70 percent of inmates in DOC's custody have one or more outstanding legal matters that require detention, while the remaining 30 to 40 percent are mostly sentenced inmates or parole violators, with a very few writs and holds (3 to 4 percent). Median lengths of stay for released inmates are 31 days or less. Ninety percent of DOC's inmates are male. DOC also houses female inmates and a small number of juveniles charged as adults at the CTF.

Each facility offers inmates a number of programs and services that support successful community re-entry. These include: Residential Substance Abuse Treatment (RSAT); Re-entry preparation (Re-Entry); Institutional Work Details and Community Work Squads; Job-readiness Training; Special Education (through the District of Columbia Public Schools (DCPS)); and Adult Education and GED Preparation provided by DOC. ACA and National Commission on Correctional Health Care (NCCHC) accredited comprehensive health and mental health services are provided through Unity Health Care (contractually) and the District's Department of Behavioral Health. In addition, facilities provide inmate personal adjustment and support services, such as food services, laundry, religious programming, visitation, law library, and inmate grievance process. DOC facilities operate 24 hours a day, 365 days a year.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FL0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FL0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	123,167	126,404	124,077	-2,328	-1.8	834.4	920.2	1,005.2	85.0	9.2
SPECIAL PURPOSE REVENUE FUNDS	17,831	20,168	21,111	943	4.7	7.0	240.0	240.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>140,999</b>	<b>146,572</b>	<b>145,188</b>	<b>-1,384</b>	<b>-0.9</b>	<b>841.5</b>	<b>1,160.2</b>	<b>1,245.2</b>	<b>85.0</b>	<b>7.3</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	391	351	428	76	21.8	2.3	1.8	1.8	0.0	0.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>391</b>	<b>351</b>	<b>428</b>	<b>76</b>	<b>21.8</b>	<b>2.3</b>	<b>1.8</b>	<b>1.8</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>141,390</b>	<b>146,923</b>	<b>145,615</b>	<b>-1,308</b>	<b>-0.9</b>	<b>843.7</b>	<b>1,162.0</b>	<b>1,247.0</b>	<b>85.0</b>	<b>7.3</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FL0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FL0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	51,343	52,319	67,333	75,515	8,182	12.2
12 - REGULAR PAY - OTHER	1,198	988	942	812	-130	-13.8
13 - ADDITIONAL GROSS PAY	4,431	4,632	4,300	4,300	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	14,310	15,446	18,421	22,528	4,107	22.3
15 - OVERTIME PAY	4,354	9,746	2,516	2,728	213	8.5
99 - UNKNOWN PAYROLL POSTINGS	27	0	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>75,664</b>	<b>83,132</b>	<b>93,512</b>	<b>105,883</b>	<b>12,372</b>	<b>13.2</b>
20 - SUPPLIES AND MATERIALS	5,560	6,432	8,686	7,454	-1,232	-14.2
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	4	70	0	81	81	N/A
32 - RENTALS - LAND AND STRUCTURES	2,792	2,792	2,792	0	-2,792	-100.0
40 - OTHER SERVICES AND CHARGES	2,824	3,435	4,786	3,783	-1,003	-20.9
41 - CONTRACTUAL SERVICES - OTHER	47,451	43,368	34,846	27,315	-7,531	-21.6
50 - SUBSIDIES AND TRANSFERS	173	284	300	483	183	61.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	1,886	2,027	2,001	616	-1,385	-69.2
91 - EXPENSE NOT BUDGETED OTHERS	150	-150	0	0	0	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>60,840</b>	<b>58,259</b>	<b>53,411</b>	<b>39,732</b>	<b>-13,680</b>	<b>-25.6</b>
<b>GROSS FUNDS</b>	<b>136,504</b>	<b>141,390</b>	<b>146,923</b>	<b>145,615</b>	<b>-1,308</b>	<b>-0.9</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FL0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FL0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>								
(110F) BUDGET OPERATIONS	316	653	723	70	1.8	5.0	5.0	0.0
(120F) ACCOUNTING OPERATIONS	407	444	786	342	2.8	3.0	6.0	3.0
(130F) ACFO	242	236	229	-7	3.7	3.0	3.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>964</b>	<b>1,332</b>	<b>1,737</b>	<b>405</b>	<b>8.3</b>	<b>11.0</b>	<b>14.0</b>	<b>3.0</b>
<b>(1100) AGENCY MANAGEMENT</b>								
(1110) EXECUTIVE DIRECTION AND SUPPORT	3,447	3,992	3,781	-210	28.5	32.0	30.0	-2.0
(1120) HUMAN RESOURCES MANAGEMENT	2,132	2,683	2,373	-310	18.4	23.0	20.0	-3.0
(1130) MANAGEMENT CONTROL	2,017	2,829	2,232	-597	15.6	24.0	21.0	-3.0
(1145) TECHNOLOGY SUPPORT	3,072	3,259	3,155	-105	13.8	14.0	16.0	2.0
(1150) AGENCY OPERATIONS SUPPORT	2,361	2,192	2,147	-45	6.4	7.0	7.0	0.0
(1160) FACILITY SERVICES	4,854	5,464	4,959	-505	32.2	36.0	35.0	-1.0
<b>SUBTOTAL (1100) AGENCY MANAGEMENT</b>	<b>17,883</b>	<b>20,419</b>	<b>18,647</b>	<b>-1,772</b>	<b>115.1</b>	<b>136.0</b>	<b>129.0</b>	<b>-7.0</b>
<b>(2500) INMATE SERVICES</b>								
(2510) INMATE PERSONAL SERVICES	8,138	6,141	6,886	745	19.3	21.0	19.0	-2.0
(2520) INMATE ADJUSTMENT/DEVELOPMENTAL SUPPORT	7,037	8,566	9,355	790	70.9	77.0	92.0	15.0
(2530) INMATE HEALTH SERVICES	25,925	18,260	17,302	-958	29.5	31.0	30.0	-1.0
<b>SUBTOTAL (2500) INMATE SERVICES</b>	<b>41,100</b>	<b>32,967</b>	<b>33,544</b>	<b>577</b>	<b>119.7</b>	<b>129.0</b>	<b>141.0</b>	<b>12.0</b>
<b>(3600) INMATE CUSTODY</b>								
(3605) INSTITUTIONAL SECURITY AND CONTROL	78,587	89,186	88,750	-436	582.5	872.0	949.0	77.0
(3615) SECURITY ENHANCEMENT	370	425	445	19	5.5	6.0	6.0	0.0
(3630) COMMUNITY CORRECTIONS	2,141	2,593	2,492	-101	8.9	8.0	8.0	0.0
<b>SUBTOTAL (3600) INMATE CUSTODY</b>	<b>81,098</b>	<b>92,205</b>	<b>91,687</b>	<b>-518</b>	<b>596.9</b>	<b>886.0</b>	<b>963.0</b>	<b>77.0</b>
<b>(4900) COMMUNITY AFFAIRS</b>								
(4901) OFFICE OF RETURNING CITIZENS	345	0	0	0	3.7	0.0	0.0	0.0
<b>SUBTOTAL (4900) COMMUNITY AFFAIRS</b>	<b>345</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>141,390</b>	<b>146,923</b>	<b>145,615</b>	<b>-1,308</b>	<b>843.7</b>	<b>1,162.0</b>	<b>1,247.0</b>	<b>85.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Department of Corrections operates through the following 4 divisions:

**Inmate Services** – provides services necessary to ensure humane, hygienic, and constitutionally mandated care of inmates.

This division contains the following 3 activities:

- **Inmate Personal Services** – provides for inmates’ personal needs and ensures that each service is provided in a timely, accurate, and economical manner;
- **Inmate Adjustment and Development Support** – provides inmates with opportunities for personal development and facilitates adjustment to institutional custody; and
- **Inmate Health Services** – provides constitutionally mandated levels of health care to inmates in DOC custody.

**Inmate Custody** – provides facilities and technology to detain pretrial defendants and sentenced misdemeanants safely and securely, and in accordance with constitutional requirements.

This division contains the following 3 activities:

- **Institutional Security and Control** – provides effective management of arrestee and inmate populations and ensures safe and secure DOC-administered detention environments, inmate transportation, and off-site security such as medical outposts;
- **Security Enhancement** – provides operational technologies that improve institutional security; and
- **Community Corrections** – provides community support and involvement for sentenced misdemeanants and pretrial inmates awaiting adjudication of charges.

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

**Agency Financial Operations** – provides for comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This division is standard for all agencies using performance-based budgeting.

## Division Structure Change

The Department of Corrections has no division structure changes in the FY 2018 proposed budget.

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## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FL0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

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**Table FL0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>126,404</b>	<b>920.2</b>
Removal of One-Time Funding	Multiple Programs	-5,929	-19.0
Other CSFL Adjustments	Multiple Programs	671	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>121,146</b>	<b>901.2</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	2,678	19.0

**Table FL0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Decrease: To adjust the Contractual Services budget	Multiple Programs	-820	0.0
Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	-2,711	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-2,137	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>118,156</b>	<b>920.2</b>
Enhance: To hire additional staff	Inmate Custody	5,017	78.0
Enhance: To hire additional staff to support the Returning Citizens Portal of Entry program	Inmate Services	2,341	14.0
Enhance: To support reentry services and programming	Inmate Services	280	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>125,795</b>	<b>1,012.2</b>
Reduce: To align Overtime Pay with projected costs	Inmate Services	-1,241	0.0
Reduce: To recognize savings from a reduction in FTEs	Multiple Programs	-478	-7.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>124,077</b>	<b>1,005.2</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>20,168</b>	<b>240.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Inmate Custody	5,340	0.0
Increase: To align resources with operational spending goals	Multiple Programs	2,084	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-6,481	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>21,111</b>	<b>240.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>21,111</b>	<b>240.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>21,111</b>	<b>240.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>351</b>	<b>1.8</b>
Increase: To align resources with operational spending goals	Multiple Programs	78	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-1	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>428</b>	<b>1.8</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>428</b>	<b>1.8</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>428</b>	<b>1.8</b>
<b>GROSS FOR FL0 - DEPARTMENT OF CORRECTIONS</b>		<b>145,615</b>	<b>1,247.0</b>

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

## FY 2018 Proposed Budget Changes

The Department of Corrections' (DOC) proposed FY 2018 gross budget is \$145,615,296, which represents a less than 1.0 percent decrease from its FY 2017 approved gross budget of \$146,923,266. The budget is comprised of \$124,076,532 in Local funds, \$21,111,206 in Special Purpose Revenue funds, and \$427,558 in Intra-District funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DOC's FY 2018 CSFL budget is \$121,146,317, which represents a \$5,257,823, or 4.2 percent, decrease from the FY 2017 approved Local funds budget of \$126,404,140.

## CSFL Assumptions

The FY 2018 CSFL calculated for DOC included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$94,280 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$762,748 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DOC includes a reduction of \$5,929,229 to account for the removal of one-time funding appropriated in FY 2017 to support personal service costs for the proposed transition of the Correctional Treatment Facility (CTF). Additionally, an increase of \$2,939 is provided for the Fixed Costs Inflation Factor, to account for fixed costs estimates for fleet services.

## Agency Budget Submission

The Department of Corrections' contract with the Corrections Corporation of America (CCA) to operate and maintain the CTF expired on January 31, 2017. The following adjustments reflect the agency's plans to continue CTF operations and services. As part of this initiative, DOC moved 24.0 Full-Time Equivalent (FTE) positions to the Inmate Custody division primarily from the Agency Management division. Additionally, the agency realigned its Contractual Services budget to better reflect its spending needs for inmate services.

**Increase:** In Local funds, DOC's proposed budget reflects a net increase of \$2,678,433 and 19.0 FTEs to support proposed salaries, Fringe Benefits, and Overtime costs across multiple divisions.

In Special Purpose Revenue (SPR) funds, DOC proposes a net increase of \$5,339,722 in personal services to support projected salaries and Fringe Benefits in the Inmate Custody division, and \$2,084,492 in nonpersonal services, primarily in Supplies and Materials, across multiple divisions, to reflect CTF transition.

DOC's Intra-District funds budget is generated through inmate-provided services to the Department of Public Works, the Department of General Services, and the Department of Transportation. These services are provided through the Inmate Work Squad program. DOC's Intra-District agreements support the Agency Management, Inmate Custody, and Inmate Services divisions. Based on projected changes to existing Intra-District obligations, the FY 2018 budget submission proposes an increase of \$77,904 in nonpersonal services across multiple divisions to align the budget with anticipated revenue.

**Decrease:** In Local funds, the proposed budget includes a net decrease of \$820,444 in Contractual Services, across multiple divisions due to projected decreases in the inmate population and to reflect the agency's cost savings due to the CTF transition. Additionally, Fixed Costs include a net reduction of \$2,711,300, to align Telecommunication and rental estimates with projected costs. Finally, nonpersonal services is decreased by \$2,136,679 across multiple divisions to reflect the agency's realignment plans, primarily for projected supplies and materials.

In Special Purpose Revenue funds, DOC proposes a reduction of \$6,480,982 in Contractual Services across multiple divisions based on lower projections in the inmate population.

In Intra-District Funds, the proposed budget reflects a net decrease of \$1,499 in personal services, for adjustments made to salaries and Fringe Benefits.

## Mayor's Proposed Budget

**Enhance:** In Local funds, the Department of Corrections proposes an increase of \$5,017,259 to support the 78.0 new correctional officer positions. These positions support the safety and security of the facilities and aid in the reduction of overtime. The agency also proposes an increase of \$2,341,480 and 14.0 FTEs to support the Portal of Entry program, a physical office offering services from several District agencies, including the Department of Human Services, the Department of Behavioral Health, the Department of Motor Vehicles, the Department of Employment Services, and the District of Columbia Housing Authority, to assist returning citizens by providing access to vital post-release services including housing, employment, education, health care, job training and placement, and substance use/mental health aftercare. The proposed budget also includes an increase of \$280,000 to support vocational training services to reduce inmate recidivism.

**District's Proposed Budget**

**Reduce:** DOC's Local funds budget proposal includes a reduction of \$1,241,000 in Overtime Pay in the Inmate Services division reallocated to the Department of Health, the Department of Behavioral Health, the Department of General Services, the Department of Employment Services and the Department of Motor Vehicles to support the new Returning Citizens Portal of Entry Program. The budget also includes a reduction of \$477,533 and 7.0 Full-Time Equivalent (FTE) positions across multiple divisions.

## Agency Performance Plan

Department of Corrections (DOC) has the following strategic objectives for FY 2018:

### 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. Upgrade Workforce to Better Serve District's Public Safety Needs.
2. Foster Environment That Promotes Safety for Inmates, Staff, Visitors, and the Community-at-Large.
3. Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration.
4. Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry.
5. 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. Upgrade Workforce to Better Serve District's Public Safety Needs. (1 Activity)

Activity Title	Activity Description	Type of Activity
Personnel Services	Human resources management, Equal Employment Opportunity (EEO) and diversity management, and training ensure that DOC operates with an adequately staffed, well trained, and diverse workforce. The goal is to support a work-force well capable of providing service delivery for a city-within-a-city that strives to be a benchmark corrections agency.	Daily Service

#### 2. Foster Environment That Promotes Safety for Inmates, Staff, Visitors, and the Community-at-Large. (9 Activities)

Activity Title	Activity Description	Type of Activity
Inmate Work Release Programs	DOC provides opportunities for inmates to serve in community work-squads that provide services such as landscaping for other government agencies such as Department of General Services (DGS).	Daily Service
Community Corrections Administration	Provides oversight of inmates placed in privately operated 100 percent Prison Rape Elimination Act (PREA) compliant community halfway houses in bed-spaces under contract with DOC. Conducts electronic monitoring where required as a condition of placement. Processes documents for abscond and halfway house escape notifications and subsequent apprehension.	Daily Service
Facility Security	Facility areas not occupied by inmates 100 percent of the time also require supervision to ensure safety, security and order for DOC's city	Daily Service

(Continued on next page)

## 2. Foster Environment That Promotes Safety for Inmates, Staff, Visitors, and the Community-at-Large. (9 Activities)

Activity Title	Activity Description	Type of Activity
	within a city. Facility security operations include the command center, relief pool, emergency response team, canine support, key and tool control, rules and discipline, and movement control.	
Central Cell Block Operations	DOC uniformed staff execute 24x7x365 operations of the Central Cell Block, which houses arrestees charged with non-citationable offenses prior to arraignment at court. On-site triage and clinical services and meals are provided. They ensure safe, secure and orderly operations.	Daily Service
Inmate Records	Inmate records receives, processes, records, files and archives all legal records for inmates committed to DOC custody. Inmate records compute official release dates associated with all misdemeanor sentences under District code, jail credits, and good time credits.	Daily Service
Housing Unit Supervision	Most of DOC's Correctional Officers provide 24x7x365 supervision of inmates ensures safety, security and order in housing units and conducting rounds according to DOC policy. They inspect cells and other areas to detect and remove contraband. Delivery of meals, commissary, linen exchanges, and mail; recreation, and out-of-cell time are supervised. This supports safe, secure and orderly operation of a humane detention environment.	Daily Service
Correctional Surveillance Center	Correctional Surveillance Center operations monitors and reviews surveillance collected from over 650 cameras and other devices to support DOC, and responds to official requests for surveillance to support internal DOC needs as well as law enforcement and criminal justice agencies.	Daily Service
Inmate Receiving and Discharge	DOC receives daily intakes, processes daily release transactions, and provides daily inmate transport to hearings and appointments from the Inmate Reception Center (IRC) at the Central Detention Facility (CDF). Information required to maintain safe, secure, orderly and humane operating environment is recorded there. Initial health and mental health screening and Medicaid enrollment occur at the IRC. Inmate property is received, searched, and stored for 15 days (after which unclaimed property is destroyed). Initial clothing and linens are issued. Initial intake screening by Case Management is performed at the IRC.	Daily Service
Inmate Transport	The uniformed staff in the Inmate Transportation Unit provide daily secure transport to and from courts; and, medical and other appointments for DOC inmates. They operate under contract (Inter-Governmental Agreement) with the US Marshals Service.	Daily Service

### 3. Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (3 Activities)

Activity Title	Activity Description	Type of Activity
Inmate Finance and Financial Assistance	These operations supported by the Office of the Chief Financial Officer (OCFO) ensure that inmates receive funds deposited by loved ones so that they can make purchases from the commissary and meet any restorations required as conditions of confinement.	Daily Service
Inmate Personal Services	These include laundry, commissary, mail, property, clothing and linens, and food services that support continuous operations at DOC facilities that house inmates. Many of these operations are carried out by inmates in institutional work-squads supervised by DOC Correctional Officers.	Daily Service
Inmate Programs and Services	DOC offers programs and services to support connections with the community and community reentry. They include education, recreation, visitation, law library, mobile library services (with DC Public Library), employment readiness unit (with DC Department of Employment Services), religious and volunteer services, women's program and services, juvenile program and services, Residential Substance Abuse Treatment (RSAT), and ReEntry services.	Daily Service

### 4. Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (1 Activity)

Activity Title	Activity Description	Type of Activity
Health and Mental Health Services	Dually American Correctional Association (ACA) and National Commission on Correctional Health (NCCHC) accredited comprehensive health and mental health services are provided at the Central Detention Facility (CDF) and CTF. Medical outpost security required to provide supervision for DOC inmates and CCB arrestees requiring outpatient or inpatient care; and, takeovers for any St. Elizabeth's' residents requiring hospital care and any MPD arrestee requiring over two (2) hours of care at an area hospital are provided by DOC Correctional Officers. Typically 40-50 full time employees (FTEs) are required over and above the 25 FTEs officially authorized for this service; the majority are required to supervise MPD arrestees.	Daily Service

### 5. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (5 Activities)

Activity Title	Activity Description	Type of Activity
Executive Direction and Support	The Department of Corrections is a small city within a city that operates 24x7x365. Services that support the DOC executive functions on a daily basis include legal services, federal billing, public affairs, and strategic planning and analysis.	Daily Service

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**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(5 Activities)**

Activity Title	Activity Description	Type of Activity
Agency Operations Support	A city-within-a-city that operates 24x7x365 to care for persons under its custody requires fleet management, procurement, contract administration and supply chain management to ensure that people are transported; materials and supplies are provided in a timely manner; and services are provided in accordance with the District's requirements, so that the DOC can deliver high quality services to those it serves.	Daily Service
Facility Services	Ensuring a safe, secure and functional physical operating environment for over 450,000 square feet of detention space in a 40 year old city-within-a-city that operates 24x7x365 requires daily facility maintenance and repair, facility inspection, construction crew escort, and environmental and sanitation services.	Daily Service
Management Control	Risk Management, Policy and Procedures, Accreditation and Compliance, PREA Compliance, and Investigative Services together document and support agency accreditation and compliance with laws, audits, standards, and promote implementation of best practices.	Daily Service
Technology Support	It takes a considerable amount of technology, project management, and business process re-engineering to support the daily operations for a city-within-a-city. Together these services assess, plan, implement, and maintain DOC's communication and technology infrastructure; conduct business process assessment; and implement approved business process re-engineering projects.	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. Upgrade Workforce to Better Serve District's Public Safety Needs. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of DOC FTEs Completing Specialized Training	Yes	Not Available	New Measure	Not Available	New Measure	New Measure
Percent of DOC FTEs Compliant with In-Service Training Requirements	Yes	Not Available	New Measure	Not Available	New Measure	New Measure

**2. Foster Environment That Promotes Safety for Inmates, Staff, Visitors, and the Community-at-Large. (8 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Delayed Release Rate	No	<1%	<1%	<1%	<1%	<1%
Erroneous Release Rate	No	0.0	0.0	0.0	0.0	0.0

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## 2. Foster Environment That Promotes Safety for Inmates, Staff, Visitors, and the Community-at-Large. (8 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Inmate on Inmate Assault Rate per 10,000 Inmate-Days	No	1.1	1.3	1.2	1.1	1.1
Inmate on Staff Assault Rate per 10,000 Inmate-Days	No	0.22	1.3	0.3	0.3	0.3
Percent of Contraband Seizures Resulting in Requests for Criminal Prosecution Annually	No	73%	81.8%	40%	45%	75%
Percent of Disciplinary Reports Adjudicated as Charged	No	50%	65.5%	60%	70%	70%
Percent of Inmate on Staff Assaults Resulting in Requests for Criminal Prosecution Annually	No	76%	70%	65%	65%	67.5%
Percent of inmates served by video-visitation program (CDF)	No	54%	54.2%	50%	50%	50%

## 3. Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Inmates Served by Re-entry Program Annually	No	158	438	180	300	300
Inmates Served by RSAT Annually	No	339	328	300	300	300
Number of Unresolved Inmate Grievances Outstanding More Than 30 Days	No	11	3	15	15	15
Percent of Inmates Who Passed General Education Development (GED) Exams	No	33%	8.7%	40%	50%	50%
Re-Entry Program Effectiveness (Percent Reduction in 12-month Reincarceration Rate Compared to That for Misdemeanants)	Yes	Not Available	Not Available	Not Available	New Measure	15%
RSAT Program Effectiveness (Percent Reduction in 12-month Reincarceration Rate Compared to That for DOC Inmates)	Yes	Not Available	Not Available	Not Available	New Measure	40%

## 4. Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Inmate Pharmaceuticals Expenditure Variance	No	24%	38.4%	15%	15%	15%
Percent of inmates released to community with required medications	No	90.6%	94.8%	90%	90%	90%

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(11 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Federal Revenue Reimbursement Rate	No	98.1%	99.2%	95%	95%	95%
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Percent of Priority 1 Maintenance and Repair Requests Completed within 8 Hours	No	91.6%	79.1%	85%	87%	87%
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**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. Inmate Work Release Programs**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Dollar Value of Service Provided	No	Not Available	Not Available	Not Available
Number of Inmates who Benefited from Work Release	No	Not Available	Not Available	Not Available

**2. Community Corrections Administration**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Inmates Reviewed for Placement	No	Not Available	Not Available	Not Available
Number of Inmates Placed in Halfway Houses	No	Not Available	Not Available	Not Available

**3. Inmate Finance and Financial Assistance**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Dollar Value of Transactions Processed	No	Not Available	Not Available	Not Available

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### 3. Inmate Finance and Financial Assistance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Inmates Provided Financial Assistance	No	Not Available	Not Available	Not Available
Transactions Processed	No	Not Available	Not Available	Not Available

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### 4. Facility Security

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Contraband Seized	No	Not Available	Not Available	Not Available
Hearings Conducted	No	Not Available	Not Available	1,624

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### 5. Central Cell Block Operations

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Arrestees Processed	No	Not Available	Not Available	Not Available
Arrestees Served by Central Cell Block Clinic	No	Not Available	Not Available	Not Available

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### 6. Inmate Records

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Documents Processed	No	Not Available	Not Available	Not Available
Sentences Computed	No	Not Available	Not Available	Not Available

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### 7. Inmate Personal Services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Dollars of Inmate Commissary Items Delivered	No	Not Available	Not Available	Not Available
Meals Served	No	Not Available	Not Available	Not Available
Number of articles of clothing issued	No	Not Available	Not Available	Not Available

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### 8. Housing Unit Supervision

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Average Daily Population	No	Not Available	Not Available	Not Available
Hours of Overtime (OT) Required	No	Not Available	Not Available	Not Available
Median Length of Stay in Custody	No	Not Available	Not Available	Not Available
Percent of Inmates Charged with Violent or Dangerous Offenses	No	Not Available	Not Available	Not Available

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### 9. Correctional Surveillance Center

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
External Requests Processed	No	Not Available	Not Available	Not Available
Internal Requests Processed	No	Not Available	Not Available	Not Available

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**10. Executive Direction and Support**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
DOC Per-Inmate Per Day Incarceration Cost	No	Not Available	Not Available	\$228.40
Freedom of Information Act (FOIA) Requests Processed	No	Not Available	Not Available	Not Available

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**11. Agency Operations Support**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Procurements Processed	No	Not Available	Not Available	Not Available
Requisitions Submitted	No	Not Available	Not Available	Not Available
Total Dollar Value of Supply Chain Managed through DOC Warehouse	No	Not Available	Not Available	Not Available
Vehicle Inspections Conducted	No	Not Available	Not Available	Not Available

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**12. Facility Services**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of Facility Inspections Conducted	No	Not Available	Not Available	12,812
Total Workorders Recorded	No	Not Available	Not Available	Not Available

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**13. Personnel Services**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of Training Classes Conducted	No	Not Available	Not Available	Not Available
Number Trained	No	Not Available	Not Available	Not Available
Personnel Actions Processed	No	Not Available	Not Available	Not Available

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**14. Inmate Receiving and Discharge**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Annual Intakes	No	Not Available	Not Available	11,277
Annual Releases	No	Not Available	Not Available	11,020
Average Daily Population for DOC	No	Not Available	Not Available	1,747
Median Length of Stay	No	Not Available	Not Available	18

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**15. Inmate Programs and Services**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Face-to-Face Visits Conducted	No	Not Available	Not Available	Not Available
Inmates between 16 and 22 years of age served by District of Columbia Public Schools (DCPS)	Yes	Not Available	Not Available	New Measure
Inmates over 23 years old served by DCPS	Yes	Not Available	Not Available	New Measure
Inmates Served by DCPS	No	17	15	135
Inmates Served by Law Library	No	Not Available	Not Available	Not Available
Library Books Issued by Mobile Library	No	Not Available	Not Available	Not Available
Video Visits Conducted	No	Not Available	Not Available	Not Available

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**16. Health and Mental Health Services**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Hours of Overtime (OT) Required for Takeovers and Medical Outposts	No	Not Available	Not Available	Not Available
Inmates served by Acute Mental Health Unit	No	Not Available	Not Available	Not Available
Inmates Served by the Mental Health Step Down Unit	No	Not Available	Not Available	Not Available
Intakes with Active Diagnoses of Mental Illness	No	Not Available	Not Available	Not Available
Intakes with Active Substance Abuse Disorder Diagnoses	No	Not Available	Not Available	Not Available

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**17. Management Control**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
ACA Compliance Audits Conducted	No	Not Available	Not Available	Not Available
Background Investigations Conducted	No	Not Available	Not Available	Not Available
Policies and procedures reviewed and approved	No	Not Available	Not Available	Not Available

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**18. Technology Support**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
All Other IT Devices Supported	No	Not Available	Not Available	Not Available
Communication Devices Supported	No	Not Available	Not Available	Not Available
Helpdesk Requests Processed	No	Not Available	Not Available	3,484

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**19. Inmate Transport**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Hours of Service Provided by Court Transport	No	Not Available	Not Available	Not Available

**Performance Plan End Notes**

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume I, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# District of Columbia National Guard

<http://dc.ng.mil>

Telephone: 202-685-9693

**Table FK0-1**

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from
				FY 2017
OPERATING BUDGET	\$12,293,872	\$13,302,616	\$13,908,035	4.6
FTEs	110.6	129.0	131.0	1.6

Joint Force Headquarters – District of Columbia (JFHQ-DC) maintains and provides trained and ready D.C. National Guard (DCNG) units, personnel, and equipment to achieve the federal war-fighting mission, to support the District of Columbia Emergency Response Plan, and to add value to the community through local programs. JFHQ-DC facilitates the integration of federal and state activities to provide expertise and situational awareness to the District of Columbia and the Department of Defense.

## Summary of Services

**Federal Mission:** Support the readiness of D.C. National Guard (DCNG) units to perform federally assigned missions, both at home and abroad. District of Columbia personnel provide direct support to key functional areas including operations, training, and readiness, to ensure DCNG units can defend the nation and the capital. **District Mission – Emergency Preparedness/Emergency Response:** Prepare for and respond to requests for National Guard support from the Mayor, lead federal agencies within the National Capital Region, and Joint Force Headquarters – National Capital Region (JFHQ - NCR). **Community Mission:** Maximize the use of available Department of Defense family and youth programs to support the citizens of the District of Columbia.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FK0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FK0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	4,651	5,140	5,188	48	0.9	32.8	39.5	37.2	-2.3	-5.7
<b>TOTAL FOR GENERAL FUND</b>	<b>4,651</b>	<b>5,140</b>	<b>5,188</b>	<b>48</b>	<b>0.9</b>	<b>32.8</b>	<b>39.5</b>	<b>37.2</b>	<b>-2.3</b>	<b>-5.7</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL PAYMENTS	472	450	435	-15	-3.3	0.0	0.0	0.0	0.0	N/A
FEDERAL GRANT FUNDS	7,171	7,713	8,285	572	7.4	77.8	89.5	93.8	4.3	4.8
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>7,643</b>	<b>8,163</b>	<b>8,720</b>	<b>557</b>	<b>6.8</b>	<b>77.8</b>	<b>89.5</b>	<b>93.8</b>	<b>4.3</b>	<b>4.8</b>
<b>GROSS FUNDS</b>	<b>12,294</b>	<b>13,303</b>	<b>13,908</b>	<b>605</b>	<b>4.6</b>	<b>110.6</b>	<b>129.0</b>	<b>131.0</b>	<b>2.0</b>	<b>1.6</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FK0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FK0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	3,243	3,205	3,965	3,935	-30	-0.7
12 - REGULAR PAY - OTHER	1,929	2,761	3,212	3,297	85	2.6
13 - ADDITIONAL GROSS PAY	87	91	190	47	-142	-75.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	1,169	1,417	1,579	1,700	121	7.6
15 - OVERTIME PAY	157	230	228	338	110	48.5
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>6,585</b>	<b>7,704</b>	<b>9,173</b>	<b>9,317</b>	<b>144</b>	<b>1.6</b>
20 - SUPPLIES AND MATERIALS	434	212	272	205	-66	-24.4
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	13	27	29	29	0	0.0
40 - OTHER SERVICES AND CHARGES	2,465	2,867	2,545	3,719	1,174	46.1
41 - CONTRACTUAL SERVICES - OTHER	778	586	616	0	-616	-100.0
50 - SUBSIDIES AND TRANSFERS	433	568	589	562	-27	-4.6
70 - EQUIPMENT AND EQUIPMENT RENTAL	202	329	78	75	-3	-3.7
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>4,326</b>	<b>4,590</b>	<b>4,129</b>	<b>4,591</b>	<b>462</b>	<b>11.2</b>
<b>GROSS FUNDS</b>	<b>10,911</b>	<b>12,294</b>	<b>13,303</b>	<b>13,908</b>	<b>605</b>	<b>4.6</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FK0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FK0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) ADMINISTRATIVE SERVICE	414	420	463	42	4.2	5.0	5.0	0.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	514	498	483	-15	0.0	0.0	0.0	0.0
(1020) CONTRACTING AND PROCUREMENT	226	284	290	6	1.7	2.0	2.0	0.0
(1030) PROPERTY MANAGEMENT	2,004	1,802	2,393	590	0.0	0.0	0.0	0.0
(1050) FINANCIAL SERVICES	73	83	84	1	0.8	1.0	1.0	0.0
(1070) RISK MANAGEMENT	32	63	58	-4	0.8	1.0	1.0	0.0
(110F) AGENCY FINANCIAL OPERATIONS	192	251	240	-11	0.8	2.0	2.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>3,455</b>	<b>3,402</b>	<b>4,011</b>	<b>609</b>	<b>8.3</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0</b>
<b>(4000) YOUTH PROGRAMS</b>								
(4010) CHALLENGE	4,629	5,119	4,448	-671	50.7	58.0	49.0	-9.0
(4030) YOUTH LEADERS CAMP	64	92	70	-21	0.8	1.0	1.0	0.0
<b>SUBTOTAL (4000) YOUTH PROGRAMS</b>	<b>4,693</b>	<b>5,211</b>	<b>4,518</b>	<b>-692</b>	<b>51.5</b>	<b>59.0</b>	<b>50.0</b>	<b>-9.0</b>
<b>(6000) JOINT FORCE HEADQUARTERS, DC</b>								
(6010) COMMAND ELEMENT	69	78	81	3	0.8	1.0	1.0	0.0
(6012) US PROPERTY AND FISCAL OFFICE	311	331	340	10	3.3	5.0	5.0	0.0
(6020) ARMY AVIATION SUPPORT FACILITY	60	61	63	2	0.8	1.0	1.0	0.0
(6030) J1 PERSONNEL/HUMAN RESOURCE OFFICE	188	199	205	6	2.5	3.0	3.0	0.0
(6060) DEPARTMENT OF ENGINEERING	1,989	1,843	2,296	454	22.2	23.0	34.0	11.0
(6061) DEPARTMENT OF ENGINEERING - AIR	337	380	474	94	12.4	6.0	6.0	0.0
(6062) SUSTAINABLE RESTORATION MAINTENANCE	239	301	474	174	0.0	4.0	4.0	0.0
(6063) ENVIRONMENTAL PROGRAM MANAGEMENT	80	80	84	4	0.0	1.0	1.0	0.0
(6064) SECURITY COOPERATIVE AGREEMENT	66	69	69	0	0.0	1.0	1.0	0.0
(6065) ENVIRONMENTAL PGM RESOURCES MGMT ARMY	98	359	295	-64	0.0	4.0	4.0	0.0
(6080) J3/OPERATIONS	368	400	413	13	3.4	4.0	4.0	0.0
(6081) J3/ELECTRONIC SECURITY SYSTEMS	187	190	210	20	1.8	2.0	2.0	0.0

**Table FK0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(6090) J6/IT	20	200	220	20	1.7	2.0	2.0	0.0
(6091) J6/IT - DISTANCE LEARNING	2	0	0	0	1.8	0.0	0.0	0.0
(6092) J6/IT - ADMINISTRATIVE SVS ACTIVITIES	132	200	154	-46	0.0	2.0	2.0	0.0
<b>SUBTOTAL (6000) JOINT FORCE HEADQUARTERS, DC</b>	<b>4,146</b>	<b>4,690</b>	<b>5,379</b>	<b>689</b>	<b>50.7</b>	<b>59.0</b>	<b>70.0</b>	<b>11.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>12,294</b>	<b>13,303</b>	<b>13,908</b>	<b>605</b>	<b>110.6</b>	<b>129.0</b>	<b>131.0</b>	<b>2.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 District of Columbia National Guard operates through the following 3 programs:

**Youth Programs** – sponsors a variety of programs for youth, including the National Guard Youth ChalleNGe program and a Youth Leaders' Camp.

This program contains the following 2 activities:

- **ChalleNGe** – is a voluntary community-based program that leads, trains, and mentors at-risk youth; and
- **Youth Leaders' Camp** – is a free, annual 14-day residential camp that provides youth an opportunity to learn and implement principles of leadership, citizenship, and sportsmanship.

**Joint Force Headquarters, D.C.** – maintains trained and equipped forces in a state of readiness, prepared to respond to Presidential orders to support federal and District government agencies. DCNG also provides continuous assistance to District public safety agencies. Non-deployable personnel are required to maintain continuity of operations under Title 49, Military, of the D.C. Official Code.

This program contains the following 14 activities:

- **Command Element** – provides leadership and direction to agency command staff in all matters pertaining to military support, training, Joint Air, and Joint Counter Drug Operations;
- **U.S. Property and Fiscal Office** – provides comprehensive and efficient financial management services, including contract administration, appropriate federal billings, and the transfer of federal funds;
- **Army Aviation Support Facility (AASF)** – supports the military aviation unit within the command;

- **J1 Personnel/Human Resource Office** – is the military personnel branch of the agency;
- **Department of Engineering and Department of Engineering - Air** – provides agency facilities planning, maintenance, and repair services;
- **Sustainable Restoration Maintenance** – provides agency repair services;
- **Environmental Program Management** – provides environmental resource management within the command;
- **Security Cooperative Agreement** – provides agency security services;
- **Environmental Programs Resources Management Army** – provides program management for agency environmental issues;
- **J3/Operations and J3/Electronics Security Systems** – is the planning, operations, and training branch, which ensures that troops are combat ready;
- **J6/IT** – maintains secure technologies to produce and communicate information within and between the various military command elements; and
- **J6/IT – Administrative Services Activity** – provides administrative support services for the D.C. Armory.

**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 District of Columbia National Guard has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FK0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FK0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>5,140</b>	<b>39.5</b>
Other CSFL Adjustments	Multiple Programs	46	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>5,186</b>	<b>39.5</b>
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-111	-2.3
Decrease: To align resources with operational spending goals	Multiple Programs	-231	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>4,844</b>	<b>37.2</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>4,844</b>	<b>37.2</b>
Enhance: To support improvements at Camp Schwartz (one-time)	Agency Management	344	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>5,188</b>	<b>37.2</b>
<b>FEDERAL PAYMENTS: FY 2017 Approved Budget and FTE</b>		<b>450</b>	<b>0.0</b>
Increase: To align the budget with the preliminary request to the Office of Management and Budget	Agency Management	50	0.0
<b>FEDERAL PAYMENTS: FY 2018 Agency Budget Submission</b>		<b>500</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL PAYMENTS: FY 2018 Mayor's Proposed Budget</b>		<b>500</b>	<b>0.0</b>
Technical Adjustment: To align with the President's FY 2018 Budget Request	Multiple Programs	-65	0.0
<b>FEDERAL PAYMENTS: FY 2018 District's Proposed Budget</b>		<b>435</b>	<b>0.0</b>

**Table FK0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>7,713</b>	<b>89.5</b>
Increase: To align budget with projected grant awards	Multiple Programs	572	4.3
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>8,285</b>	<b>93.8</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>8,285</b>	<b>93.8</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>8,285</b>	<b>93.8</b>
<b>GROSS FOR FK0 - DISTRICT OF COLUMBIA NATIONAL GUARD</b>		<b>13,908</b>	<b>131.0</b>

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

## FY 2018 Proposed Budget Changes

The District of Columbia National Guard's (DCNG) proposed FY 2018 gross budget is \$13,908,035, which represents a 4.6 percent increase over its FY 2017 approved gross budget of \$13,302,616. The budget is comprised of \$5,187,673 in Local funds, \$435,000 in Federal Payments, and \$8,285,362 in Federal Grant funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DCNG's FY 2018 CSFL budget is \$5,185,680, which represents a \$46,059, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$5,139,621.

## CSFL Assumptions

The FY 2018 CSFL calculated for DCNG included adjustment entries that are not described in detail on table 5. These adjustments were made for an increase of \$7,655 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$43,444 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DCNG also included a decrease of \$5,040 for the Fixed Costs Inflation factor to account for projected fleet estimates.

## Agency Budget Submission

**Increase:** The FY 2018 Federal Payment request for DCNG is increased by \$50,000 to align the budget with the preliminary request to the Office of Management and Budget.

In Federal Grant funds, DCNG's proposed budget includes a net increase of \$572,366 and 4.3 FTEs. This includes an increase of \$670,541 and 11.0 FTEs in the Joint Force Headquarters program, primarily driven by increases in the Federal Operation Maintenance grant and the Sustainable Restoration Maintenance grant; an increase of \$591,825 in the Agency Management program for the Security Cooperative Agreement grant; and a decrease of \$690,000 and 6.8 FTEs in Youth programs for the D.C. Youth Challenge grant.

**Decrease:** DCNG's proposed Local funds budget includes a net decrease of \$110,809 and 2.3 FTEs, primarily in the Youth ChalleNGe program, to reflect a shifting of personal services savings to fund nonpersonal services. Additionally, DCNG's local funds budget proposal includes a net reduction of \$231,198, primarily in the Agency Management program, to reflect projected maintenance contracts for the Camp Schwartz facility.

### **Mayor's Proposed Budget**

**No Change:** The District of Columbia National Guard's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### **District's Proposed Budget**

**Enhance:** DCNG's proposed Local funds budget reflects a one-time increase of \$344,000 in the Agency Management program to support improvements to the National Guard's Camp Schwartz facility.

**Technical Adjustment:** The FY 2018 Federal Payments request for the District of Columbia National Guard is reduced by \$65,000 to align the budget with the President's budget request.



# Homeland Security and Emergency Management Agency

[www.hsema.dc.gov](http://www.hsema.dc.gov)

Telephone: 202-727-6161

**Table BN0-1**

				% Change
	FY 2016	FY 2017	FY 2018	from
Description	Actual	Approved	Proposed	FY 2017
OPERATING BUDGET	\$60,787,878	\$136,498,075	\$136,570,261	0.1
FTEs	88.5	105.0	112.0	6.6

The mission of the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) is to lead the planning and coordination of homeland security and emergency management efforts to ensure that the District of Columbia is prepared to prevent, protect against, respond to, mitigate, and recover from all threats and hazards.

## Summary of Services

HSEMA plans and prepares for emergencies; coordinates emergency response and recovery efforts; provides training and conducts exercises for emergency first responders, employees, and the public; provides emergency preparedness information to the public; and disseminates emergency information.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table BN0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table BN0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	4,550	4,667	4,827	160	3.4	27.0	28.0	28.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>4,550</b>	<b>4,667</b>	<b>4,827</b>	<b>160</b>	<b>3.4</b>	<b>27.0</b>	<b>28.0</b>	<b>28.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	56,189	131,831	131,743	-88	-0.1	61.5	77.0	84.0	7.0	9.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>56,189</b>	<b>131,831</b>	<b>131,743</b>	<b>-88</b>	<b>-0.1</b>	<b>61.5</b>	<b>77.0</b>	<b>84.0</b>	<b>7.0</b>	<b>9.0</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	49	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>60,788</b>	<b>136,498</b>	<b>136,570</b>	<b>72</b>	<b>0.1</b>	<b>88.5</b>	<b>105.0</b>	<b>112.0</b>	<b>7.0</b>	<b>6.6</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table BN0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table BN0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	5,362	5,975	8,234	7,824	-410	-5.0
12 - REGULAR PAY - OTHER	1,403	1,681	1,428	2,470	1,042	72.9
13 - ADDITIONAL GROSS PAY	138	204	265	157	-108	-40.8
14 - FRINGE BENEFITS - CURRENT PERSONNEL	1,398	1,581	2,367	2,398	31	1.3
15 - OVERTIME PAY	170	330	236	220	-16	-6.6
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>8,471</b>	<b>9,771</b>	<b>12,529</b>	<b>13,069</b>	<b>540</b>	<b>4.3</b>
20 - SUPPLIES AND MATERIALS	150	60	187	167	-20	-11.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	11	12	111	30	-81	-73.0
40 - OTHER SERVICES AND CHARGES	1,485	1,715	7,366	3,297	-4,069	-55.2
41 - CONTRACTUAL SERVICES - OTHER	1,332	1,206	2,993	2,765	-228	-7.6
50 - SUBSIDIES AND TRANSFERS	62,641	47,634	112,337	116,693	4,357	3.9
70 - EQUIPMENT AND EQUIPMENT RENTAL	905	390	975	549	-425	-43.6
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>66,523</b>	<b>51,017</b>	<b>123,969</b>	<b>123,501</b>	<b>-467</b>	<b>-0.4</b>
<b>GROSS FUNDS</b>	<b>74,994</b>	<b>60,788</b>	<b>136,498</b>	<b>136,570</b>	<b>72</b>	<b>0.1</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table BN0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table BN0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1030) PROPERTY MANAGEMENT	31	43	27	-15	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	381	462	413	-49	0.0	0.0	0.0	0.0
(1301) ACCOUNTS PAYABLE TECHNICIAN	18	0	0	0	0.0	0.0	0.0	0.0
(1302) HSEMA ATTORNEY-ADVISOR (CONTINUATION)	0	2	0	-2	0.9	0.0	0.0	0.0
(1304) COMMUNITY OUTREACH & MEDIA PREPAREDNESS	0	0	248	248	0.0	0.0	0.0	0.0
(1305) IT SUPPORT FOR HSEMA OPERATIONS (DC 5%)	512	668	223	-445	0.0	1.0	2.0	1.0
(1306) COMMUNITY OUTREACH AND MEDIA PREPARED.	87	358	78	-280	0.0	1.0	1.0	0.0
(1308) ACCESS AND FUNCTIONAL NEEDS EMER. PLAN	109	129	256	127	0.9	1.0	1.0	0.0
(1309) POLICY AND EMERG PREPAREDNESS COUNCIL	91	106	108	2	0.9	1.0	1.0	0.0
(1313) REGIONAL PLANNING COORDINATION (CONT.)	0	0	1	1	0.0	0.0	0.0	0.0
(1320) ALL HAZARDS EMERGENCY SUPPORT SERVICES	2,561	3,383	3,028	-354	15.7	19.0	16.5	-2.5
(1337) GIS SUPPORT (DC 5%)	102	129	113	-16	0.0	1.0	1.0	0.0
(1362) CCTV / EOC / JAHOC SYSTEMS MAINT	325	400	400	0	0.0	0.0	0.0	0.0
(1363) STATEWIDE INTEROPERABILITY COORDINATOR	47	143	143	0	0.9	1.0	1.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>4,264</b>	<b>5,822</b>	<b>5,038</b>	<b>-784</b>	<b>19.4</b>	<b>25.0</b>	<b>23.5</b>	<b>-1.5</b>
<b>(2000) PLANS AND PREPAREDNESS</b>								
(2100) PLANNING	1,270	4,629	5,262	634	9.8	6.0	7.0	1.0
(2103) REGIONAL PLANNING - DC	317	440	541	101	0.0	2.0	3.0	1.0
(2105) DCERS PMO MANAGER	0	0	129	129	0.0	0.0	1.0	1.0
(2113) DISTRICT PLANNING (CONTINUATION)	240	612	536	-76	0.0	3.0	2.0	-1.0
(2115) DISTRICT PREPAREDNESS SYS PLAN TOOLKIT	0	0	90	90	0.0	0.0	0.0	0.0
(2116) FATALITY MGMT PLANNING SUPPORT (DCERS)	0	0	260	260	0.0	0.0	0.0	0.0
(2136) HAZARDOUS MATERIALS REPORTING (DC 5%)	53	53	63	10	0.0	0.0	0.0	0.0
(2400) TRAINING	491	722	725	3	4.8	5.0	5.0	0.0
(2414) NIMS COMPLIANCE OFFICER - DC	120	151	149	-3	0.9	1.0	1.0	0.0
<b>SUBTOTAL (2000) PLANS AND PREPAREDNESS</b>	<b>2,491</b>	<b>6,607</b>	<b>7,754</b>	<b>1,147</b>	<b>15.5</b>	<b>17.0</b>	<b>19.0</b>	<b>2.0</b>

**Table BN0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(3000) OPERATIONS</b>								
(3100) INCIDENT COMMAND AND DISASTER	2,267	3,350	3,312	-39	17.6	23.0	22.0	-1.0
(3101) IC3 PROGRAM MGR/INCIDENT REVIEW SPEC	25	111	765	654	0.0	1.0	4.0	3.0
(3102) DISTRICT LOGISTICS COORDINATOR	0	0	102	102	0.0	0.0	1.0	1.0
(3114) CREDENTIALING (PIV-I/PAC) PUB SAFETY PER	0	0	299	299	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) OPERATIONS</b>	<b>2,291</b>	<b>3,462</b>	<b>4,478</b>	<b>1,017</b>	<b>17.6</b>	<b>24.0</b>	<b>27.0</b>	<b>3.0</b>
<b>(4000) HOMELAND SECURITY GRANTS</b>								
(4100) HOMELAND SECURITY/STATE	49,189	110,836	115,123	4,287	11.3	12.0	12.0	0.0
(4102) HOMELAND SECURITY/STATE	0	0	129	129	0.0	0.0	1.0	1.0
(4124) ADMIN FINANCE	0	0	278	278	0.0	0.0	2.5	2.5
(4182) INTELLIGENCE ANALYSTS (DC)	-20	0	0	0	0.0	0.0	0.0	0.0
(4200) HOMELAND SECURITY/REGIONAL	0	6,000	0	-6,000	0.0	0.0	0.0	0.0
(4300) HOMELAND SECURITY/REGIONAL	-9	0	0	0	0.0	0.0	0.0	0.0
(4FA0) ALL HAZARDS ADMINISTRATION	1,109	1,390	1,622	232	6.9	8.0	8.0	0.0
<b>SUBTOTAL (4000) HOMELAND SECURITY GRANTS</b>	<b>50,270</b>	<b>118,226</b>	<b>117,153</b>	<b>-1,073</b>	<b>18.1</b>	<b>20.0</b>	<b>23.5</b>	<b>3.5</b>
<b>(5000) FUSION CENTER</b>								
(5132) OPERATIONAL AND ADMINISTRATIVE SUPPORT	198	259	259	0	1.9	2.0	2.0	0.0
(5182) INTELLIGENCE ANALYSIS - DC (CONTINUOUS)	1,274	2,123	1,889	-235	16.0	17.0	17.0	0.0
<b>SUBTOTAL (5000) FUSION CENTER</b>	<b>1,472</b>	<b>2,382</b>	<b>2,148</b>	<b>-234</b>	<b>17.8</b>	<b>19.0</b>	<b>19.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>60,788</b>	<b>136,498</b>	<b>136,570</b>	<b>72</b>	<b>88.5</b>	<b>105.0</b>	<b>112.0</b>	<b>7.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Homeland Security and Emergency Management Agency operates through the following 5 divisions:

**Plans and Preparedness** – coordinates comprehensive planning, training and exercising, and disaster recovery to promote resiliency in government agencies, our communities, and critical infrastructure. The division is responsible for the creation, implementation, and revision of plans dictating the operational alignment and tempo of steady-state, threat-initiated, and incident-state scenarios.

This division contains the following 9 activities:

- **Planning** – utilizes a “whole community” approach to engage key stakeholders in developing plans and processes that support a robust emergency management system;
- **Regional Planning** – the District is an integral part of the National Capital Region (NCR). Due to the geographic proximity and economic link to the NCR, all preparedness actions across all mission areas affect, impact, and include all jurisdictions in the NCR. Therefore, District planners are involved with the planning efforts to ensure appropriate coordination and integration of District preparedness processes;
- **DCERS PMO Manager** - is responsible for coordination, outreach, and reporting for the DC EPC, District of Columbia Emergency Response System (DCERS) Steering Committee, and the District projects it oversees. Develops and maintains the Strategic Plan, as well as a corresponding Playbook for the District. Coordinates with regional ERS counterparts to ensure cohesive development of regional capabilities;
- **District Planning** – utilizes a “whole community” approach to engage key stakeholders in developing plans and processes that support a robust emergency management system. The Planning division coordinates the development, socialization, and institutionalization of District-wide preparedness plans that include, but are not limited to, Emergency Operation Plans (EOP), standard operating procedures/guidelines (SOP/SOG), and any supplemental contingency plans, annexes, or appendices;
- **District Preparedness System Planning Toolkit** - is the District Preparedness System (DPS) SharePoint Administrator. All processes conducted and products developed by the planners utilize an All-Hazards approach designed to provide an operational response to any type of potential threat – natural or manmade;
- **Fatality Management Planning and Support** - is the District Mass Fatality Management Planner and the NCR Mass Fatality Management Planner. Addresses terrorism risks including but not limited to the following: Bio-Terrorism, Weapons of Mass Destruction, and complex coordinated attacks. Each terrorism risk will be analyzed to determine if it is a risk to the District. The context of the risk, the impact of the risk to affect core capabilities, and the response to the risk will be analyzed;
- **Hazardous Materials Reporting** – this tool ensures the District maintains a systematic approach for fulfilling SARA Title III, Emergency Planning and Community Right-to-Know (EPCRA) reporting, oversight, and emergency response needs;
- **Training** – offers emergency management training courses, hazard and capabilities-based exercises, and plan validations that test and bolster individual and institutional readiness, in accordance with local, District, and national standards, including the National Incident Management System (NIMS) and Incident Command System to first responders, citizens, businesses and regional partners; and
- **NIMS Compliance Officer** – manages the District’s Incident Command System Training Program to ensure emergency personnel possess incident management capabilities for addressing planned and no-notice events associated with natural or man-made hazards.

**Operations** – serves as the central hub of information within HSEMA, processing and analyzing information from a myriad of sources and disseminating it to create situational awareness, and provides well-coordinated critical and essential services during and immediately after emergencies and disasters within the District of Columbia and surrounding jurisdictions. The goals of these services are to protect health and property, to expedite the return to a state of normality, and to guard against the effects of future disasters.

This division contains the following 4 activities:

- **Incident Command and Disaster** – is the main operational and control center for consequence management during an emergency, disaster, major special event, and national security events in the District;

- **IC3 Program Manager/Incident Review Spec** – is the Incident Review Specialist for the Emergency Operations Center (EOC);
- **District Logistics Coordinator** - is responsible for developing, implementing and improving the District's logistical and resource tracking plans to improve response and recovery operations during an emergency. Develops, reviews and improves current resource lists and plans. Coordinates the program with both District emergency response agencies and our regional counterparts. Agency's lead for resource management within the District in ensuring compliance with the National Incident Management System (NIMS) and Emergency Management Accreditation Program (EMAP) requirements; and
- **Credentialing (PIC-I/PAC) Pub Safety Per** - Backend Attribute Exchange (BAE) and event adaptive policies.

**Finance/Administration and Homeland Security Grants** – serves as the State Administrative Agent (SAA) for the Federal Homeland Security Grant programs that are awarded to the District of Columbia, and for grant programs awarded to the NCR, which encompasses neighboring counties in Maryland and Virginia.

This division contains the following 4 activities:

- **Homeland Security/State** – identifies and mitigates threats, risks, and vulnerabilities within the District of Columbia;
- **Admin Finance** - provides financial support for the Department of Homeland Security grants awarded to the District;
- **Homeland Security/Regional** – serves as the SAA for the Department of Homeland Security grants awarded to the District and the NCR; and
- **All Hazards Administration** – provide fiscal management of the daily all-hazard incidents to achieve operational objectives.

**Fusion Center** – the Washington Regional Threat Analysis Center (WRTAC) is an “all-threats, all-hazards” fusion center serving the District of Columbia and the NCR. Its mission is “to facilitate the full integration of available data in the region to detect, prevent, and respond to terrorist and other criminal activity, as well as to facilitate information sharing during any catastrophic event within the city of DC and the NCR.”

This division contains the following 2 activities:

- **Operational and Administrative Support** – involves the provision of supervisory and administrative support to all fusion center operations; and
- **Intelligence Analysis** – involves the core fusion center work performed by staff who perform intelligence analysis roles, including the gathering, analysis, sharing, and production of intelligence.

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

### **Division Structure Change**

The Homeland Security and Emergency Management Agency has no division structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table BN0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table BN0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>4,667</b>	<b>28.0</b>
Other CSFL Adjustments	Multiple Programs	61	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>4,728</b>	<b>28.0</b>
Increase: To align resources with operational spending goals	Multiple Programs	70	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-70	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>4,728</b>	<b>28.0</b>
Enhance: To support federal grant match requirements	Plans and Preparedness	99	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>4,827</b>	<b>28.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>4,827</b>	<b>28.0</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>131,831</b>	<b>77.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	558	7.0
Decrease: To align budget with projected grant awards	Multiple Programs	-646	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>131,743</b>	<b>84.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>131,743</b>	<b>84.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>131,743</b>	<b>84.0</b>
<b>GROSS FOR BN0 - HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY</b>		<b>136,570</b>	<b>112.0</b>

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

## FY 2018 Proposed Budget Changes

The Homeland Security and Emergency Management Agency's (HSEMA) proposed FY 2018 gross budget is \$136,570,261, which represents a less than 1.0 percent increase over its FY 2017 approved gross budget of \$136,498,075. The budget is comprised of \$4,827,226 in Local funds and \$131,743,035 in Federal Grant funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

HSEMA's FY 2018 CSFL budget is \$4,728,463, which represents a \$61,240, or 1.3 percent, increase over the FY 2017 approved Local funds budget of \$4,667,223.

## **CSFL Assumptions**

The FY 2018 CSFL calculated for HSEMA included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$7,834 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$26,479 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for HSEMA also includes an increase of \$58,987 for Recurring Budget Items to account for the conversion of positions to union paycales. Additional adjustments include a decrease of \$16,392 for the Fixed Costs Inflation Factor to account for projected fleet estimates.

## **Agency Budget Submission**

**Increase:** HSEMA's Local budget proposal includes a net increase of \$70,025 in nonpersonal services to reflect projected costs of grant match requirements associated with the Emergency Management Program grants. In Federal Grant funds, the agency proposes a net increase of \$558,443 and 7.0 Full-Time Equivalents (FTEs), primarily for the Homeland Security, the Emergency Management, and the Non-Profit Security grants, to reflect projected costs associated with salaries and Fringe Benefits.

**Decrease:** HSEMA's proposed Local funds budget includes a net reduction of \$70,025, primarily in the Operations division, to align the budget with projected personal services costs and to offset the projected increase for the Emergency Management Program grants match requirement.

In Federal Grant funds, the proposed budget includes a net decrease of \$646,259, primarily in the Securing the Cities and the Port Security grants, to reflect projected operational costs for nonpersonal services such as equipment and contractual services.

## **Mayor's Proposed Budget**

**Enhance:** The proposed Local funds budget includes an increase of \$98,763 in the Plans and Preparedness division to account for additional federal grant match requirements.

## **District's Proposed Budget**

**No Change:** The Homeland Security and Emergency Management Agency's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan\*

Homeland Security and Emergency Management Agency (HSEMA) has the following strategic objectives for FY 2018:

### 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. Emergency Operations - Provide situational awareness, logistical and resource support, and a field command operation to coordinate critical incident response, mitigation, and recovery to emergencies and other major events impacting the District.
2. Intelligence and Analysis - Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards.
3. District Preparedness System (DPS) - The DPS is a comprehensive approach to building capabilities related to homeland security and emergency management. It includes the personnel, processes, plans, and resources necessary to build each preparedness capability to target levels. Once built, these capabilities enable the District to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that affect the city.
4. Agency Management - Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled.
5. Create and maintain a highly efficient, transparent, and responsive District government.\*\*

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### 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.

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#### 1. Emergency Operations - Provide situational awareness, logistical and resource support, and a field command operation to coordinate critical incident response, mitigation, and recovery to emergencies and other major events impacting the District. (2 Activities)

Activity Title	Activity Description	Type of Activity
Emergency Operations Center (EOC)	Manage the EOC, a central facility for command and control of emergency operations, which coordinates interagency response to and recovery from major emergencies and works closely with supporting District agencies before and during EOC activations.	Daily Service
Joint All Hazards Operations Center	Serves as the 24/7 central hub of communications, processing information from multiple sources to keep District agencies, regional and Federal partners, businesses, and the public informed and create a common operating picture.	Daily Service

**2. Intelligence and Analysis - Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards. (4 Activities)**

Activity Title	Activity Description	Type of Activity
Information Sharing	Ensure timely, relevant, and vetted intelligence information and analysis related to the safety and security of District citizens and first responders is provided to local, regional, and national public safety partners.	Daily Service
Strategic Analysis	Provide strategic analysis and assessments of threats and hazards for public safety partners and decision makers by researching, analyzing, and synthesizing regional patterns and trends.	Daily Service
Training/Outreach	Provide general fusion center and sector-specific intelligence briefings, as well as intelligence analysis and suspicious activity trainings, workshops, and seminars to public and private sector partners in the public safety community. Participate in discussion and operations-based exercises with public and private sector partners in the public safety community.	Daily Service
Tactical Analysis	Provide tactical intelligence support and open source research, both in response to requests as well as on an ad hoc basis, to public and private sector partners in the public safety community in a timely manner.	Daily Service

**3. District Preparedness System (DPS) - The DPS is a comprehensive approach to building capabilities related to homeland security and emergency management. It includes the personnel, processes, plans, and resources necessary to build each preparedness capability to target levels. Once built, these capabilities enable the District to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that affect the city. (6 Activities)**

Activity Title	Activity Description	Type of Activity
Capability Building	Identify and implement projects to build priority preparedness capabilities to target levels.	Daily Service
Urban Area Security Initiative (UASI) Funding	Continue to drive the District's competitiveness in receiving Urban Area Security Initiative grant funds by ensuring District priorities are represented in regional strategies, and identifying projects to move priority regional capabilities towards target levels.	Daily Service
Project Management Support	Ensure successful project execution by providing technical support for the management and implementation of all projects in the DC Emergency Response System (DCERS) portfolio.	Daily Service
Continuity of Operations (COOP) Planning	Support the District agencies responsible for updating their COOP plans annually with exercising, evaluating, and, if necessary, revising their COOP plans.	Daily Service
All Hazard District Preparedness Plans	Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities.	Daily Service
District Preparedness System	Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities.	Daily Service

**4. Agency Management - Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled. (4 Activities)**

Activity Title	Activity Description	Type of Activity
Regional Support	Provides leadership to the National Capital Region (NCR) as members of regional homeland security and emergency management leadership teams and supporting governance groups.	Daily Service
Mayor's Special Event Task Group (MSETG)	Manage the administration of the MSETG, a body responsible for organizing the City's public safety planning efforts for events requiring interagency coordination.	Daily Service
Community Outreach and Media Prepare	Maintain a strong outreach program designed to educate and equip community residents and businesses to prepare for and recover from all hazards and the potential for disasters.	Daily Service
State Administrative Agent	Serves as the State Administrative Agent for the federal homeland security grant programs that are awarded to the District of Columbia, and the NCR. Provides financial and programmatic oversight to the numerous individual grant-funded homeland security projects in the District of Columbia and the NCR.	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. Emergency Operations - Provide situational awareness, logistical and resource support, and a field command operation to coordinate critical incident response, mitigation, and recovery to emergencies and other major events impacting the District. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of activated HSEMA personnel on site and ready within two hours of notification of EOC activation	No	Not Available	Not Available	Not Available	90%	90%
Percent of employees with activation responsibilities certified in their EOC activation role	No	Not Available	Not Available	Not Available	75%	75%
Percent of Incident Action Plans completed within two hours of EOC activation	No	Not Available	Not Available	Not Available	75%	75%

**2. Intelligence and Analysis - Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent increase in subscribers to Washington Regional Threat Analysis Center (WRTAC) situational and analytic product distribution lists	No	Not Available	Not Available	Not Available	10%	10%

(Continued on next page)

**2. Intelligence and Analysis - Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of distributable analytic products co-authored with one or more federal, state or local partners	No	Not Available	Not Available	Not Available	10%	10%

**3. District Preparedness System (DPS) - The DPS is a comprehensive approach to building capabilities related to homeland security and emergency management. It includes the personnel, processes, plans, and resources necessary to build each preparedness capability to target levels. Once built, these capabilities enable the District to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that affect the city. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of DC ERS grant funding expended on portfolio (goal of reducing reprogramming below 10 percent)	No	Not Available	Not Available	Not Available	90%	90%
Percent of employees funded through the FEMA Emergency Management Performance Grants (EMPG) program that have completed the EMPG training requirements	No	Not Available	Not Available	Not Available	95%	95%
Percent of planning processes completed in accordance with Emergency Management Accreditation Program requirements	No	Not Available	Not Available	Not Available	95%	95%

**4. Agency Management - Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent increase of recipients of AlertDC	No	6.6%	6.6%	3%	3%	3%
Percent of federal subgrants issued within 45 days of award receipt	No	95.6%	82%	90%	90%	90%
Percent of grant dollars spent within the timeframe of the grants	No	99.1%	99.9%	98%	98%	98%

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

(Continued on next page)

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**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. Emergency Operations Center (EOC)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of level 2 or higher EOC activations	No	13	8	5

**2. Joint All Hazards Operations Center (JAHOC)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of AlertDC messages disseminated	No	4,508	5,694	6,861

**3. Project Management Support**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of active grant funded projects in the DC ERS portfolio	No	Not Available	Not Available	Not Available

**4. Mayor's Special Event Task Group (MSETG)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of special events that have been processed by the MSETG	No	76	116	111

**5. Community Outreach and Media Prepare**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of community outreach events attended or conducted by HSEMA	No	228	190	203

**6. Serves as the State Administrative Agent for the federal homeland security grant programs that are awarded to the District of Columbia, and the National Capital Region (NCR)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of reimbursements processed for subrecipients annually	No	Not Available	Not Available	Not Available

**7. Training/Outreach**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of fusion center training or outreach events attended by WRTAC staff	No	Not Available	Not Available	Not Available

**8. Tactical Analysis**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of raw Suspicious Activity Reports (SARs) processed	No	Not Available	Not Available	Not Available
Number of Requests for Information (RFIs) processed	No	Not Available	Not Available	Not Available

**9. Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of District plans created, reviewed, updated, trained, and/or exercised annually	No	Not Available	Not Available	Not Available

**10. Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of executive level staff completing an emergency senior/cabinet level training within 60 days of onboarding	No	Not Available	Not Available	Not Available
Number of individuals trained by HSEMA	No	1,095	1,078	1,336
Number of trainings provided to first responders, District employees, and the public by HSEMA	No	24	38	50
Percent of District agencies with lead and support roles that participated in HSEMA led exercises	No	Not Available	Not Available	Not Available

**Performance Plan Endnotes**

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Commission on Judicial Disabilities and Tenure

www.cjdt.dc.gov  
Telephone: 202-727-1363

**Table DQ0-1**

	FY 2016	FY 2017	FY 2018	% Change from
Description	Actual	Approved	Proposed	FY 2017
OPERATING BUDGET	\$290,181	\$310,000	\$295,000	-4.8
FTEs	2.0	2.0	2.0	0.0

The mission of the Commission on Judicial Disabilities and Tenure (CJDT) is to maintain public confidence in an independent, impartial, fair, and qualified judiciary, and to enforce the high standards of conduct judges must adhere to both on and off the bench.

## Summary of Services

The services provided by the CJDT are as follows: review complaints concerning the misconduct of judges; conduct performance evaluations of associate judges eligible for reappointment; conduct fitness and qualification reviews of retiring and senior judges; and process the involuntary retirement of judges for health reasons.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DQ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table DQ0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
<b>FEDERAL RESOURCES</b>										
FEDERAL PAYMENTS	290	310	295	-15	-4.8	2.0	2.0	2.0	0.0	0.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>290</b>	<b>310</b>	<b>295</b>	<b>-15</b>	<b>-4.8</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>290</b>	<b>310</b>	<b>295</b>	<b>-15</b>	<b>-4.8</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table DQ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table DQ0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	204	210	211	216	5	2.4
13 - ADDITIONAL GROSS PAY	4	4	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	23	24	26	15	-11	-41.8
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>232</b>	<b>239</b>	<b>237</b>	<b>231</b>	<b>-6</b>	<b>-2.4</b>
20 - SUPPLIES AND MATERIALS	2	2	3	2	0	-16.7
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	11	7	9	7	-2	-20.7
40 - OTHER SERVICES AND CHARGES	24	20	31	26	-5	-14.9
41 - CONTRACTUAL SERVICES - OTHER	28	20	28	26	-2	-8.6
70 - EQUIPMENT AND EQUIPMENT RENTAL	10	2	2	2	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>75</b>	<b>52</b>	<b>73</b>	<b>64</b>	<b>-9</b>	<b>-12.8</b>
<b>GROSS FUNDS</b>	<b>307</b>	<b>290</b>	<b>310</b>	<b>295</b>	<b>-15</b>	<b>-4.8</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table DQ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table DQ0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(2000) JUDICIAL DISABILITIES</b>								
<b>TENURE</b>								
(2100) COMMISSION ADMINISTRATION AND SUPPORT	290	310	295	-15	2.0	2.0	2.0	0.0
<b>SUBTOTAL (2000) JUDICIAL</b>								
<b>DISABILITIES TENURE</b>	<b>290</b>	<b>310</b>	<b>295</b>	<b>-15</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED</b>								
<b>OPERATING BUDGET</b>	<b>290</b>	<b>310</b>	<b>295</b>	<b>-15</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Commission on Judicial Disabilities and Tenure operates through the following program:

**Judicial Disabilities and Tenure** – provides administrative support to the Judicial Disabilities and Tenure Commission to ensure the Commission fulfills its mission, pursuant to section 11-1521 of the D.C. Official Code.

### Program Structure Change

The Commission on Judicial Disabilities and Tenure has no program structure changes in the FY 2018 proposed budget.

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## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table DQ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

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**Table DQ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL PAYMENTS: FY 2017 Approved Budget and FTE</b>		<b>310</b>	<b>2.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Judicial Disabilities Tenure	6	0.0
Decrease: To offset projected adjustments in personal services costs	Judicial Disabilities Tenure	-6	0.0
<b>FEDERAL PAYMENTS: FY 2018 Agency Budget Submission</b>		<b>310</b>	<b>2.0</b>
No Change		0	0.0
<b>FEDERAL PAYMENTS: FY 2018 Mayor's Proposed Budget</b>		<b>310</b>	<b>2.0</b>
Technical Adjustment: To align with the President's FY 2018 Budget Request	Judicial Disabilities Tenure	-15	0.0
<b>FEDERAL PAYMENTS: FY 2018 District's Proposed Budget</b>		<b>295</b>	<b>2.0</b>
<b>GROSS FOR DQ0 - COMMISSION ON JUDICIAL DISABILITIES AND TENURE</b>		<b>295</b>	<b>2.0</b>

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

## FY 2018 Proposed Budget Changes

The Commission on Judicial Disabilities and Tenure's (CJDT) proposed FY 2018 gross budget is \$295,000, which represents a 4.8 percent decrease from its FY 2017 approved gross budget of \$310,000. The budget is comprised entirely of Federal Payments.

### Agency Budget Submission

**Increase:** CJDT's budget proposal includes an increase in personal services of \$5,831 to cover projected salary and Fringe Benefits costs.

**Decrease:** The agency's budget proposal includes a decrease of \$5,831 in nonpersonal services for telecommunication costs, professional services fees, and contractual services; this adjustment offsets the projected increases in personal services.

### Mayor's Proposed Budget

**No Change:** The Commission on Judicial Disabilities and Tenure's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### District's Proposed Budget

**Technical Adjustment:** The FY 2018 Federal Payments request for the Commission on Judicial Disabilities and Tenure is reduced by \$15,000 to align the budget with the President's budget request.

## Agency Performance Plan\*

Commission on Judicial Disabilities and Tenure (CJDT) has the following strategic objectives for FY 2018:

### 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. Review and Investigate Judicial Misconduct Complaints.
2. Conduct Reappointment Evaluations of Eligible Associate Judges of the D.C. Courts.
3. Conduct Performance and Fitness Reviews of Retiring and Senior Judges.
4. Conduct Involuntary Retirement Proceedings.
5. 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. Review and Investigate Judicial Misconduct Complaints. (2 Activities)

Activity Title	Activity Description	Type of Activity
Commission Administration and Support	Review complaints arising during monthly meetings.	Daily Service
Commission Administration and Support	Misconduct investigations.	Daily Service

### 2. Conduct Reappointment Evaluations of Eligible Associate Judges of the D.C. Courts. (4 Activities)

Activity Title	Activity Description	Type of Activity
Commission Administration and Support	Interview attorneys in the public and private sectors who have appeared before the Judge.	Daily Service
Commission Administration and Support	Interview court personnel who have worked with the Judge.	Daily Service
Commission Administration and Support	Interview the Chief Judge of the Judge’s Court.	Daily Service
Commission Administration and Support	Solicit comments concerning a Judge’s qualifications from the legal community and the general public.	Daily Service

### 3. Conduct Performance and Fitness Reviews of Retiring and Senior Judges. (4 Activities)

Activity Title	Activity Description	Type of Activity
Commission Administration and Support	Interview attorneys in the public and private sectors who have appeared before the Senior Judge.	Daily Service
Commission Administration and Support	Interview Court personnel who have worked with the Senior Judge.	Daily Service
Commission Administration and Support	Interview the Chief Judge of the Judge’s Court.	Daily Service
Commission Administration and Support	Solicit comments concerning a Senior Judge’s qualifications to continue judicial service from the legal community and the general public.	Daily Service

#### 4. Conduct Involuntary Retirement Proceedings. (4 Activities)

Activity Title	Activity Description	Type of Activity
Commission Administration and Support	Receive information concerning a Judge's health/disability and commences an investigation.	Daily Service
Commission Administration and Support	Determine if an involuntary retirement hearing is warranted.	Daily Service
Commission Administration and Support	Make findings of fact and a determination regarding the Judge's health.	Daily Service
Commission Administration and Support	File orders of involuntary retirement.	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. Review and Investigate Judicial Misconduct Complaints. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of complaints received	No	79	55	65	65	50
Percent of complaints leading to misconduct investigations	No	38%	49.1%	38%	38%	38%
Percent of complaints resolved within 30 days	No	73%	58%	73%	73%	50%
Percent of Complaints resolved within 60 days	No	21%	24%	21%	21%	40%

#### 2. Conduct Reappointment Evaluations of Eligible Associate Judges of the D.C. Courts. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of reappointment evaluations	No	5	4	4	2	4
Percent of reappointment evaluation reports submitted before 60 days of term expiration	No	5%	100%	4%	100%	100%

#### 3. Conduct Performance and Fitness Reviews of Retiring and Senior Judges. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of fitness and performance reviews	No	14	19	18	8	9
Percent of fitness and performance reviews submitted within 180 days of judge's request	No	14%	100%	18%	100%	100%

#### 4. Conduct Involuntary Retirement Proceedings. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of involuntary retirements handled	No	0	0	0	0	0

**5. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**Performance Plan Endnotes**

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



# Judicial Nomination Commission

[www.jnc.dc.gov](http://www.jnc.dc.gov)

Telephone: 202-879-0478

**Table DV0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change</b>
				<b>from FY 2017</b>
OPERATING BUDGET	\$250,962	\$275,000	\$270,000	-1.8
FTEs	1.7	2.0	2.0	0.0

The mission of the District of Columbia Judicial Nomination Commission (JNC) is to screen, select, and recommend candidates to the President of the United States for his consideration in appointing judges to the District of Columbia Court of Appeals and Superior Court of the District of Columbia. The JNC also appoints the chief judges of both courts.

## Summary of Services

The JNC advertises judicial vacancies; solicits applications; conducts background investigations; carefully reviews investigative materials; reads briefs and other application materials; interviews applicants; solicits and considers input from the bench, bar, and public regarding applicants' fitness to serve; and carefully evaluates each candidate's application and background. The JNC also appoints the chief judges of the District of Columbia Court of Appeals and Superior Court of the District of Columbia.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DV0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table DV0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>FEDERAL RESOURCES</b>										
FEDERAL PAYMENTS	251	275	270	-5	-1.8	1.7	2.0	2.0	0.0	0.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>251</b>	<b>275</b>	<b>270</b>	<b>-5</b>	<b>-1.8</b>	<b>1.7</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>251</b>	<b>275</b>	<b>270</b>	<b>-5</b>	<b>-1.8</b>	<b>1.7</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table DV0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table DV0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	141	189	196	198	2	1.1
13 - ADDITIONAL GROSS PAY	6	0	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	22	39	33	36	3	9.5
15 - OVERTIME PAY	0	0	0	0	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>169</b>	<b>228</b>	<b>229</b>	<b>234</b>	<b>5</b>	<b>2.3</b>
20 - SUPPLIES AND MATERIALS	6	6	6	6	0	0.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	6	6	7	6	-1	-16.5
40 - OTHER SERVICES AND CHARGES	18	8	24	15	-9	-38.3
41 - CONTRACTUAL SERVICES - OTHER	0	0	5	5	0	0.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	3	3	4	4	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>33</b>	<b>23</b>	<b>46</b>	<b>36</b>	<b>-10</b>	<b>-22.4</b>
<b>GROSS FUNDS</b>	<b>202</b>	<b>251</b>	<b>275</b>	<b>270</b>	<b>-5</b>	<b>-1.8</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table DV0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table DV0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(2000) JUDICIAL NOMINATION</b>								
(2500) COMMISSION ADMINISTRATION AND SUPPORT	251	275	270	-5	1.7	2.0	2.0	0.0
<b>SUBTOTAL (2000) JUDICIAL NOMINATION</b>	<b>251</b>	<b>275</b>	<b>270</b>	<b>-5</b>	<b>1.7</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>251</b>	<b>275</b>	<b>270</b>	<b>-5</b>	<b>1.7</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Judicial Nomination Commission operates through the following program:

**Judicial Nomination Commission** – solicits, screens, and recommends candidates to the President of the United States for judicial vacancies on the District of Columbia Court of Appeals and the Superior Court of the District of Columbia. This includes providing administration and support to ensure that applications are complete, applicant background investigations are conducted, public comments are sought, and applicant materials are readily available for Commission members' review.

## Program Structure Change

The Judicial Nomination Commission has no program structure changes in the FY 2018 proposed budget.

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## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table DV0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

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**Table DV0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL PAYMENTS: FY 2017 Approved Budget and FTE</b>		<b>275</b>	<b>2.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Judicial Nomination	10	0.0
Decrease: To offset projected adjustments in personal services costs	Judicial Nomination	10	0.0
<b>FEDERAL PAYMENTS: FY 2018 Agency Budget Submission</b>		<b>295</b>	<b>2.0</b>
No Change		0	0.0
<b>FEDERAL PAYMENTS: FY 2018 Mayor's Proposed Budget</b>		<b>295</b>	<b>2.0</b>
Technical Adjustment: To align with the President's FY 2018 Budget Request	Judicial Nomination	-25	0.0
<b>FEDERAL PAYMENTS: FY 2018 District's Proposed Budget</b>		<b>270</b>	<b>2.0</b>
<b>GROSS FOR DV0 - JUDICIAL NOMINATION COMMISSION</b>		<b>270</b>	<b>2.0</b>

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

## FY 2018 Proposed Budget Changes

The Judicial Nomination Commission's (JNC) proposed FY 2018 gross budget is \$270,000, which represents a decrease of 1.8 percent from its FY 2017 approved gross budget of \$275,000. The budget is comprised entirely of Federal Payments funds.

### Agency Budget Submission

**Increase:** JNC's proposed Federal Payments budget is increased by \$20,000 to align the budget with the preliminary request to the Office of Management and Budget. Additionally, the proposed budget reflects an increase of \$10,273 to align the budget with projected salary step and Fringe Benefit costs.

**Decrease:** The FY 2018 Federal Payments request for the JNC is decreased by \$10,273 in nonpersonal services to offset projected increases in personal services costs.

### Mayor's Proposed Budget

**No Change:** The Judicial Nomination Commission's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### District's Proposed Budget

**Technical Adjustment:** The FY 2018 Federal Payments request for the Judicial Nomination Commission is reduced by \$25,000 to align the budget with the President's budget request.

## Agency Performance Plan\*

Judicial Nomination Commission (JNC) has the following strategic objectives for FY 2018:

### 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. Increase the pool of highly qualified applicants to fill each judicial vacancy within the required 60-day period either prior to or following the occurrence of a vacancy in accordance with the agency's governing statute.
2. Create and maintain a highly efficient, transparent and responsive District government.\*\*

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### 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.

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#### 1. Increase the pool of highly qualified applicants to fill each judicial vacancy within the required 60-day period either prior to or following the occurrence of a vacancy in accordance with the agency's governing statute. (1 Activity)

Activity Title	Activity Description	Type of Activity
Recommend Candidates	The JNC advertises judicial vacancies, solicits applications, conducts background investigations, carefully reviews investigative materials, reads briefs and other application materials, interviews applicants, solicits and considers input from the bench, bar, and public regarding applicants' fitness to serve, and carefully evaluates each candidate's application and background. Candidates are recommended to the President of the United States for consideration in appointing judges to the District of Columbia Court of Appeals and Superior Court of the District of Columbia.	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. Increase the pool of highly qualified applicants to fill each judicial vacancy within the required 60-day period either prior to or following the occurrence of a vacancy in accordance with the agency’s governing statute. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of candidate panels for judicial vacancies presented within statutory time frames	No	100%	100%	100%	100%	100%
Percent of required background investigations on judicial vacancy applicants conducted and completed within statutory time frames	No	100%	100%	100%	100%	100%

### 2. Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

### Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.#

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

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# Office of Police Complaints

[www.policecomplaints.dc.gov](http://www.policecomplaints.dc.gov)

Telephone: 202-727-3838

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**Table FH0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$2,110,187	\$2,449,188	\$2,600,802	6.2
FTEs	20.5	24.2	24.2	0.0

The mission of the Office of Police Complaints (OPC) is to increase public confidence in the police and promote positive community-police interactions.

## Summary of Services

OPC receives, investigates, adjudicates, and mediates police misconduct complaints filed by the public against Metropolitan Police Department (MPD) and D.C. Housing Authority (DCHA) police officers. In addition to these responsibilities, the agency issues policy recommendations to the Mayor, the Council of the District of Columbia, and the Chiefs of Police of MPD and DCHA's Office of Public Safety (OPS) proposing reforms that will promote greater police accountability by reducing the level of police misconduct or improving the citizen complaint process.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FH0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FH0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	2,110	2,449	2,601	152	6.2	20.5	24.2	24.2	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>2,110</b>	<b>2,449</b>	<b>2,601</b>	<b>152</b>	<b>6.2</b>	<b>20.5</b>	<b>24.2</b>	<b>24.2</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>2,110</b>	<b>2,449</b>	<b>2,601</b>	<b>152</b>	<b>6.2</b>	<b>20.5</b>	<b>24.2</b>	<b>24.2</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FH0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FH0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	1,263	1,156	1,670	1,658	-13	-0.8
12 - REGULAR PAY - OTHER	312	403	238	244	6	2.4
13 - ADDITIONAL GROSS PAY	5	14	3	7	4	145.8
14 - FRINGE BENEFITS - CURRENT PERSONNEL	320	322	368	357	-11	-3.0
15 - OVERTIME PAY	26	7	5	5	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>1,926</b>	<b>1,902</b>	<b>2,284</b>	<b>2,271</b>	<b>-14</b>	<b>-0.6</b>
20 - SUPPLIES AND MATERIALS	35	71	20	40	20	100.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	6	4	1	1	0	22.8
40 - OTHER SERVICES AND CHARGES	39	28	43	48	5	11.2
41 - CONTRACTUAL SERVICES - OTHER	90	93	93	234	140	150.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	37	12	7	7	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>207</b>	<b>208</b>	<b>165</b>	<b>330</b>	<b>165</b>	<b>100.3</b>
<b>GROSS FUNDS</b>	<b>2,133</b>	<b>2,110</b>	<b>2,449</b>	<b>2,601</b>	<b>152</b>	<b>6.2</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FH0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FH0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	13	12	12	0	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	7	14	14	0	0.0	0.0	0.0	0.0
(1070) FLEET MANAGEMENT	0	3	1	-2	0.0	0.0	0.0	0.0
(1085) CUSTOMER SERVICE	62	62	64	1	0.9	1.0	1.0	0.0
(1090) PERFORMANCE MANAGEMENT	622	576	764	189	3.5	4.0	4.0	0.0
NO ACTIVITY ASSIGNED	2	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>705</b>	<b>668</b>	<b>855</b>	<b>188</b>	<b>4.4</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>
<b>(2000) COMPLAINT RESOLUTION</b>								
(2010) INVESTIGATION	1,165	1,379	1,347	-32	13.7	15.5	15.5	0.0
(2020) ADJUDICATION	28	23	28	5	0.0	0.0	0.0	0.0
(2030) MEDIATION	36	40	30	-10	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) COMPLAINT RESOLUTION</b>	<b>1,229</b>	<b>1,442</b>	<b>1,405</b>	<b>-37</b>	<b>13.7</b>	<b>15.5</b>	<b>15.5</b>	<b>0.0</b>
<b>(3000) PUBLIC RELATIONS</b>								
(3010) OUTREACH	92	93	95	2	1.1	1.2	1.2	0.0
<b>SUBTOTAL (3000) PUBLIC RELATIONS</b>	<b>92</b>	<b>93</b>	<b>95</b>	<b>2</b>	<b>1.1</b>	<b>1.2</b>	<b>1.2</b>	<b>0.0</b>
<b>(4000) POLICY RECOMMENDATION</b>								
(4010) POLICY RECOMMENDATION	85	246	245	-1	1.3	2.5	2.5	0.0
<b>SUBTOTAL (4000) POLICY RECOMMENDATION</b>	<b>85</b>	<b>246</b>	<b>245</b>	<b>-1</b>	<b>1.3</b>	<b>2.5</b>	<b>2.5</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>2,110</b>	<b>2,449</b>	<b>2,601</b>	<b>152</b>	<b>20.5</b>	<b>24.2</b>	<b>24.2</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Police Complaints (OPC) operates through the following 4 programs:

**Complaint Resolution** – investigates, adjudicates, and mediates misconduct complaints against sworn officers of the Metropolitan Police Department (MPD) and the Office of Public Safety (OPS) in a fair, impartial, and timely manner.

This program includes the following 3 activities:

- **Investigation** – investigates and produces reports related to complaints of misconduct against sworn MPD and OPS officers;
- **Adjudication** – renders final determinations of police misconduct complaints against sworn officers of MPD and OPS; and
- **Mediation** – provides a forum for complainants and subject officers to interact and develop a better awareness and understanding of the incident that led to the filing of a misconduct complaint and, if possible, reach an agreement to resolve the conflict.

**Public Relations** – informs and educates the public through outreach concerning OPC’s mission, authority, and processes to ensure that the agency's services can be fully accessed; and performs liaison functions between the office, other District agencies, and the public.

**Policy Recommendation** – proposes to the Mayor, Council of the District of Columbia, and Chiefs of Police for MPD and OPS improvements concerning the citizen complaint process and the elements of management of the covered law enforcement agencies that have a bearing on police misconduct, such as recruitment, training, evaluation, discipline, and supervision of police officers.

**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 Police Complaints has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FH0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FH0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>2,449</b>	<b>24.2</b>
Other CSFL Adjustments	Multiple Programs	2	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>2,451</b>	<b>24.2</b>
Increase: To align resources with operational spending goals	Multiple Programs	14	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-14	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>2,451</b>	<b>24.2</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor’s Proposed Budget</b>		<b>2,451</b>	<b>24.2</b>
Enhance: To support an independent review of MPD’s actions during the 2017 Presidential Inauguration weekend (one-time)	Agency Management	150	0.0
<b>LOCAL FUNDS: FY 2018 District’s Proposed Budget</b>		<b>2,601</b>	<b>24.2</b>
<b>GROSS FOR FH0 - OFFICE OF POLICE COMPLAINTS</b>		<b>2,601</b>	<b>24.2</b>

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

## **FY 2018 Proposed Budget Changes**

The Office of Police Complaints' (OPC) proposed FY 2018 gross budget is \$2,600,802, which represents a 6.2 percent increase over its FY 2017 approved gross budget of \$2,449,188. The budget is comprised entirely of Local funds.

### **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OPC's FY 2018 CSFL budget is \$2,450,802, which represents a \$1,614, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$2,449,188.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for OPC included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$368 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$3,422 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for OPC also includes a decrease of \$2,176 for the Fixed Costs Inflation Factor to account for projections for Fleet estimates.

### **Agency Budget Submission**

**Increase:** OPC's proposed budget reflects a net increase of \$13,984 primarily in the Agency Management program to cover costs associated with office supplies.

**Decrease:** OPC's budget proposal includes a net reduction of \$13,984 primarily in the Complaint Resolution program to offset the increase in nonpersonal service costs.

### **Mayor's Proposed Budget**

**No Change:** The Office of Police Complaints' budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### **District's Proposed Budget**

**Enhance:** OPC's proposed budget reflects a one-time enhancement of \$150,000 in the Agency Management program to support an independent review of MPD's actions during the 2017 Presidential Inauguration weekend.

## Agency Performance Plan\*

Office of Police Complaints (OPC) has the following strategic objectives for FY 2018:

### 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. Resolve police misconduct complaints in an impartial, timely, and professional manner.
2. Promote positive community-police interactions through public education and awareness.
3. Enhance OPCs mission to improve public confidence and community trust.
4. 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. Resolve police misconduct complaints in an impartial, timely, and professional manner.

(5 Activities)

Activity Title	Activity Description	Type of Activity
Conduct Monthly Case Reviews With Investigators	Investigation managers meet monthly with the investigators to ensure that the cases are being investigated with the best techniques and best practices and that they are timely.	Daily Service
Manage and Monitor Complaint Examiner Compliance	Ensure through continuous review and communication that the complaint examiners are complying with the review and analysis requirements and timeline.	Daily Service
Conduct Complaint Examiner In-Service Training	Complaint examiners should be trained each fiscal year on any updates to the program and any new requirements.	Key Project
Neighborhood Engagement Achieves Results (NEAR) Act Compliance	Through evaluation of our internal operations, ensure our practices and procedures are complying with the NEAR Act of 2015.	Key Project
Investigator Participating In Continual Professional Development	Each investigator participate in continuous professional development trainings, workshops, outreach opportunities, or mentoring to develop their technical and industry investigating skills as well as best practices.	Key Project

#### 2. Promote positive community-police interactions through public education and awareness.

(2 Activities)

Activity Title	Activity Description	Type of Activity
Outreach Events	Communicate with civic groups, government organizations, schools, advisory boards, etc. to schedule outreach events. Employ outreach activities to ensure that the community knows about the Office of Police Complaints and its services.	Daily Service

## 2. Promote positive community-police interactions through public education and awareness. (2 Activities)

Activity Title	Activity Description	Type of Activity
Create Partnerships	Communicate with a wide range of organizations, government agencies, social service providers, neighborhood associations, and advocacy groups to create partnerships. Employ effective communication strategies through social media, contacts, and media relations to build community partnerships.	Daily Service

## 3. Enhance OPCs mission to improve public confidence and community trust. (3 Activities)

Activity Title	Activity Description	Type of Activity
OPC complaints	Continuously review the trends and patterns that our complaint data reveals to ensure we are reporting any policy recommendations that could improve Metropolitan Police Department (MPD) or DC Housing Authority Police Department (DCHAPD) practices and procedures in an effort to best serve the community.	Daily Service
Research Policing Best Practices	Research policing best practices to remain up-to-date on national civilian police oversight of law enforcement trends, police practices, updated legal impacts to better serve the community in ensuring the District police forces are operating with the best practices and procedures.	Daily Service
Meet with MPD Leadership	With the cooperation of MPD, conduct regular meetings with MPD leadership to discuss the implementation status of OPC's policy recommendations.	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. Resolve police misconduct complaints in an impartial, timely, and professional manner. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of complaint examiner decisions completed within 120 days	No	100%	100%	80%	80%	80%
Percent of examiners trained	No	Not Available	Not Available	Not Available	100%	100%
Percent of investigations completed within 180 days	No	39.1%	70%	60%	60%	60%

**2. Promote positive community-police interactions through public education and awareness. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of complaints resolved through mediation program	No	11.9%	12.9%	9%	9%	10%

**3. Enhance OPCs mission to improve public confidence and community trust. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of policy recommendation reports published	No	100%	100%	100%	100%	100%

**4. Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**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. Review all OPC complaints received to determine trends and/or patterns**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of complaints received	No	Not Available	Not Available	438
Number of contacts	No	Not Available	Not Available	1,448

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**2. Research policing best practices**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of policy recommendations issued	No	Not Available	Not Available	1

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**3. Communicate with civic groups, government organizations, schools, advisory boards, etc. to schedule outreach events**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of outreach events held	No	Not Available	Not Available	32

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**4. Communicate with a wide range of organizations, government agencies, social service providers, neighborhood associations, and advocacy groups to create partnerships**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of community partnerships created	No	Not Available	Not Available	15

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**5. Conduct regular meetings with MPD leadership to discuss policy change recommendations**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of meetings held with MPD	No	Not Available	Not Available	Not Available

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**6. Conduct monthly case reviews with investigators**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of meetings held	No	Not Available	Not Available	Not Available

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**7. Manage and monitor complaint examiner compliance**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of complaint examiner decisions processed	No	Not Available	Not Available	30

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**8. Conduct complaint examiner In-Service Training**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of investigators attended required training	No	Not Available	Not Available	10

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**9. Investigator participating in continual professional development**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of investigators attending annual MPD professional development training	No	Not Available	Not Available	Not Available
Number of investigators attending at least two external training sessions	No	Not Available	Not Available	10

(Continued on next page)

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**9. Investigator participating in continual professional development**

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<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of new investigators attending Reid Training	No	Not Available	Not Available	2
Number of presentations completed	Yes	Not Available	Not Available	New Measure

**Performance Plan Endnotes**

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# District of Columbia Sentencing Commission

[www.scdc.dc.gov](http://www.scdc.dc.gov)

Telephone: 202-727-8822

**Table FZ0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$1,498,290	\$1,086,544	\$1,178,839	8.5
FTEs	10.7	6.0	6.0	0.0

The mission of the District of Columbia Sentencing Commission (the Commission) is to implement, monitor, and support the District's voluntary sentencing guidelines; promote fair and consistent sentencing policies; increase public understanding of sentencing policies and practices; and evaluate the effectiveness of the guidelines system in order to recommend changes based on actual sentencing and corrections practice and research.

## Summary of Services

The Commission advises the District of Columbia on policy matters related to criminal law, sentencing, and corrections policy. The Sentencing and Criminal Code Revision Commission Amendment Act of 2007 established permanent voluntary felony sentencing guidelines and requires the Commission to monitor and make adjustments as needed to promote sentencing policies that limit unwarranted disparity, while allowing adequate judicial discretion and proportionality. The sentencing guidelines provide recommended sentences that enhance fairness so that offenders, victims, the community, and all parties will understand the sentence, and sentences will be both more predictable and consistent. The Commission provides analysis of sentencing trends and guideline compliance to the public and its representatives to assist in identifying sentencing patterns for felony convictions. In addition, the Advisory Commission on Sentencing (ACS) Amendment Act of 2006 requires the Commission to undertake a multi-year study of the DC Criminal Code reform, including analysis of current criminal statutes and developing recommendations for revisions to the District's Criminal Code that promote clarity, consistency, and cohesiveness within the District's Criminal Code.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FZ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FZ0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
LOCAL FUNDS	1,498	1,087	1,179	92	8.5	10.7	6.0	6.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>1,498</b>	<b>1,087</b>	<b>1,179</b>	<b>92</b>	<b>8.5</b>	<b>10.7</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>1,498</b>	<b>1,087</b>	<b>1,179</b>	<b>92</b>	<b>8.5</b>	<b>10.7</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FZ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FZ0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
11 - REGULAR PAY - CONTINUING FULL TIME	867	940	528	552	25	4.6
13 - ADDITIONAL GROSS PAY	3	0	10	10	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	165	185	121	114	-7	-5.8
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>1,035</b>	<b>1,125</b>	<b>659</b>	<b>676</b>	<b>17</b>	<b>2.6</b>
20 - SUPPLIES AND MATERIALS	13	10	13	9	-4	-28.1
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	0	0	4	4	N/A
40 - OTHER SERVICES AND CHARGES	70	66	67	83	16	23.4
41 - CONTRACTUAL SERVICES - OTHER	286	290	337	403	67	19.8
70 - EQUIPMENT AND EQUIPMENT RENTAL	9	6	11	3	-8	-72.3
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>377</b>	<b>373</b>	<b>428</b>	<b>502</b>	<b>75</b>	<b>17.5</b>
<b>GROSS FUNDS</b>	<b>1,412</b>	<b>1,498</b>	<b>1,087</b>	<b>1,179</b>	<b>92</b>	<b>8.5</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FZ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FZ0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) MANAGEMENT</b>								
(1010) PERSONNEL	75	75	79	4	1.0	1.0	1.0	0.0
(1015) TRAINING	12	0	4	4	0.0	0.0	0.0	0.0
(1030) PROPERTY MANAGEMENT	1	7	9	2	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	29	42	62	20	0.0	0.0	0.0	0.0
(1060) LEGAL SERVICES	588	11	21	10	4.9	0.0	0.0	0.0
<b>SUBTOTAL (1000) MANAGEMENT</b>	<b>705</b>	<b>135</b>	<b>175</b>	<b>39</b>	<b>5.9</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>(2000) DATA COLLECTION (AIP)</b>								
(2010) ACS OFFENSE AND OFFENDER DATABASE	181	222	215	-7	2.0	2.0	2.0	0.0
(2020) SENTENCING GUIDELINES MONITORING	282	329	396	67	0.0	0.0	0.0	0.0
(2040) POLICY REPORTS AND PROPOSALS	181	187	186	-2	1.0	1.0	1.0	0.0
(2050) SENTENCING GUIDELINES TRAINING	108	128	133	5	1.0	1.0	1.0	0.0
(2060) PREP SENTENCING GUIDELINES MATERIALS	41	84	74	-10	1.0	1.0	1.0	0.0
<b>SUBTOTAL (2000) DATA COLLECTION (AIP)</b>	<b>793</b>	<b>951</b>	<b>1,004</b>	<b>53</b>	<b>4.9</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>1,498</b>	<b>1,087</b>	<b>1,179</b>	<b>92</b>	<b>10.8</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 District of Columbia Sentencing Commission operates through the following 2 programs:

**Data Collection, Analysis, and Implementation** – undertakes sentencing-related research for the Commission and the Council; monitors and evaluates sentencing practices and trends in the District; and provides the sentencing guideline manual, assistance with the application of the guidelines, and training for criminal justice professional to effectively and efficiently work within a structured sentencing system.

This program contains the following 5 activities:

- **ACS Offense and Offender Sentencing Database** – transfers data electronically from the court into the agency's database, which includes both historic and real-time sentencing information. Criminal history information provided by Court Services and Offender Supervision Agency

(CSOSA) is integrated into the agency database and matched with court sentencing information, enabling offender and offense-based analysis of the application of the sentencing guidelines and sentencing trends in the District;

- **Sentencing Guidelines Monitoring** – monitors compliance with the recommended sentencing guidelines by using the agency's database. Departures from the sentencing guidelines are examined to determine if the guidelines may require modification or revision by the Commission to ensure their effectiveness;
- **Policy Reports and Proposals** – develops reports and recommendations for the Commission to improve and modify criminal justice programs focused on sentencing policy. In addition, revises and proposes recommendations to the D.C. Criminal Code to ensure clarity and consistency in the District's criminal laws making their application more fair and efficient;
- **Sentencing Guidelines Training** – provides training to criminal justice professionals focusing on the calculation of criminal history, proper application of the guidelines, determination of the recommended guideline sentence, and recent revisions or modification to the sentencing guidelines. The Commission also monitors both Appellate and Supreme Court sentencing-related decisions and provides training on the impact of these rulings on the D.C. Sentencing Guidelines; and
- **Prep Sentencing Guidelines Materials** – develops and updates yearly the D.C. Sentencing Guideline manual, which contains offense rankings, sentencing protocol, special sentencing provisions, and other guideline related information. The Guideline manual is used by practitioners on a daily basis when applying the guidelines to felony convictions.

**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 District of Columbia Sentencing Commission has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FZ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FZ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,087</b>	<b>6.0</b>
Other CSFL Adjustments	Multiple Programs	528	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>1,614</b>	<b>6.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	20	0.0
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	4	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-545	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,094</b>	<b>6.0</b>
Enhance: To support GRID System upgrade (one-time)	Data Collection (AIP)	85	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,179</b>	<b>6.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,179</b>	<b>6.0</b>

**GROSS FOR FZ0 - DC SENTENCING COMMISSION** **1,179** **6.0**

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

## **FY 2018 Proposed Budget Changes**

The District of Columbia Sentencing Commission's (the Commission) proposed FY 2018 gross budget is \$1,178,839, which represents an 8.5 percent increase over its FY 2017 approved gross budget of \$1,086,544. The budget is comprised entirely of Local funds.

### **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

The Commission's FY 2018 CSFL budget is \$1,614,330, which represents a \$527,786, or 48.6 percent, increase over the FY 2017 approved Local funds budget of \$1,086,544.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for the Commission included adjustment entries that are not described in detail in the table 5. These adjustments include a decrease of \$2,793 in personal services to account for Fringe Benefits costs based on trend and comparative analyses, and an increase of \$10,088 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Additionally, an increase of \$520,491 for Fixed Costs Inflation Factor accounts for fleet services estimates.

### **Agency Budget Submission**

**Increase:** The Commission's proposed Local funds budget includes a net increase of \$20,242, primarily in the Database Collection (AIP) program, for projected salary step increases and Fringe Benefits costs. In nonpersonal services, the proposal reflects an increase of \$4,003 to support Fixed Costs estimates for Telecommunication.

**Decrease:** The Commission's proposed Local funds budget reflects a net reduction of \$544,737, primarily in the Management program, to reflect projected Fixed Costs estimates for fleet services.

### **Mayor's Proposed Budget**

**Enhance:** The Commission's proposed nonpersonal services budget includes a one-time increase of \$85,000 to support a software upgrade to the agency's Guideline Reporting Information Data (GRID) system. This upgrade allows the agency to access new data related to the warrant history of sentenced persons and helps with the visualization and analysis of new data.

### **District's Proposed Budget**

**No Change:** The District of Columbia Sentencing Commission's budget reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan

The District of Columbia Sentencing Commission (the Commission) has the following strategic objectives for FY 2018:

### 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, consistent and transparent sentencing policy for felony sentences imposed in the District of Columbia to ensure that similar offenders who are convicted of similar offenses receive similar sentences.
2. Provide effective education and support to improve understanding and awareness of the District's Voluntary Sentencing Guidelines to ensure citizens of the District have a clear understanding of the sentencing process.
3. Provide high quality analysis and evaluation of sentencing data to inform the development of effective sentencing policy in the District of Columbia that increases public safety while decreasing unwarranted disparity in sentences.
4. Create and maintain a highly efficient, transparent and responsive District government.\*\*

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### 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.

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#### 1. Provide fair, consistent and transparent sentencing policy for felony sentences imposed in the District of Columbia to ensure that similar offenders who are convicted of similar offenses receive similar sentences. (2 Activities)

Activity Title	Activity Description	Type of Activity
Identify Irregularities in Felony Sentences Imposed	Review sentencing data received from the D.C. Superior Court to identify data quality issues to be resolved; identify sentences that are outside the recommended guideline sentence; and identify emerging sentencing trends that may require review by the Commission and potential policy modifications.	Daily Service
Review and Verify All Felony Sentences	Review and verify each felony sentence imposed by the D.C. Superior Court is accurate, legal; and complete. Once the verification process is completed, calculate whether the sentence imposed matches the recommended guideline sentence in an accurate and timely manner.	Daily Service

**2. Provide effective education and support to improve understanding and awareness of the District's Voluntary Sentencing Guidelines to ensure citizens of the District have a clear understanding of the sentencing process. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Maintain and Update Agency Website	Update the agency's website with Guideline Alerts to ensure the public and criminal justice community are notified of changes to sentencing policy or practices under the sentencing guidelines. Monthly update training and other guideline related materials to ensure public access to accurate and timely information about sentencing in the District of Columbia.	Daily Service
Provide Sentencing Guideline Training	Provide Sentencing Guideline training to criminal justice professional that will increase their understanding of sentencing practices under the Guidelines and ensure proper application of the Guidelines thus reducing potential sentencing errors.	Daily Service

**3. Provide high quality analysis and evaluation of sentencing data to inform the development of effective sentencing policy in the District of Columbia that increases public safety while decreasing unwarranted disparity in sentences. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Respond to Data Requests	Effectively and efficiently respond to data requests from legislators, criminal justice professionals, and the public by providing accurate and timely sentencing information.	Daily Service
Monitor and Maintain The Grid System	Monitor and maintain the data analysis module of the agency's data system (GRID) used to identify and evaluate sentencing trends throughout the year to inform the development of effective sentencing policy for the District. Technical and operational issues identified will be reported to the vendor for resolution within 14 days.	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, consistent and transparent sentencing policy for felony sentences imposed in the District of Columbia to ensure that similar offenders who are convicted of similar offenses receive similar sentences. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Compliant Departures	No	91.9%	88.7%	92.5%	93%	93.2%
Compliant In-The-Box Sentences Imposed	No	85.8%	89.3%	86.5%	86.5%	87%
Percent of Compliant Guideline Sentences	No	97.7%	95.8%	96%	96.5%	96.7%

**2. Provide effective education and support to improve understanding and awareness of the District's Voluntary Sentencing Guidelines to ensure citizens of the District have a clear understanding of the sentencing process. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Effective Guideline Trainings	Yes	Not Available	Not Available	Not Available	New Measure	82%
Guideline Questions Answered	No	99.6%	99.5%	99.7%	99.5%	99.5%

**3. Provide high quality analysis and evaluation of sentencing data to inform the development of effective sentencing policy in the District of Columbia that increases public safety while decreasing unwarranted disparity in sentences. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Data Request Response Time	Yes	Not Available	Not Available	Not Available	New Measure	75.5%
GRID/ Guideline Scoring System (GSS) tickets resolved within 14 days	Yes	Not Available	Not Available	Not Available	New Measure	65%

**4. Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Maintain and Update Agency Website.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Agency Website Hits	No	10,681	14,050	23,424

### 2. Provide Sentencing Guideline Training.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Agency Website Updates Completed	No	57	38	42
Number of Sentencing Guideline Trainings Provided	No	6	10	20

### 3. Identify Irregularities and Inconsistencies in Felony Sentences Imposed.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Sealed Cases	No	2,270	3,441	1,690

### 4. Review and Verify All Felony Sentences.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Departure Letter Responses	No	71.3%	84.4%	71.7%
Number of Court Services and Offender Supervision Agency for the District of Columbia (CSOSA) Criminal History Scores Submitted	No	2,591	2,730	1,656
Number of Departure Letters Sent	No	136	96	60
Number of Felony Cases Sentenced	No	2,056	1,891	1,843
Number of Felony Counts Sentenced	No	2,932	2,611	2,388
Number of Probation Revocations Sentenced	Yes	Not Available	Not Available	New Measure

### 5. Respond to Data Requests.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Data Requests Received	No	32	49	47

### 6. Monitor and Maintain the GRID System.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number Hours required to complete data requests.	No	510	525	826
Number of GRID Tickets Entered	No	202	121	67
Number of new charge codes mapped in GRID	Yes	Not Available	Not Available	New Measure

### Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume I, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



# Criminal Code Reform Commission

**Table MA0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change from FY 2017</b>
OPERATING BUDGET	\$0	\$700,905	\$700,905	0.0
FTEs	0.0	5.0	5.0	0.0

**Note:** The Criminal Code Reform Commission is a newly established District of Columbia agency created under D.C. Official Code 16-0172.

The mission of the Criminal Code Reform Commission (CCRC) is to develop comprehensive recommendations to reform the District's criminal offenses and to enable the adoption of Title 22 as an enacted title of the D.C. Code.

## Summary of Services

The Commission is an independent agency that provides recommendations on legislative changes to criminal statutes to the Council and Mayor. Pursuant to legislation, the CCRC is a temporary agency. As such, the agency's funding, functions, and responsibilities will cease at the end of FY 2018 and the agency will be abolished.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table MA0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table MA0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
LOCAL FUNDS	0	701	701	0	0.0	0.0	5.0	5.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>0</b>	<b>701</b>	<b>701</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>701</b>	<b>701</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table MA0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table MA0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
11 - REGULAR PAY - CONTINUING FULL TIME	0	0	0	521	521	N/A
12 - REGULAR PAY - OTHER	0	0	580	0	-580	-100.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	0	0	105	120	15	14.4
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>0</b>	<b>684</b>	<b>640</b>	<b>-44</b>	<b>-6.4</b>
20 - SUPPLIES AND MATERIALS	0	0	16	4	-13	-76.7
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	0	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	0	0	0	56	56	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>61</b>	<b>44</b>	<b>267.4</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>701</b>	<b>701</b>	<b>0</b>	<b>0.0</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table MA0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table MA0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) CRIMINAL CODE REFORM COMMISSION</b>								
(1001) CRIMINAL CODE REFORM COMMISSION	0	701	701	0	0.0	5.0	5.0	0.0
<b>SUBTOTAL (1000) CRIMINAL CODE REFORM COMMISSION</b>	<b>0</b>	<b>701</b>	<b>701</b>	<b>0</b>	<b>0.0</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>0</b>	<b>701</b>	<b>701</b>	<b>0</b>	<b>0.0</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Criminal Code Reform Commission (CCRC) operates through the following program:

**Criminal Code Reform Commission** – conducts research into criminal code reforms in other jurisdictions, model legislative proposals, and best practices recommended by criminal code experts; prepares comprehensive recommendations to improve the organization, language, and proportionality of the District's criminal statutes; and consults with the Criminal Code Revisions Advisory Group in the development of recommended changes to the criminal code.

## Program Structure Change

The Criminal Code Reform Commission has no program structure changes in FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table MA0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table MA0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>701</b>	<b>5.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>701</b>	<b>5.0</b>
Increase: To align resources with operational spending goals	Criminal Code Reform Commission	44	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Criminal Code Reform Commission	-44	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>701</b>	<b>5.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>701</b>	<b>5.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>701</b>	<b>5.0</b>
<b>GROSS FOR MA0 - CRIMINAL CODE REFORM COMMISSION</b>		<b>701</b>	<b>5.0</b>

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

## FY 2018 Proposed Budget Changes

The Criminal Code Revision Commission's (CCRC) proposed FY 2018 gross budget is \$700,905, which represents no change from its FY 2017 approved gross budget. The budget is comprised entirely of Local funds.

### Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

The CCRC's FY 2018 CSFL budget is \$700,905, which represents no change from the FY 2017 approved Local funds budget.

### Agency Budget Submission

**Increase:** The CCRC's proposed budget includes a net increase of \$44,117 in nonpersonal services in the Criminal Code Reform program, to align resources with operational spending, primarily to support professional service fees.

**Decrease:** The CCRC's proposed budget reflects a net decrease of \$44,117 to offset the increase in nonpersonal services and to align the budget for salaries and Fringe Benefits with projected costs.

**Mayor's Proposed Budget**

**No Change:** The Criminal Code Revision Commission's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

**District's Proposed Budget**

**No Change:** The Criminal Code Reform Commission's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.



# Office of Neighborhood Safety and Engagement

[www.nse.dc.gov](http://www.nse.dc.gov)  
Telephone: 202-724-7675

**Table NS0-1**

	FY 2016	FY 2017	FY 2018	% Change from
Description	Actual	Approved	Proposed	FY 2017
OPERATING BUDGET	\$0	\$0	\$2,129,416	N/A
FTEs	0.0	0.0	16.0	N/A

The mission of the Office of Neighborhood Safety and Engagement is to foster a community-oriented model of violence prevention and public safety that is rooted in a public health approach, recognizing that reducing crime is not accomplished solely through law enforcement.

## Summary of Services

The Office of Neighborhood Safety and Engagement was created in June 2016 to coordinate and oversee the Community Stabilization Program and the Safer, Stronger DC Community Partnerships Programs. It is funded for the first time in the FY 2018 Proposed Budget.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table NS0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table NS0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
LOCAL FUNDS	0	0	2,129	2,129	N/A	0.0	0.0	16.0	16.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>0</b>	<b>0</b>	<b>2,129</b>	<b>2,129</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>16.0</b>	<b>16.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>2,129</b>	<b>2,129</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>16.0</b>	<b>16.0</b>	<b>N/A</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table NS0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table NS0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
11 - REGULAR PAY - CONTINUING FULL TIME	0	0	0	1,014	1,014	N/A
12 - REGULAR PAY - OTHER	0	0	0	49	49	N/A
13 - ADDITIONAL GROSS PAY	0	0	0	25	25	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	0	0	0	209	209	N/A
15 - OVERTIME PAY	0	0	0	25	25	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,323</b>	<b>1,323</b>	<b>N/A</b>
20 - SUPPLIES AND MATERIALS	0	0	0	0	0	N/A
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	0	0	15	15	N/A
40 - OTHER SERVICES AND CHARGES	0	0	0	41	41	N/A
50 - SUBSIDIES AND TRANSFERS	0	0	0	750	750	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>807</b>	<b>807</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,129</b>	<b>2,129</b>	<b>N/A</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table NS0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table NS0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1090) PERFORMANCE MANAGEMENT	0	0	1,230	1,230	0.0	0.0	6.0	6.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>0</b>	<b>0</b>	<b>1,230</b>	<b>1,230</b>	<b>0.0</b>	<b>0.0</b>	<b>6.0</b>	<b>6.0</b>
<b>(2000) NEIGHBORHOOD SAFETY AND ENGAGEMENT</b>								
(2010) SAFER STRONGER DC	0	0	564	564	0.0	0.0	6.0	6.0
(2020) COMMUNITY STABILIZATION	0	0	335	335	0.0	0.0	4.0	4.0
<b>SUBTOTAL (2000) NEIGHBORHOOD SAFETY AND ENGAGEMENT</b>	<b>0</b>	<b>0</b>	<b>899</b>	<b>899</b>	<b>0.0</b>	<b>0.0</b>	<b>10.0</b>	<b>10.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>2,129</b>	<b>2,129</b>	<b>0.0</b>	<b>0.0</b>	<b>16.0</b>	<b>16.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Neighborhood Safety and Engagement operates through the following 2 programs:

**Neighborhood Safety and Engagement** – coordinates the District's overall violence prevention strategy and programs, with a focus on utilizing public health approaches to respond to and prevent violence; identifies, recruits, and engages individuals determined to be at high risk of participating in, or being a victim of, violent crime; collaborates with other District agencies and nonprofit organizations to provide immediate wrap-around services to victims and families affected by violent crime; identifies priority neighborhoods and Metropolitan Police Department Police Service Areas ("PSAs") with high trends of violent crime and connecting residents in those neighborhoods and PSAs to services through a streamlined approach; develops positive relationships with youth and young adults using recreational and other positive behavior reinforcement activities; and coordinates with District agencies and community-based organizations to develop programs that focus on employment and job training opportunities for individuals residing in priority neighborhoods or PSAs or who are most at risk of participating in, or being a victim of, violent crime, including through the use of financial incentives for participation.

This program contains the following 2 activities:

- **Safer, Stronger DC** – executes a comprehensive public safety agenda designed to combat violent crime in the District and make the city safer and stronger; and
- **Community Stabilization** – collaborates with Deputy Mayor for Health and Human Services and public safety and justice Daily Service agencies to provide immediate wrap-around services to victims and families affected by homicide and violent crime.

**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 Neighborhood Safety and Engagement is a new agency in the FY 2018 budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table NS0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table NS0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>0</b>	<b>0.0</b>
Create: To fund the Safe Way Home grant for youth violence prevention (one-time)	Agency Management	750	0.0
Transfer-In/Enhance: From ODMHHS, ODMPSJ, and DPR to support violence prevention and public safety	Multiple Programs	1,379	16.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>2,129</b>	<b>16.0</b>
<b>GROSS FOR NS0 - NEIGHBORHOOD SAFETY AND ENGAGEMENT</b>		<b>2,129</b>	<b>16.0</b>

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

## FY 2018 Proposed Budget Changes

The Office of the Neighborhood Safety and Engagement's (ONSE) proposed FY 2018 gross budget is \$2,129,416. This agency is newly established in FY 2018. The budget is comprised entirely of Local funds.

### District's Proposed Budget

ONSE was originally constituted in June 2016 to coordinate and oversee the Community Stabilization and the Safer, Stronger DC Community Partnership programs. The agency is funded by transfers of funds and personnel from existing programs and the establishment of the Safe Way Home grant for youth violence prevention.

**Create:** ONSE's proposed budget includes a one-time increase of \$750,000 for the establishment of the Safe Way Home grant for youth violence prevention.

**Transfer-In/Enhance:** ONSE's proposed budget includes a net increase of \$1,379,416 and 16.0 Full-Time Equivalent (FTE) positions that were transferred from existing programs as follows: \$585,832 and 6.0 FTEs from the Office of the Deputy Mayor for Health and Human Services (ODMHHS) to support the Safer, Stronger DC program; \$530,000 and 5.0 FTEs from the Office of the Deputy Mayor for Public Safety and Justice (ODMPSJ) to support the Community Stabilization program; and \$263,584 and 5.0 FTEs from the Department of Parks and Recreation (DPR) to provide community outreach.



# Office of the Chief Medical Examiner

[www.ocme.dc.gov](http://www.ocme.dc.gov)

Telephone: 202-698-9000

**Table FX0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change from FY 2017</b>
OPERATING BUDGET	\$11,286,408	\$11,934,818	\$12,160,208	1.9
FTEs	69.6	86.0	92.0	7.0

The mission of the Office of the Chief Medical Examiner (OCME) is to ensure that justice is served and that the health and safety of the public is improved by conducting quality death investigations and certification and providing forensic services for government agencies, health care entities, and grieving families.

## Summary of Services

OCME provides forensic services to local and federal government agencies, health care providers, institutions of higher learning, and citizens in the District and metropolitan area. Forensic services include: forensic investigation and certification of certain deaths (i.e., deaths occurring as a result of violence (injury) as well as those that occur unexpectedly, without medical attention, in custody, or pose a threat to public health); review of deaths of specific populations; grief counseling; performance of a full range of toxicological examinations; cremation approvals; and public dispositions of unclaimed remains.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FX0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FX0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	10,849	11,423	11,445	23	0.2	67.8	82.0	86.0	4.0	4.9
<b>TOTAL FOR GENERAL FUND</b>	<b>10,849</b>	<b>11,423</b>	<b>11,445</b>	<b>23</b>	<b>0.2</b>	<b>67.8</b>	<b>82.0</b>	<b>86.0</b>	<b>4.0</b>	<b>4.9</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	437	512	715	203	39.6	1.8	4.0	6.0	2.0	50.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>437</b>	<b>512</b>	<b>715</b>	<b>203</b>	<b>39.6</b>	<b>1.8</b>	<b>4.0</b>	<b>6.0</b>	<b>2.0</b>	<b>50.0</b>
<b>GROSS FUNDS</b>	<b>11,286</b>	<b>11,935</b>	<b>12,160</b>	<b>225</b>	<b>1.9</b>	<b>69.6</b>	<b>86.0</b>	<b>92.0</b>	<b>6.0</b>	<b>7.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FX0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FX0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	5,699	6,045	7,333	7,595	263	3.6
12 - REGULAR PAY - OTHER	416	675	651	812	161	24.8
13 - ADDITIONAL GROSS PAY	323	301	305	305	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	1,163	1,391	1,742	1,766	24	1.4
15 - OVERTIME PAY	149	183	149	149	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>7,751</b>	<b>8,594</b>	<b>10,179</b>	<b>10,627</b>	<b>448</b>	<b>4.4</b>
20 - SUPPLIES AND MATERIALS	467	636	662	633	-29	-4.4
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	5	14	10	10	0	0.0
40 - OTHER SERVICES AND CHARGES	883	1,465	647	224	-423	-65.3
41 - CONTRACTUAL SERVICES - OTHER	303	374	407	666	260	63.9
70 - EQUIPMENT AND EQUIPMENT RENTAL	321	203	30	0	-30	-100.0
91 - EXPENSE NOT BUDGETED OTHERS	1	0	0	0	0	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>1,980</b>	<b>2,693</b>	<b>1,755</b>	<b>1,533</b>	<b>-222</b>	<b>-12.7</b>
<b>GROSS FUNDS</b>	<b>9,731</b>	<b>11,286</b>	<b>11,935</b>	<b>12,160</b>	<b>225</b>	<b>1.9</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FX0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FX0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) ADMINISTRATIVE MANAGEMENT PROGRAM</b>								
(1010) PERSONNEL	111	106	114	8	0.9	1.0	1.0	0.0
(1020) CONTRACTING AND PROCUREMENT	169	360	276	-84	1.9	3.0	3.0	0.0
(1040) INFORMATION TECHNOLOGY	436	333	326	-7	2.8	2.0	2.0	0.0
(1041) DATA FUSION CENTER	0	121	123	3	0.0	1.0	1.0	0.0
(1056) EMERGENCY PREPAREDNESS/SAFETY	0	157	163	6	0.0	1.0	1.0	0.0
(1060) LEGAL	152	159	173	13	0.9	1.0	1.0	0.0
(1070) FLEET MANAGEMENT	73	54	33	-21	0.0	0.0	0.0	0.0
(1085) CUSTOMER SERVICE	498	0	0	0	3.7	0.0	0.0	0.0
(1086) RECORDS MANAGEMENT	0	459	431	-28	0.0	5.0	5.0	0.0
(1090) PERFORMANCE MANAGEMENT	1,316	1,044	1,031	-13	4.6	5.0	5.0	0.0
<b>SUBTOTAL (1000) ADMINISTRATIVE MANAGEMENT PROGRAM</b>	<b>2,755</b>	<b>2,794</b>	<b>2,671</b>	<b>-122</b>	<b>14.8</b>	<b>19.0</b>	<b>19.0</b>	<b>0.0</b>
<b>(100F) AGENCY FINANCIAL OPERATION</b>								
(110F) BUDGET OPERATIONS	147	163	162	-1	0.9	1.0	1.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATION</b>	<b>147</b>	<b>163</b>	<b>162</b>	<b>-1</b>	<b>0.9</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>(2000) DEATH INVESTIGATIONS/ CERTIFICATIONS</b>								
(2100) FORENSIC PATHOLOGY	1,594	1,403	1,411	8	7.4	6.0	6.0	0.0
(2200) FORENSIC INVESTIGATIONS (2202)	2,413	1,851	1,774	-78	18.6	13.0	13.0	0.0
ANTHROPOLOGY/IDENTIFICATION	0	591	680	89	0.0	7.0	7.0	0.0
(2300) MORTUARY SERVICES	-7	2,208	2,336	129	0.0	18.0	22.0	4.0
(2301) FORENSIC SUPPORT SERVICES	1,818	75	67	-9	12.1	0.0	0.0	0.0
(2302) HISTOLOGY	0	126	125	0	0.0	1.0	1.0	0.0
<b>SUBTOTAL (2000) DEATH INVESTIGATIONS/ CERTIFICATIONS</b>	<b>5,817</b>	<b>6,255</b>	<b>6,393</b>	<b>139</b>	<b>38.1</b>	<b>45.0</b>	<b>49.0</b>	<b>4.0</b>
<b>(3000) FATALITY REVIEW COMMITTEES</b>								
(3100) CHILD FATALITY REVIEW COMMITTEE	518	594	682	87	3.7	5.0	6.0	1.0
<b>SUBTOTAL (3000) FATALITY REVIEW COMMITTEES</b>	<b>518</b>	<b>594</b>	<b>682</b>	<b>87</b>	<b>3.7</b>	<b>5.0</b>	<b>6.0</b>	<b>1.0</b>

**Table FX0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(4000) FORENSIC TOXICOLOGY</b>								
(4100) FORENSIC TOXICOLOGY LAB	2,050	2,130	2,253	123	12.0	16.0	17.0	1.0
<b>SUBTOTAL (4000) FORENSIC TOXICOLOGY</b>	<b>2,050</b>	<b>2,130</b>	<b>2,253</b>	<b>123</b>	<b>12.0</b>	<b>16.0</b>	<b>17.0</b>	<b>1.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>11,286</b>	<b>11,935</b>	<b>12,160</b>	<b>225</b>	<b>69.6</b>	<b>86.0</b>	<b>92.0</b>	<b>6.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Office of the Chief Medical Examiner operates through the following 5 divisions:

**Death Investigations and Certifications** – is responsible for forensic pathology, forensic investigation, and forensic support services. Forensic pathology involves conducting decedent examination, determining the cause and manner of death, and providing that information to next of kin, law enforcement, designated government entities, and interested parties. Forensic investigation includes evidence-gathering, medical interpretation, and provision of information to aid in the determination of the cause and manner of death. The purpose of forensic support services is to provide services in the form of consultations and testing services to support the forensic pathology staff in the determination of the cause and manner of death.

This division contains the following 6 activities:

- **Forensic Pathology** – provides, in a timely manner, decedent external and/or internal examination, documentation (i.e., medical transcription), and analysis services to law enforcement, government agencies, interested parties, and families to determine and understand the cause and manner of death;
- **Forensic Investigations** – provides information, evidence gathering, and medical interpretation services to OCME, law enforcement agencies, legal counsel, and the community to identify decedents and aid in the determining the cause and manner of death;
- **Anthropology and Identification** – ensures that decedent identification is made in an accurate and efficient manner and manages the caseload of unidentified decedents for public disposition;
- **Mortuary Services** – provides body transport and autopsy support to forensic pathology staff and the funeral industry;
- **Forensic Support Services** – provides forensic support services in the form of consultations and testing services to support the forensic pathology staff in the determination of the cause and manner of death; and
- **Histology** – provides real-time forensic histology support services consisting of preparation, processing, and embedding of tissue as well as staining and development of histology slides for microscopic analysis for the purpose of establishing cause and manner of death.

**Fatality Review Committees** – reviews the circumstances of the deaths of individuals within certain populations, including their interaction with District government services. The purpose of the reviews is to provide analysis and recommendations to the public and District entities serving defined populations so that they can address systemic problems and provide better services.

**Forensic Toxicology** – maintains standards of practice for the detection, identification, and quantitation of alcohol, drugs, and other toxins in biological specimens. The laboratory provides scientific support services to OCME so that the agency may provide accurate death investigation information in a timely manner to the next of kin, law enforcement agencies, legal counsel, and the community, when required. It also provides services to various external government entities regarding specified types of testing.

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

**Agency Financial Operations** – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This division is standard for all agencies using performance-based budgeting.

### Division Structure Change

The Office of the Chief Medical Examiner has no division structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FX0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FX0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>11,423</b>	<b>82.0</b>
Other CSFL Adjustments	Multiple Programs	-13	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>11,410</b>	<b>82.0</b>
Increase: To adjust the Contractual Services budget	Multiple Programs	250	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-19	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-486	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>11,155</b>	<b>82.0</b>
Enhance: To support additional FTEs for in-house body transport services	Death Investigations/ Certifications	290	4.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>11,445</b>	<b>86.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>11,445</b>	<b>86.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>512</b>	<b>4.0</b>
Increase: To support additional FTEs	Multiple Programs	191	2.0
Increase: To align resources with operational spending goals	Multiple Programs	12	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>715</b>	<b>6.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>715</b>	<b>6.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>715</b>	<b>6.0</b>
<b>GROSS FOR FX0 - OFFICE OF THE CHIEF MEDICAL EXAMINER</b>		<b>12,160</b>	<b>92.0</b>

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

## **FY 2018 Proposed Budget Changes**

The Office of the Chief Medical Examiner's (OCME) proposed FY 2018 gross budget is \$12,160,208, which represents a 1.9 percent increase over its FY 2017 approved gross budget of \$11,934,818. The budget is comprised of \$11,445,208 in Local funds and \$715,000 in Intra-District funds.

## **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OCME's FY 2018 CSFL budget is \$11,409,903, which represents a \$12,761, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$11,422,664.

## **CSFL Assumptions**

The FY 2018 CSFL calculated for OCME included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$15,183 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$24,917 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Additionally, a decrease of \$22,495 for the Fixed Costs Inflation Factor accounts for adjustments to the fleet services estimates.

## **Agency Budget Submission**

**Increase:** OCME's proposed Local funds budget increased by \$249,584 in contractual services, primarily in the Death Investigations and Certifications division for mortuary and forensic support services.

In Intra-District funds, OCME's personal services budget increased by \$191,145 and 2.0 Full-Time Equivalent (FTE) positions. One position supports a Letter of Intent (LOI) with the Office of Victim Services and Justice Grants to provide support to the Male Survivor's Advisory Board, and one position supports an LOI with the District Department of Transportation to provide forensic toxicology testing services associated with Driving Under the Influence (DUI). Additionally, an increase of \$11,700 in nonpersonal services supports office supply purchases and travel expenses.

**Decrease:** In Local funds, a reduction of \$18,575 in personal services aligns the proposed budget with projected salary and Fringe Benefit costs across multiple divisions. OCME's proposed budget also decreased by \$485,923 in nonpersonal services, mainly in the Death Investigations and Certifications division, primarily to recognize savings in professional services fees and supplies and equipment purchases.

## **Mayor's Proposed Budget**

**Enhance:** In Local funds, the Office of the Chief Medical Examiner's budget proposal reflects an enhancement of \$290,219 and 4.0 autopsy assistant FTEs to support mortuary activities in the Death Investigations and Certifications division. The FTEs will reduce the District's reliance on external vendors to provide body transport services.

## **District's Proposed Budget**

**No Change:** The Office of the Chief Medical Examiner's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

## Agency Performance Plan\*

Office of the Chief Medical Examiner (OCME) has the following strategic objectives for FY 2018:

### 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 efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions and other stakeholders.
2. Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training and best practices.
3. Serve as a public health and safety surveillance organization providing statistical data to law enforcement, health care entities and social service entities tasked with prevention, detection and deterrence and ultimately preventing deaths.
4. Provide sound expertise as the District's fatality management authority maintaining a comprehensive District-wide plan to respond to all types of fatality incidents and ensure decedent disposition, family assistance, and continuity of operations.
5. 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 efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions and other stakeholders. (5 Activities)**

Activity Title	Activity Description	Type of Activity
Toxicology Analysis	Provides toxicological analyses, interpretive services and expert testimony. Provides toxicological testing on postmortem cases, as well as testing on a variety of drug and alcohol related matters for law enforcement entities, other District agencies and federal entities, as well as administers the District's Breath Alcohol Testing Program.	Daily Service
Forensic Analytic Testing	Provide scientific support services in the form of analytic testing for OCME and law enforcement agencies. Support toward the timely determination of cause and manner of death determinations via testing of specimens at forensic laboratories.	Daily Service

(Continued on next page)

**1. Provide efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions and other stakeholders. (5 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Decedent Handling/Postmortem Examination	Provide body transport, body release and postmortem examination support services. Support forensic pathologists in postmortem examination toward determination of the cause and manner of death; release of bodies to the funeral industry in a timely manner; and transport of bodies from public spaces, homes, hospitals and other facilities.	Daily Service
Forensic Pathology Services	Provide timely decedent examination and cause and manner of death determination. Investigation and analysis services performed by forensic pathologists resulting in certification of cause and manner of death provided to next of kin, law enforcement, government agencies and other interested parties.	Daily Service
Medicolegal Death Investigations	Gather information and collect evidence and perform medical interpretation services for agency forensic pathologists, law enforcement agencies and legal counsel. Utilize information obtained from investigations toward identification of decedents and to aid in the determination of the cause and manner of death by forensic pathologists.	Daily Service

**2. Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training and best practices. (4 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Standard Operating Procedures	Manage agency operational documents providing effective and detailed tracking, auditing and reporting. Maintain and update standard operating procedures, work processes and instructions and other related documentation utilizing document management and control systems and process automations to ensure compliance with industry standards.	Daily Service
Case Management System	Utilize to manage death investigation and toxicology documents and data, as well as for decedent tracking. Maintain and continue development of case management databases utilized to track: a) all relevant case types from case initiation through disposition; b) testing and analysis toxicology data; c) inventory; d) decedents; and e) other key documents and resources.	Daily Service
Records Management	Serve as the custodian of agency records providing premier customer service to all parties requesting records the agency is entrusted to secure. Process, maintain and secure error-free quality records for the District to include autopsy reports, photographs and other documents as requested by next of kin, the legal community, insurance companies, courts and other entities.	Daily Service

(Continued on next page)

**2. Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training and best practices. (4 Activities)**

Activity Title	Activity Description	Type of Activity
Professional Training/Career Development	Provide training and career development services to agency staff so they can maintain licensure and certifications, meet accrediting guidelines and adhere to best practices. Establish innovative ways to obtain training opportunities for staff through District, university, industry-specific, web-based and internal programs.	Daily Service

**3. Serve as a public health and safety surveillance organization providing statistical data to law enforcement, health care entities and social service entities tasked with prevention, detection and deterrence and ultimately preventing deaths. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Data Analysis Fusion Center	Provide data collection, surveillance, and analysis resulting in the promotion of public safety and health. Establish scientific and technical methods and practices to identify and evaluate data in order to determine outcomes and trends in mortality statistics to improve the quality of life of District residents.	Daily Service
Committee Recommendations	Review circumstances of the deaths of individuals within certain populations, including their interaction with District government services. Conduct fatality reviews to provide recommendations to District entities serving defined populations, so they can address systemic problems, provide better services and be held accountable.	Daily Service

**4. Provide sound expertise as the District's fatality management authority maintaining a comprehensive District-wide plan to respond to all types of fatality incidents and ensure decedent disposition, family assistance, and continuity of operations. (3 Activities)**

Activity Title	Activity Description	Type of Activity
Mass Fatality Training and Education	Provide training and education to agency staff and District stakeholders in order to ensure preparedness for mass fatality incident. Develop and coordinate emergency response/incident training and exercise programs amongst District, regional and federal stakeholders to ensure the appropriate implementation of incident plans and standard operating procedures, availability and use of equipment and resources and interoperability.	Daily Service
Medical Surveillance Program	Provide a safe and healthy workplace for all employees and visitors. Implement an employee medical surveillance program involving and a formal safety program that involves management, supervisors and employees in identifying and eliminating hazards and that exist or may develop during work processes and testing.	Daily Service
Vehicle Operations and Accountability	Implement and maintain a system for managing the use of agency vehicles and accountability for agency drivers. Work throughout the year to manage, maintain and purchase new vehicles	Daily Service

(Continued on next page)

**4. Provide sound expertise as the District's fatality management authority maintaining a comprehensive District-wide plan to respond to all types of fatality incidents and ensure decedent disposition, family assistance, and continuity of operations. (3 Activities)**

Activity Title	Activity Description	Type of Activity
	utilized for death scene investigation, transport of decedents, emergency incident management, and administrative functions.	

**5. Create and maintain a highly efficient, transparent and responsive District government.\*\* (4 Activities)**

Activity Title	Activity Description	Type of Activity
Human Resources	Recruitment and retention of a highly skilled, professional and diverse workforce. Focus on staff development, hiring candidates with requisite qualifications, licenses and certifications, maintaining a low vacancy rate and an efficient onboarding time.	Daily Service
Procurement Process Management	Support the District's contracts and procurements process through adherence to the District's rules and regulations, particularly percentage of budget spent on CBEs. Provision of contracts management, purchasing, and technical assistance to agency staff to obtain products and services within budget, in a timely manner, and according to customer specifications.	Daily Service
Customer Service	Provide service information and responses to internal and external customers to have their needs met in a courteous, reliable, and timely manner. Engage next of kin, the funeral industry, law enforcement, health care providers, legal entities, educational institutions, emergency response entities, the public health entities, elected officials, other agencies and residents in the: a) dissemination of requested information; and b) the awareness of agency programs, issues and challenges.	Daily Service
Performance Management	Provide support to overall organizational performance via agency leadership; administrative support services; and employee performance management. Develop short and long term strategic plan for the agency; manage agency and employee performance planning, reporting and evaluating; and provide the administrative support necessary to operate.	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 efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions and other stakeholders. (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of all reports of postmortem examinations completed within 90 calendar days from the time of autopsy in all cases	No	66.5%	89.1%	90%	90%	90%
Percent of decedent cases scientifically identified within five days	Yes	Not Available	New Measure	Not Available	New Measure	30%
Percent of mortuary/transport service scene response within one hour of transport notification by an investigator or medical examiner of an accepted case	No	90.2%	89.9%	95%	95%	95%
Percent of preliminary investigative reports presented at the morning meeting contain sufficient detail for the Medical Examiners to determine the type of postmortem examination	No	80.8%	95.2%	95%	95%	95%
Percent of public dispositions ready for release within 45 days of the date of decedent receipt	No	Not Available	24.3%	90%	90%	75%
Percent of toxicology examinations completed within 60 calendar days of case submission	No	Not Available	Not Available	Not Available	40%	40%
Percent of toxicology examinations completed within 90 calendar days of case submission	No	51.9%	Not Available	75%	75%	75%

### 2. Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training and best practices. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of all death certificate amendments processed within three business days of completion/signature	No	Not Available	Not Available	Not Available	90%	90%
Percent of employees completing and maintaining licensure, certification, industry-specific, web-based, internal agency training	No	Not Available	Not Available	Not Available	90%	90%

(Continued on next page)

**2. Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training and best practices. (4 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of external autopsy requests responded to within two business days of receipt	No	Not Available	Not Available	Not Available	90%	90%
Percent of forensic pathologists (medical examiners) that are board certified or board eligible	No	Not Available	Not Available	Not Available	90%	90%

**3. Serve as a public health and safety surveillance organization providing statistical data to law enforcement, health care entities and social service entities tasked with prevention, detection and deterrence and ultimately preventing deaths. (4 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of Child Fatality Review Committee (CFRC) fatality reviews held within six months of notification of the death	No	93%	97.1%	70%	70%	70%
Percent of Child Fatality Review Committee (CFRC) case summary reports that will be uploaded to the web portal three days prior to the scheduled case review meetings	Yes	Not Available	New Measure	Not Available	New Measure	80%
Percent of Developmental Disabilities Fatality Review Committee (DDFRC) fatality reviews held within three months of receipt of the investigative report from Department of Human Services (DHS)/Department on Disability Services (DDS) and determination of the cause and manner of death	No	100%	100%	80%	80%	90%
Percent of Freedom of Information Act (FOIA) requests responded to within fifteen (15) days	No	Not Available	Not Available	Not Available	90%	90%

**4. Provide sound expertise as the District's fatality management authority maintaining a comprehensive District-wide plan to respond to all types of fatality incidents and ensure decedent disposition, family assistance, and continuity of operations. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of agency employees completing a mass fatality training annually	No	Not Available	Not Available	Not Available	95%	95%

**5. Create and maintain a highly efficient, transparent and responsive District government.\*\*  
(11 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Percent of positions posted and filled within 30 days	No	Not Available	Not Available	80%	80%	80%
Percent of requisitions submitted by the timeframe as prescribed by the District's contracting authority's acquisition planning	No	Not Available	Not Available	90%	98%	98%
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Toxicology Analysis

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of Driving Under the Influence (DUI) cases performed	No	Not Available	Not Available	122
Number of synthetic drug samples tested	No	Not Available	Not Available	259

### 2. Forensic Pathology Services

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of anthropologic analyses performed	No	Not Available	Not Available	107
Number of child deaths due to inappropriate bedding/Sudden Unexpected Infant Death (SUID) (with or without crib in the dwelling)	No	Not Available	Not Available	7
Number of deaths due to hypertensive cardiovascular disease/obesity	No	Not Available	Not Available	290

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## 2. Forensic Pathology Services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of deaths due to traffic accidents (i.e., cars, Metro, motorcycles, pedestrian, bicycle)	No	Not Available	Not Available	Not Available
Number of drug deaths (illicit/rxn) diagnosed	No	Not Available	Not Available	170
Number of elder deaths due to falls (age 65 and over)	No	Not Available	Not Available	88
Number of Infant deaths (one year and under)	No	Not Available	Not Available	31
Number of postmortem examinations performed: full/partial (not including external exams)	No	Not Available	Not Available	1,185
Number of youth (ages 10-19) homicides where gun violence is a factor	No	Not Available	Not Available	2

### Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Office of Administrative Hearings

www.oah.dc.gov

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**Table FS0-1**

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$9,826,586	\$10,631,930	\$11,739,058	10.4
FTEs	76.2	83.2	83.2	0.0

The mission of the Office of Administrative Hearings (OAH) is to provide the District of Columbia's citizens and government agencies with a fair, efficient, and effective forum to manage and resolve administrative disputes.

## Summary of Services

OAH is an impartial, independent agency that adjudicates cases for over 40 District of Columbia agencies, boards, and commissions. OAH holds hearings, conducts mediations, and provides other adjudication services to resolve disputes arising under the District's laws and regulations.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FS0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FS0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	8,312	8,926	10,009	1,083	12.1	67.0	73.2	73.2	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>8,312</b>	<b>8,926</b>	<b>10,009</b>	<b>1,083</b>	<b>12.1</b>	<b>67.0</b>	<b>73.2</b>	<b>73.2</b>	<b>0.0</b>	<b>0.0</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL MEDICAID PAYMENTS	70	60	80	20	33.3	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>70</b>	<b>60</b>	<b>80</b>	<b>20</b>	<b>33.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>

**Table FS0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	1,444	1,645	1,650	4	0.3	9.1	10.0	10.0	0.0	0.0
<b>TOTAL FOR</b>										
<b>INTRA-DISTRICT FUNDS</b>	<b>1,444</b>	<b>1,645</b>	<b>1,650</b>	<b>4</b>	<b>0.3</b>	<b>9.1</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>9,827</b>	<b>10,632</b>	<b>11,739</b>	<b>1,107</b>	<b>10.4</b>	<b>76.2</b>	<b>83.2</b>	<b>83.2</b>	<b>0.0</b>	<b>0.0</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FS0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FS0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	7,172	7,506	8,379	8,480	101	1.2
12 - REGULAR PAY - OTHER	47	72	10	351	341	3,492.7
13 - ADDITIONAL GROSS PAY	54	64	54	27	-27	-50.4
14 - FRINGE BENEFITS - CURRENT PERSONNEL	1,251	1,378	1,627	1,650	23	1.4
15 - OVERTIME PAY	0	0	0	211	211	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>8,523</b>	<b>9,020</b>	<b>10,071</b>	<b>10,719</b>	<b>649</b>	<b>6.4</b>
20 - SUPPLIES AND MATERIALS	95	23	34	84	50	150.6
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	5	6	0	79	79	N/A
40 - OTHER SERVICES AND CHARGES	425	388	149	155	6	4.3
41 - CONTRACTUAL SERVICES - OTHER	277	347	361	641	280	77.5
70 - EQUIPMENT AND EQUIPMENT RENTAL	235	44	18	61	43	237.4
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>1,038</b>	<b>807</b>	<b>561</b>	<b>1,020</b>	<b>459</b>	<b>81.7</b>
<b>GROSS FUNDS</b>	<b>9,561</b>	<b>9,827</b>	<b>10,632</b>	<b>11,739</b>	<b>1,107</b>	<b>10.4</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FS0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FS0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(100A) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL-MASTER	112	76	93	17	0.9	1.0	2.0	1.0
(1040) INFORMATION TECHNOLOGY	158	168	284	115	0.9	1.0	1.0	0.0
<b>SUBTOTAL (100A) AGENCY MANAGEMENT</b>	<b>270</b>	<b>244</b>	<b>376</b>	<b>132</b>	<b>1.8</b>	<b>2.0</b>	<b>3.0</b>	<b>1.0</b>
<b>(100F) AGENCY FINANCIAL OPERATION</b>								
(110F) BUDGET OPERATIONS	140	148	148	-1	0.9	1.0	1.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATION</b>	<b>140</b>	<b>148</b>	<b>148</b>	<b>-1</b>	<b>0.9</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>(200A) JUDICIAL</b>								
(020A) TRIALS/APPEALS AND JUSTICE MANAGEMENT	5,991	6,550	6,929	378	36.2	39.0	33.0	-6.0
<b>SUBTOTAL (200A) JUDICIAL</b>	<b>5,991</b>	<b>6,550</b>	<b>6,929</b>	<b>378</b>	<b>36.2</b>	<b>39.0</b>	<b>33.0</b>	<b>-6.0</b>
<b>(300A) COURT COUNSEL</b>								
(030A) JUDICIAL ASSISTANCE AND LEGAL COUNSEL	1,326	1,469	1,985	516	10.9	12.0	15.0	3.0
<b>SUBTOTAL (300A) COURT COUNSEL</b>	<b>1,326</b>	<b>1,469</b>	<b>1,985</b>	<b>516</b>	<b>10.9</b>	<b>12.0</b>	<b>15.0</b>	<b>3.0</b>
<b>(400A) CLERK OF COURT</b>								
(040A) CASE MANAGEMENT AND JUDICIAL SUPPORT SVS	1,633	1,627	1,728	101	22.7	25.2	27.2	2.0
<b>SUBTOTAL (400A) CLERK OF COURT</b>	<b>1,633</b>	<b>1,627</b>	<b>1,728</b>	<b>101</b>	<b>22.7</b>	<b>25.2</b>	<b>27.2</b>	<b>2.0</b>
<b>(500A) EXECUTIVE</b>								
(050A) PROGRAM DIRECTION AND OVERSIGHT	465	593	573	-20	3.6	4.0	4.0	0.0
<b>SUBTOTAL (500A) EXECUTIVE</b>	<b>465</b>	<b>593</b>	<b>573</b>	<b>-20</b>	<b>3.6</b>	<b>4.0</b>	<b>4.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>9,827</b>	<b>10,632</b>	<b>11,739</b>	<b>1,107</b>	<b>76.2</b>	<b>83.2</b>	<b>83.2</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Administrative Hearings operates through the following 6 programs:

**Judicial** – ensures due process while working to improve the quality, efficiency, and efficacy of justice management. This program provides pretrial management, hearings, appeals, and mediations.

**Court Counsel** – supports the administrative court’s judicial function by assisting judges in legal analysis, research, and drafting orders and notices; ensures agency compliance with applicable laws; assists with the tracking of legislative and regulatory initiatives; and maintains the law library.

**Clerk of Court** – provides an efficient intake of cases and supports the agency’s case management system and caseload reporting, maintains forms and documentation, and serves as the primary customer service interface.

**Executive** – provides agency direction and performance oversight, including administering the agency’s infrastructure and related support services and functions.

**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.

**Agency Financial Operations** – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all agencies using performance-based budgeting.

### Program Structure Change

The Office of Administrative Hearings has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FS0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FS0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>8,926</b>	<b>73.2</b>
Other CSFL Adjustments	Multiple Programs	-2	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>8,924</b>	<b>73.2</b>
Increase: To align resources with operational spending goals	Multiple Programs	1	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-1	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>8,924</b>	<b>73.2</b>
Enhance: To support the costs of pre-existing programmatic initiatives	Multiple Programs	443	0.0
Enhance: To support costs for union-negotiated compensation agreements	Judicial	377	0.0
<b>LOCAL FUNDS: FY 2018 Mayor’s Proposed Budget</b>		<b>9,743</b>	<b>73.2</b>
Enhance: To align Overtime Pay with projected costs	Multiple Programs	211	0.0
Enhance: To align personal services and Fringe Benefits with projected costs	Multiple Programs	55	0.0
<b>LOCAL FUNDS: FY 2018 District’s Proposed Budget</b>		<b>10,009</b>	<b>73.2</b>
<b>FEDERAL MEDICAID PAYMENTS: FY 2017 Approved Budget and FTE</b>		<b>60</b>	<b>0.0</b>
Increase: To align budget with projected federal Medicaid reimbursements	Court Counsel	20	0.0
<b>FEDERAL MEDICAID PAYMENTS: FY 2018 Agency Budget Submission</b>		<b>80</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL MEDICAID PAYMENTS: FY 2018 Mayor’s Proposed Budget</b>		<b>80</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL MEDICAID PAYMENTS: FY 2018 District’s Proposed Budget</b>		<b>80</b>	<b>0.0</b>

**Table FS0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,645</b>	<b>10.0</b>
Increase: To support the costs of pre-existing programmatic initiatives	Multiple Programs	4	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,650</b>	<b>10.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,650</b>	<b>10.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,650</b>	<b>10.0</b>
<b>GROSS FOR FS0 - OFFICE OF ADMINISTRATIVE HEARINGS</b>		<b>11,739</b>	<b>83.2</b>

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

**FY 2018 Proposed Budget Changes**

The Office of Administrative Hearings' (OAH) proposed FY 2018 gross budget is \$11,739,058, which represents a 10.4 percent increase over its FY 2017 approved gross budget of \$10,631,930. The budget is comprised of \$10,009,253 in Local funds, \$80,000 in Federal Medicaid Payments, and \$1,649,805 in Intra-District funds.

**Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OAH's FY 2018 CSFL budget is \$8,923,953, which represents a \$2,487, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$8,926,440.

**CSFL Assumptions**

The FY 2018 CSFL calculated for OAH included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$8,324 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$7,067 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

Additionally, a decrease of \$1,230 for the Fixed Costs Inflation Factor accounts for fleet services estimates.

**Agency Budget Submission**

**Increase:** OAH's Local funds budget proposal reflects a net increase of \$593 in nonpersonal services across multiple programs, primarily due to the impact of adjustments to Fixed Costs for Telecommunication and projections for contractual services. The Federal Medicaid Payments proposed budget increased by \$20,000, in the Court Counsel program based on anticipated reimbursement for adjudication of Medicaid-related cases. The agency projects a net increase of \$4,315 in the proposed budget for Intra-District funds based on available funding from a Memorandum of Understanding with the Department of Employment Services to provide legal services.

**Decrease:** In Local funds, the proposed budget reflects a net decrease of \$593 in personal services across multiple programs to account for salary projections; this adjustment offsets the increase in nonpersonal services costs.

### **Mayor's Proposed Budget**

**Enhance:** To enable its programmatic objectives, OAH's proposed budget reflects an increase of \$442,627 in nonpersonal services across multiple programs. This amount consists of \$235,126 to support contractual services, and \$207,501 to cover anticipated costs for equipment, supplies, and employee training. In addition, a proposed increase of \$376,512 in the Judicial program reflects the Collective Bargaining Agreement's impact on the personal services budget for the Administrative Law Judges.

### **District's Proposed Budget**

**Enhance:** OAH's proposed budget in Local funds reflects a net increase of \$211,070 due to recently passed legislation regarding personal services costs. This adjustment is comprised of \$133,000 based on provisions in the Relocation Expenses Recoupment and Lien Authority Amendment Act of 2016, for projected additional hours required by the staff in the Judicial program; and \$78,070 as a technical adjustment in funding allocation from the Non-Departmental Account for the Building Service Employees Minimum Work Week Act of 2016 (B21-331), which requires funding the projected overtime pay for staff in the Court Counsel program. An increase of \$55,091 to the Court Counsel program is due to reclassification of four attorneys and law clerks from excepted service to the legal service pay schedule.

## Agency Performance Plan\*

Office of Administrative Hearings (OAH) has the following strategic objectives for FY 2018:

### 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. Increase operational efficiency and the public confidence in OAH's resolution of administrative disputes.
2. Increase use of mediation to settle cases in certain jurisdictions.
3. Facilitate the flow of information to and from agencies whose cases are heard at OAH.
4. Improve the OAH data management system to support a highly-efficient, transparent and responsive OAH.
5. Create and maintain a highly efficient, transparent, and responsive District government.\*\*

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### 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?"

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#### 1. Increase operational efficiency and the public confidence in OAH's resolution of administrative disputes. (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average number days between the end of a hearing and the issuance of a final order	No	Not Available	Not Available	Not Available	140	130
Case closure rate at or over 100 percent at the end of the fiscal year	No	Not Available	Not Available	Not Available	90%	90%
Percent of all cases filed within the fiscal year entered into the database within three days of filing	No	Not Available	Not Available	Not Available	70%	75%
Percent of all cases open without approval more than 120 days at the end of the fiscal year	No	Not Available	Not Available	Not Available	15%	15%
Percent of all non-unemployment insurance cases closed within the fiscal year that were closed within 120 days	No	46%	77.20%	81%	70%	75%
Percent of all records requested that were timely certified to the D.C. Court of Appeals and to the Rental Housing Commission within the calendar year	No	Not Available	Not Available	Not Available	70%	70%
Percent of all unemployment insurance cases closed within the fiscal year that were closed within 90 days of filing	No	99%	98.90%	95%	95%	95%

**2. Increase use of mediation to settle cases in certain jurisdictions. (3 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of cases in target jurisdiction which are totally resolved through mediation	No	Not Available	Not Available	Not Available	20%	20%
Percent of cases in target jurisdictions in which mediations occurred	No	Not Available	Not Available	Not Available	40%	40%
Percent of jurisdictions reviewed for increased focus on mediation	No	Not Available	Not Available	Not Available	75%	80%

**3. Facilitate the flow of information to and from agencies whose cases are heard at OAH. (2 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Average number of contacts with agencies appearing before OAH through meetings with OGC	No	Not Available	Not Available	Not Available	65	16
Average number of contacts with agencies appearing before OAH through meetings with PALJs	No	Not Available	Not Available	Not Available	65	16

**4. Improve the OAH data management system to support a highly-efficient, transparent and responsive OAH. (2 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Average number of unique hits through the public portal	No	Not Available	Not Available	Not Available	10	15
Percent of jurisdictions in which cases are available for remote access	No	Not Available	Not Available	Not Available	50%	50%

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Reduce the number of open cases that are more than four months old

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Cases with Admit with Explanation (AWE) and no pleas open after 120 days of assignment to an ALJ	No	Not Available	Not Available	Not Available
Length of time to adjudication	No	Not Available	Not Available	Not Available
Number of cases closed	No	Not Available	Not Available	19,223
Number of cases filed	No	Not Available	Not Available	1818400%
Open cases in jurisdictions without deadlines, older than 120 days	No	Not Available	Not Available	Not Available

### 2. Increase use of mediation in resolving cases in target jurisdictions

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of cases filed in target jurisdictions	No	Not Available	Not Available	212
Number of cases in which mediation was used in target jurisdiction	No	Not Available	Not Available	Not Available
Number of cases settled through mediation in target jurisdictions	No	Not Available	Not Available	Not Available
Number of cases willing to try mediation	Yes	Not Available	Not Available	New Measure

### 3. Exchange information with agencies

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of cases newly filed in each jurisdiction	No	Not Available	Not Available	Not Available
Number of filings in each jurisdiction	Yes	Not Available	Not Available	New Measure
Number of jurisdictions in which OGC meet annually with agency counterparts	No	Not Available	Not Available	Not Available
Number of jurisdictions in which OGC meet quarterly with agency counterparts	No	Not Available	Not Available	Not Available
Number of jurisdictions in which PALJs meet annually with agency counterparts	No	Not Available	Not Available	Not Available
Number of jurisdictions in which PALJs meet quarterly with agency counterparts	No	Not Available	Not Available	Not Available

### 4. Allowing remote public access

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of jurisdictions in which general access to portal is available	No	Not Available	Not Available	Not Available
Number of jurisdictions in which individual access to portal is available	No	Not Available	Not Available	Not Available

### Performance Plan Endnotes

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



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# Criminal Justice Coordinating Council

[www.cjcc.dc.gov](http://www.cjcc.dc.gov)

Telephone: 202-442-9283

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**Table FJ0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$3,286,545	\$2,705,068	\$3,387,191	25.2
FTEs	16.7	18.0	19.0	5.6

The mission of the Criminal Justice Coordinating Council (CJCC) is to serve as the forum for identifying issues and their solutions, proposing actions, and facilitating cooperation that will improve public safety and the criminal and juvenile justice system of the District of Columbia for its residents, visitors, victims, and offenders.

## Summary of Services

Provide a forum for effective collaboration and problem solving among criminal and juvenile justice agencies. Identify, develop, and coordinate innovative inter-agency solutions to address District of Columbia public safety challenges. Research and analyze critical issues identified by the criminal and juvenile justice system. Facilitate and provide long-term performance monitoring of collaborative solutions to public safety and criminal justice challenges.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FJ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FJ0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	896	630	1,238	608	96.5	2.4	2.3	3.3	1.0	44.1
<b>TOTAL FOR GENERAL FUND</b>	<b>896</b>	<b>630</b>	<b>1,238</b>	<b>608</b>	<b>96.5</b>	<b>2.4</b>	<b>2.3</b>	<b>3.3</b>	<b>1.0</b>	<b>44.1</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL PAYMENTS	2,137	2,000	1,900	-100	-5.0	12.8	15.0	14.9	-0.1	-0.7
FEDERAL GRANT FUNDS	62	0	150	150	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>2,199</b>	<b>2,000</b>	<b>2,050</b>	<b>50</b>	<b>2.5</b>	<b>12.8</b>	<b>15.0</b>	<b>14.9</b>	<b>-0.1</b>	<b>-0.7</b>
<b>PRIVATE FUNDS</b>										
PRIVATE GRANT FUNDS	13	0	14	14	N/A	0.9	0.0	0.1	0.1	N/A
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>13</b>	<b>0</b>	<b>14</b>	<b>14</b>	<b>N/A</b>	<b>0.9</b>	<b>0.0</b>	<b>0.1</b>	<b>0.1</b>	<b>N/A</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	179	75	85	10	13.3	0.6	0.8	0.7	0.0	-4.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>179</b>	<b>75</b>	<b>85</b>	<b>10</b>	<b>13.3</b>	<b>0.6</b>	<b>0.8</b>	<b>0.7</b>	<b>0.0</b>	<b>-4.0</b>
<b>GROSS FUNDS</b>	<b>3,287</b>	<b>2,705</b>	<b>3,387</b>	<b>682</b>	<b>25.2</b>	<b>16.7</b>	<b>18.0</b>	<b>19.0</b>	<b>1.0</b>	<b>5.6</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FJ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FJ0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	1,317	1,483	1,814	1,906	92	5.0
12 - REGULAR PAY - OTHER	19	45	0	59	59	N/A
13 - ADDITIONAL GROSS PAY	10	4	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	239	292	323	332	9	2.8
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>1,585</b>	<b>1,824</b>	<b>2,137</b>	<b>2,297</b>	<b>160</b>	<b>7.5</b>
20 - SUPPLIES AND MATERIALS	0	0	40	17	-23	-58.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	23	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	305	254	128	162	34	27.0

**Table FJ0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
41 - CONTRACTUAL SERVICES - OTHER	889	1,086	400	541	141	35.2
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	99	0	370	370	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>1,194</b>	<b>1,462</b>	<b>568</b>	<b>1,090</b>	<b>522</b>	<b>92.0</b>
<b>GROSS FUNDS</b>	<b>2,779</b>	<b>3,287</b>	<b>2,705</b>	<b>3,387</b>	<b>682</b>	<b>25.2</b>

\*Percent change is based on whole dollars.

**FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity**

Table FJ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FJ0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) RESEARCH ANALYSIS AND EVALUATION</b>								
(1010) RESEARCH AND ANALYSIS	125	188	351	163	1.0	1.0	2.0	1.0
(1110) RESEARCH AND ANALYSIS (FED)	245	370	378	8	2.1	3.2	3.1	-0.1
(1117) RESEARCH AND ANALYSIS (ID)	75	75	85	10	0.6	0.8	0.7	0.0
<b>SUBTOTAL (1000) RESEARCH ANALYSIS AND EVALUATION</b>	<b>445</b>	<b>633</b>	<b>814</b>	<b>181</b>	<b>3.8</b>	<b>5.0</b>	<b>5.9</b>	<b>0.9</b>
<b>(2000) COLLAB. AND PLNG ACROSS AGENCIES</b>								
(2010) OPERATIONAL INFRASTRUCTURE	213	217	221	4	1.3	1.3	1.3	0.0
(2110) OPERATIONAL INFRASTRUCTURE (FEDERAL)	390	275	391	116	1.6	1.7	1.7	0.0
(2120) TOPICAL WORK GROUPS (FED)	429	396	373	-22	2.7	3.0	3.0	0.0
(2140) TECHNICAL ASSISTANCE AND TRAINING (FED)	13	0	14	14	0.9	0.0	0.1	0.1
<b>SUBTOTAL (2000) COLLAB. AND PLNG ACROSS AGENCIES</b>	<b>1,046</b>	<b>888</b>	<b>1,000</b>	<b>112</b>	<b>6.5</b>	<b>6.0</b>	<b>6.1</b>	<b>0.1</b>
<b>(3000) INTEGRATED INFORMATION SYSTEM</b>								
(3010) JUSTIS	558	225	665	440	0.0	0.0	0.0	0.0
(3110) JUSTIS (FED)	1,238	959	908	-52	6.4	7.0	7.0	0.0
<b>SUBTOTAL (3000) INTEGRATED INFORMATION SYSTEM</b>	<b>1,796</b>	<b>1,185</b>	<b>1,573</b>	<b>389</b>	<b>6.4</b>	<b>7.0</b>	<b>7.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>3,287</b>	<b>2,705</b>	<b>3,387</b>	<b>682</b>	<b>16.7</b>	<b>18.0</b>	<b>19.0</b>	<b>1.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Criminal Justice Coordinating Council (CJCC) operates through the following 3 programs:

**Research, Analysis and Evaluation** – enhances the knowledge base of the justice community in the District so that informed decisions and strategic planning occur based on factual information and evaluation of initiatives to determine their value.

This program contains the following 3 activities:

- **Research, Analysis and Evaluation (Local, Federal, and Intra-District)** – enables CJCC agencies with sound approaches to emerging or chronic challenges within the District’s criminal justice system to plan effectively and measure the effectiveness of key CJCC initiatives and committee progress for the year to determine success and to recommend initiatives for replication.

**Collaboration and Planning Across Justice Agencies** – provides a structure for joint work by District, federal, and judicial criminal justice and juvenile justice stakeholders toward a stronger and more responsive justice system.

This program contains the following 4 activities:

- **Operational Infrastructure (Local and Federal)** – provides an operational infrastructure for criminal justice agencies across the city to identify public safety priorities and to plan and solve problems;
- **Topical Work Groups (Federal)** – examines emerging and chronic trends and issues that impact multiple agencies in the District of Columbia’s criminal justice system and provides recommendations that enable the CJCC to plan appropriate responses; and
- **Technical Assistance and Training (Federal)** – provides CJCC members with opportunities to network with other jurisdictions on criminal justice approaches and to provide member agencies access to state-of-the-art knowledge and field-tested approaches to multi-agency criminal justice issues.

**Integrated Information Sharing System** – connects criminal and juvenile justice agencies through technology to share public safety information and to mobilize effectively when responding to issues that extend beyond any one agency.

This program contains the following 2 activities:

- **JUSTIS (Local and Federal)** – provides authorized criminal justice users an integrated criminal and juvenile justice information-sharing system for effective tracking and monitoring of criminal activities across agencies and jurisdictions.

## Program Structure Change

The Criminal Justice Coordinating Council has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FJ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FJ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>630</b>	<b>2.3</b>
Other CSFL Adjustments	Multiple Programs	7	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>637</b>	<b>2.3</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	12	0.0
Decrease: To offset projected adjustments in personal services costs	Multiple Programs	-12	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>637</b>	<b>2.3</b>
Enhance: To support software licensing costs (one-time)	Integrated Information System	50	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>687</b>	<b>2.3</b>
Enhance: To support JUSTIS upgrades (one-time)	Integrated Information System	320	0.0
Enhance: To support an additional FTE	Research Analysis and Evaluation	141	1.0
Enhance: To fund research assistance and legal consultation services	Research Analysis and Evaluation	77	0.0
Enhance: To provide funding for human trafficking data collection associated with the Comprehensive Youth Justice Amendment Act of 2016	Research Analysis and Evaluation	13	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,238</b>	<b>3.3</b>
<b>FEDERAL PAYMENTS: FY 2017 Approved Budget and FTE</b>		<b>2,000</b>	<b>15.0</b>
Increase: To align the budget with the preliminary request to the Office of Management and Budget	Multiple Programs	608	0.0
Increase: To align resources with operational spending goals	Multiple Programs	6	0.0
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-6	-0.1
<b>FEDERAL PAYMENTS: FY 2018 Agency Budget Submission</b>		<b>2,608</b>	<b>14.9</b>
No Change		0	0.0
<b>FEDERAL PAYMENTS: FY 2018 Mayor's Proposed Budget</b>		<b>2,608</b>	<b>14.9</b>
Technical Adjustment: To align with the President's FY 2018 Budget Request	Multiple Programs	-708	0.0
<b>FEDERAL PAYMENTS: FY 2018 District's Proposed Budget</b>		<b>1,900</b>	<b>14.9</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Increase: To align budget with projected grant awards	Collab. and PIng Across Agencies	150	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>150</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>150</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>150</b>	<b>0.0</b>
<b>PRIVATE GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Increase: To align budget with projected grant awards	Collab. and PIng Across Agencies	14	0.1
<b>PRIVATE GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>14</b>	<b>0.1</b>
No Change		0	0.0
<b>PRIVATE GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>14</b>	<b>0.1</b>
No Change		0	0.0
<b>PRIVATE GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>14</b>	<b>0.1</b>

**Table FJ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>75</b>	<b>0.8</b>
Increase: To adjust the Contractual Services budget	Research Analysis and Evaluation	11	0.0
Decrease: To recognize savings from a reduction in FTEs	Research Analysis and Evaluation	-1	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>85</b>	<b>0.7</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>85</b>	<b>0.7</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>85</b>	<b>0.7</b>
<b>GROSS FOR FJ0 - CRIMINAL JUSTICE COORDINATING COUNCIL</b>		<b>3,387</b>	<b>19.0</b>

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

## FY 2018 Proposed Budget Changes

The Criminal Justice Coordinating Council's (CJCC) proposed FY 2018 gross budget is \$3,387,191, which represents a 25.2 percent increase over its FY 2017 approved gross budget of \$2,705,068. The budget is comprised of \$1,237,782 in Local funds, \$1,900,000 in Federal Payments, \$150,000 in Federal Grant funds, \$14,409 in Private Grant funds, and \$85,000 in Intra-District funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

CJCC's FY 2018 CSFL budget is \$637,123, which represents a \$7,055, or 1.1 percent, increase over the FY 2017 approved Local funds budget of \$630,068.

## CSFL Assumptions

The FY 2018 CSFL calculated for CJCC included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$449 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$7,504 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

## Agency Budget Submission

**Increase:** In Local funds, CJCC's proposed budget increased by \$12,389 in personal services to account for projected salary and Fringe Benefit adjustments as well as the conversion of a 0.3 Full-Time Equivalent (FTE) from Continuing Full-Time to Temporary Full-Time status in the Collaboration and Planning Across Justice Agencies program.

CJCC's proposed Federal Payments budget increased by \$608,000 to align the budget with the preliminary request to the Office of Management and Budget. Additionally, the proposed budget reflects an increase of \$6,185 in nonpersonal services, primarily in the Integrated Information Sharing System program, to cover maintenance and repair costs associated with the Justice Information System (JUSTIS).

In Federal Grant funds, CJCC's proposed budget includes an increase of \$150,000 in the Collaboration and Planning Across Justice Agencies program to reflect the continuation of a grant that supports the District's justice reporting and statistical analysis.

CJCC's proposed Private Grant funds budget increased by \$14,409 and 0.1 FTE in the Collaboration and Planning Across Justice Agencies program to support the Annie E. Casey Foundation private grant.

The agency's proposed Intra-District funds budget includes an increase of \$10,895 in the Research, Analysis and Evaluation program in Contractual Services to reflect the continuation of a Memorandum of Understanding with the Office of Justice Grants Administration for CJCC to provide juvenile justice compliance monitoring services.

**Decrease:** The proposed Local funds budget decreased by \$12,389 in Contractual Services to offset the agency's proposed increase in personal services. Also, the proposed budget in Federal Payments decreased by \$6,185 to recognize savings in salary and Fringe Benefit costs and the reduction of 0.1 FTE in the Research, Analysis and Evaluation program. Furthermore, CJCC's proposed Intra-District funds budget reflects a decrease of \$895 to recognize savings from the reduction of a less than 0.1 FTE in the Research, Analysis and Evaluation program.

### **Mayor's Proposed Budget**

**Enhance:** In Local funds, CJCC's proposed budget includes a one-time enhancement of \$50,000 in the Integrated Information Sharing System program to cover software licensing costs for JUSTIS.

### **District's Proposed Budget**

**Enhance:** In Local funds, the Criminal Justice Coordinating Council's budget proposal increased by \$320,000 in one-time funding for JUSTIS upgrades in the Integrated Information Sharing System program. The agency's proposed budget also increased by \$140,659 and 1.0 FTE to support a Statistician position in the Research, Analysis and Evaluation program. Additionally, in the Research, Analysis and Evaluation program, CJCC's budget proposal includes increases of \$77,000 for research assistance and legal consultation services and \$13,000 for human trafficking data collection associated with the Comprehensive Youth Justice Amendment Act of 2016.

**Technical Adjustment:** The FY 2018 Federal Payments request for the Criminal Justice Coordinating Council is reduced by \$708,000 to align the budget with the President's budget request.

## Agency Performance Plan\*

Criminal Justice Coordinating Council (CJCC) has the following strategic objectives for FY 2018:

### 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. Assist member agencies with information sharing across the federal and local criminal justice system.
2. Improve multi-agency collaboration and planning and encourage data-driven decision making by providing CJCC members with relevant and timely research and analysis that includes tracking priorities, evaluating progress, and generating reports.
3. Provide a multi-agency structure to facilitate strategic planning, information sharing, and cross systems collaboration.
4. 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. Assist member agencies with information sharing across the federal and local criminal justice system. (1 Activity)

Activity Title	Activity Description	Type of Activity
Justice Information System (JUSTIS)	CJCC’s JUSTIS operations will focus on supporting required user access licensure, maintenance, enhancements, and security of the JUSTIS information portal and system-to-system exchanges. Projects include: (a) Hardware and software upgrades and procurement; (b) System exchanges: Mid-Atlantic Regional Information Sharing Mid-Atlantic Regional Information Sharing (MARIS) interface completion with Maryland, Delaware, and Pennsylvania (Phase III), maintenance/ updates to the arrest feed enhancement project (slated for completion FY17), enhancements to the Juvenile Papering Project (slated for completion FY17), completion of the Warrants Exchange Project; (c) Information Portal: disaster recovery site maintenance; and (d) JUSTIS Governance: continue work on data quality assurance and review/ update as appropriate the system security plan.	Key Project

**2. Improve multi-agency collaboration and planning and encourage data-driven decision making by providing CJCC members with relevant and timely research and analysis that includes tracking priorities, evaluating progress, and generating reports. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Research Priorities	CJCC, through the work of the Statistical Analysis Center (SAC), will support the District on key research priorities set by its members including, but not limited to information sharing, violent crime prevention, juvenile justice, substance abuse and mental health, and reentry.	Key Project

**3. Provide a multi-agency structure to facilitate strategic planning, information sharing, and cross systems collaboration. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Best Practices	The CJCC will convene strategic planning, training, educational, and information sharing forums for criminal and juvenile justice partners to address CJCC priority areas, support the awareness of emerging best practices, create opportunities to identify and address public safety policy issues according to the CJCC three-year strategic planning framework, which is regularly revisited and refined. The CJCC will also work to establish centralized analyses-sharing hubs for agency partners.	Key Project

## 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. Assist member agencies with information sharing across the federal and local criminal justice system. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
JUSTIS System availability	No	90%	99%	96%	99%	99%
JUSTIS user friendliness	No	92.9%	92%	95%	98%	98%
Percent satisfaction with JUSTIS	No	97.1%	97%	95%	98%	98%

**2. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

(Continued on next page)

## 2. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. JUSTIS

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of JUSTIS data audits	No	2	2	1
Number of JUSTIS Training	No	23	7	10

### 2. Research Priorities

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
GunSTAT sessions held	No	Not Available	12	12
Juvenile justice reports prepared	No	Not Available	Not Available	20
Number of research analyses and policy guidance reports released	No	Not Available	Not Available	7

### 3. Best Practices

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of inter-agency forums and trainings held	No	Not Available	Not Available	14
Number of inter-agency strategic planning sessions held	No	Not Available	Not Available	13
Number of principals meetings held	No	Not Available	Not Available	11
Number of training summaries and evaluations disseminated	No	Not Available	Not Available	10

## Performance Plan Endnotes

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Office of Unified Communications

[www.ouc.dc.gov](http://www.ouc.dc.gov)

Telephone: 202-730-0524

**Table UC0-1**

<b>Description</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Approved</b>	<b>FY 2018 Proposed</b>	<b>% Change from FY 2017</b>
OPERATING BUDGET	\$44,570,974	\$50,061,107	\$48,791,375	-2.5
FTEs	307.2	342.3	367.3	7.3

The mission of the Office of Unified Communications (OUC) is to provide a fast, professional, and cost-effective response to emergency (911) and non-emergency (311) calls in the District. The OUC also provides centralized, District-wide coordination and management of public safety voice radio technology and other public safety wireless and data communication systems and resources.

## Summary of Services

The 911 Operations Division develops and enforces policy directives and standards regarding public safety communications. The 311 Operations division processes city service requests and handles telephone reporting of specific crimes. The Technology Operations division operates and maintains public safety voice radio technology and oversees all land and mobile radio systems tied to the response network. The Transcriptions division provides audio transcribing for the District of Columbia Metropolitan Police Department, the District of Columbia Fire and Emergency Medical Services Department, and the 311 Operations division. Agency Management administers programs supporting the call center and public safety communications. In addition, Agency Management oversees the employee performance management system, new employee training, and in-service training for OUC personnel.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table UC0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table UC0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	28,750	31,925	32,736	811	2.5	301.4	336.3	361.3	25.0	7.4
SPECIAL PURPOSE REVENUE FUNDS	14,827	17,811	15,357	-2,454	-13.8	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>43,577</b>	<b>49,736</b>	<b>48,092</b>	<b>-1,643</b>	<b>-3.3</b>	<b>301.4</b>	<b>336.3</b>	<b>361.3</b>	<b>25.0</b>	<b>7.4</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	994	325	699	374	114.8	5.8	6.0	6.0	0.0	0.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>994</b>	<b>325</b>	<b>699</b>	<b>374</b>	<b>114.8</b>	<b>5.8</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>44,571</b>	<b>50,061</b>	<b>48,791</b>	<b>-1,270</b>	<b>-2.5</b>	<b>307.2</b>	<b>342.3</b>	<b>367.3</b>	<b>25.0</b>	<b>7.3</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table UC0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table UC0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	17,962	18,885	22,281	22,373	93	0.4
12 - REGULAR PAY - OTHER	295	280	302	413	112	37.1
13 - ADDITIONAL GROSS PAY	1,649	1,933	1,878	2,172	294	15.6
14 - FRINGE BENEFITS - CURRENT PERSONNEL	5,013	5,386	6,910	6,775	-135	-2.0
15 - OVERTIME PAY	2,258	2,375	830	1,311	481	58.0
99 - UNKNOWN PAYROLL POSTINGS	68	0	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>27,245</b>	<b>28,859</b>	<b>32,200</b>	<b>33,045</b>	<b>845</b>	<b>2.6</b>
20 - SUPPLIES AND MATERIALS	39	58	216	886	670	310.2
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	1,393	1,860	1,929	0	-1,929	-100.0
40 - OTHER SERVICES AND CHARGES	10,168	11,105	13,854	6,751	-7,103	-51.3
41 - CONTRACTUAL SERVICES - OTHER	1,429	868	0	7,790	7,790	N/A
70 - EQUIPMENT AND EQUIPMENT RENTAL	1,469	1,821	1,862	320	-1,542	-82.8
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>14,498</b>	<b>15,712</b>	<b>17,861</b>	<b>15,747</b>	<b>-2,114</b>	<b>-11.8</b>
<b>GROSS FUNDS</b>	<b>41,743</b>	<b>44,571</b>	<b>50,061</b>	<b>48,791</b>	<b>-1,270</b>	<b>-2.5</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table UC0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table UC0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1010) PERSONNEL	437	585	235	-351	4.9	5.0	4.0	-1.0
(1020) CONTRACTING AND PROCUREMENT	0	0	75	75	0.0	0.0	0.0	0.0
(1030) PROPERTY MANAGEMENT	1,856	1,953	0	-1,953	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	346	749	875	126	0.0	0.0	0.0	0.0
(1060) LEGAL SERVICES	116	171	285	114	1.0	1.0	1.0	0.0
(1070) FLEET MANAGEMENT	0	0	16	16	0.0	0.0	0.0	0.0
(1087) LANGUAGE ACCESS	1,021	988	640	-347	10.9	11.0	8.0	-3.0
(1090) PERFORMANCE MANAGEMENT	1,359	1,902	1,886	-17	9.9	11.0	11.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>5,135</b>	<b>6,348</b>	<b>4,011</b>	<b>-2,337</b>	<b>26.7</b>	<b>28.0</b>	<b>24.0</b>	<b>-4.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>								
(110F) BUDGET OPERATIONS	174	200	198	-2	1.0	1.0	1.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>174</b>	<b>200</b>	<b>198</b>	<b>-2</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>(2000) EMERGENCY OPERATIONS (911) DIVISION</b>								
(2010) 911 CALL TAKING ACTIVITY	8,479	9,353	8,466	-887	81.9	111.8	108.0	-3.8
(2020) 911 DISPATCHING ACTIVITY	11,426	11,674	12,887	1,213	104.8	112.0	110.0	-2.0
(2030) 911 TRAINING ACTIVITY	15	175	340	165	0.0	0.0	0.0	0.0
(2040) QUALITY ASSURANCE	163	0	581	581	0.0	0.0	5.0	5.0
<b>SUBTOTAL (2000) EMERGENCY OPERATIONS (911) DIVISION</b>	<b>20,083</b>	<b>21,202</b>	<b>22,273</b>	<b>1,071</b>	<b>186.7</b>	<b>223.8</b>	<b>223.0</b>	<b>-0.8</b>
<b>(3000) NON-EMERGENCY OPERATIONS (311) DIVISION</b>								
(3010) CUSTOMER SERVICE ACTIVITY	10	200	3	-197	0.0	0.0	0.0	0.0
(3020) 311 CALL TAKING ACTIVITY	4,240	4,648	6,137	1,488	71.0	65.5	98.3	32.8
<b>SUBTOTAL (3000) NON-EMERGENCY OPERATIONS (311) DIVISION</b>	<b>4,250</b>	<b>4,848</b>	<b>6,140</b>	<b>1,291</b>	<b>71.0</b>	<b>65.5</b>	<b>98.3</b>	<b>32.8</b>
<b>(4000) TECHNOLOGY OPERATIONS DIVISION</b>								
(4010) 911 AND 311 TELEPHONE OPERATION ACTIVITY	5,313	8,006	8,384	378	0.0	0.0	0.0	0.0
(4020) RADIO ENGINEERING ACTIVITY	6,145	7,296	5,589	-1,707	5.9	8.0	7.0	-1.0
(4030) INFORMATION TECHNOLOGY MGMT ACTIVITY	1,131	1,341	1,013	-328	9.9	10.0	9.0	-1.0
(4040) MOBILE DATA COMPUTING	1,831	376	813	437	0.0	0.0	0.0	0.0
NO ACTIVITY ASSIGNED	91	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (4000) TECHNOLOGY OPERATIONS DIVISION</b>	<b>14,511</b>	<b>17,019</b>	<b>15,799</b>	<b>-1,220</b>	<b>15.8</b>	<b>18.0</b>	<b>16.0</b>	<b>-2.0</b>

**Table UC0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(5000) TRANSCRIPTION AND QUALITY DIVISION</b>								
(5010) TRANSCRIPTION AND QUALITY DIVISION	418	444	370	-74	5.9	6.0	5.0	-1.0
<b>SUBTOTAL (5000) TRANSCRIPTION AND QUALITY DIVISION</b>	<b>418</b>	<b>444</b>	<b>370</b>	<b>-74</b>	<b>5.9</b>	<b>6.0</b>	<b>5.0</b>	<b>-1.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>44,571</b>	<b>50,061</b>	<b>48,791</b>	<b>-1,270</b>	<b>307.2</b>	<b>342.3</b>	<b>367.3</b>	<b>25.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Office of Unified Communications operates through the following 6 divisions:

**Emergency (911) Operations** – receives and processes 911 calls accurately and efficiently. Police and fire incidents are created through Computer-Aided Dispatch (CAD) and transferred to the Metropolitan Police Department (MPD) and/or the Fire and Emergency Medical Services Department (FEMS), as well as additional agencies in the National Capital Region, by voice transmission and computer-to-computer dispatch. Emergency Operations personnel receive ongoing training and updates through the training unit. The policy unit is also part of the division.

This division contains the following 4 activities:

- **911 Call Taking** – processes calls for emergency response;
- **911 Dispatching** – dispatches calls for emergency services to first responders of MPD and FEMS;
- **911 Training** – provides training to emergency call takers and dispatchers to accurately and expeditiously handle calls for emergency service; and
- **Quality Assurance** - maintains and monitors performance.

**Non-Emergency (311) Operations** – serves as the access point for customers seeking assistance in situations that are not life-threatening, not serious, or not currently in progress. It is the single access number for constituents, residents, and visitors in search of District government services and information.

This division contains the following 2 activities:

- **Customer Service** – provides customer service policies and directives and administers related quality assurance activities; and
- **311 Call Taking** – processes calls for non-emergency city services.

**Technology Operations** – provides centralized District-wide coordination and management of public safety and other city services communication technology including voice radio, 911/311 telephony, CAD systems, customer interaction relationship management systems, mobile data computing systems, and other technologies such as wireless and data communication systems and resources.

This division contains the following 4 activities:

- **911 and 311 Telephone Operation** – maintains all voice and data telecommunications equipment located in two separate locations. The infrastructure consists of mission-critical voice, video, and data equipment staffed by engineering and technical personnel 24 hours per day, 365 days per year;
- **Radio Engineering** – plans, coordinates, implements, and operates all facets of the District’s Public Safety Radio Networks in order to ensure adequate support to the city’s first responders. This includes maintaining, upgrading, and supporting all radio communications for FEMS and MPD;
- **Information Technology (IT) Management** – enhances the overall operations of the OUC IT group by managing, coordinating, and updating the different processes within the IT group. IT Management maintains all procurement and documentation for the OUC IT group and supports the agency through IT help desk support and application management; and
- **Mobile Data Computing** – maintains and replaces equipment related to mobile data computing, which is technology that enables public safety first-responders to receive critical and developing information while in the field. The OUC is responsible for the mobile data terminals utilized by MPD and FEMS, which are critical in determining the closest response units for deployment using GPS, text-messaging, and video feeds, which are essential components in Next-Generation 911.

**Transcription and Quality** – provides audio transcriptions of conversations between field providers, call takers, dispatchers, and callers requesting emergency and non-emergency service to members of MPD, FEMS, and other public safety and governmental organizations.

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

**Agency Financial Operations** – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This division is standard for all agencies using performance-based budgeting.

### Division Structure Change

The Office of Unified Communications has no division structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table UC0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table UC0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>31,925</b>	<b>336.3</b>
Removal of One-Time Funding	Multiple Programs	-10	0.0
Other CSFL Adjustments	Multiple Programs	-52	0.0

**Table UC0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>31,863</b>	<b>336.3</b>
Increase: To align Overtime Pay with projected costs	Multiple Programs	481	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-57	0.0
Decrease: To align the Fringe Benefits budget with projected costs	Multiple Programs	-377	0.0
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-408	-3.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>31,502</b>	<b>333.3</b>
Enhance: To support additional FTEs for LEAP participants	Non-Emergency Operations (311) Division	1,384	28.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>32,886</b>	<b>361.3</b>
Reduce: To recognize salary lapse savings	Agency Management	-150	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>32,736</b>	<b>361.3</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>17,811</b>	<b>0.0</b>
Decrease: To align budget with projected revenues	Multiple Programs	-525	0.0
Decrease: To align Fixed Costs with proposed estimates	Agency Management	-1,929	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>15,357</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>15,357</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>15,357</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>325</b>	<b>6.0</b>
Increase: To adjust the Contractual Services budget	Technology Operations Division	390	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Non-Emergency Operations (311) Division	-16	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>699</b>	<b>6.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>699</b>	<b>6.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>699</b>	<b>6.0</b>
<b>GROSS FOR UC0 - OFFICE OF UNIFIED COMMUNICATIONS</b>		<b>48,791</b>	<b>367.3</b>

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

## FY 2018 Proposed Budget Changes

The Office of Unified Communications' (OUC) proposed FY 2018 gross budget is \$48,791,375, which represents a 2.5 percent decrease from its FY 2017 approved gross budget of \$50,061,107. The budget is comprised of \$32,735,550 in Local funds, \$15,356,809 in Special Purpose Revenue funds, and \$699,016 in Intra-District funds.

## Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OUC's FY 2018 CSFL budget is \$31,862,917, which represents a \$61,640, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$31,924,557.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for OUC included adjustment entries that are not described in detail on table 5. These adjustments were made for a decrease of \$68,339 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$1,000 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for OUC includes a reduction of \$10,000 to account for the removal of one-time funding appropriated in FY 2017 to support the CPR software application. Additionally, an increase of \$15,699 for the Fixed Costs Inflation Factor accounts for projected Fleet maintenance costs.

### **Agency Budget Submission**

**Increase:** OUC's proposed Local funds budget include an increase of \$481,000, primarily in the Emergency Operations (911) division, to reflect projected costs in overtime.

In Intra-District funds, OUC's proposed budget includes an increase of \$389,891 in the Technology Operations division to reflect costs associated with the planning and operation of the District's Public Safety Radio Networks.

**Decrease:** OUC's proposed Local budget includes a reduction of \$56,699, primarily in the Technology Operations division, to recognize savings for the startup costs of the CPR Application. Additionally, the proposed Local funds budget includes a decrease of \$377,032, primarily in the Agency Management division, to reflect projected Fringe Benefits costs. Lastly, the Local proposal includes a net reduction of \$408,225, and 3.0 Full-Time Equivalents (FTEs), primarily in the Agency Management and Technology Operations division, to reflect projected personal services costs related to radio engineering, information technology management, and language access services.

In Special Purpose Revenue (SPR) funds, the agency's proposed budget includes a reduction of \$525,300, primarily in the Technology Operations, to reflect projected revenue estimates. The service impact of these projections includes a potential delay of radio replacements, as well as the revision of support hours for 911 Telecommunications, mobile data computing for the Metropolitan Police Department (MPD) and the Fire and Emergency Medical Services Department (FEMS), and other services. Additionally, the proposed SPR budget includes a reduction of \$1,929,030 to reflect a reallocation of fixed cost expenses due to centralization of Telecommunication costs in the Office of Finance and Resource Management.

In Intra-District funds, the proposed budget includes a net reduction in the amount of \$16,286, in the Non-Emergency Operations (311) division, to reflect a realignment of 1.0 FTE from Continuing Full Time to Temporary status.

### **Mayor's Proposed Budget**

**Enhance:** The proposed Local funds budget for OUC includes an increase of \$1,383,589 and 28.0 FTEs in the Non-Emergency Operations (311) division to support 28 positions as part of the Learn, Earn, Advance, Prosper (L.E.A.P.) program. L.E.A.P. is a network of interconnected partners utilizing the "earn-and-learn" approach that will link the city's unemployed residents with employment, education, and training opportunities.

### **District's Proposed Budget**

**Reduce:** OUC's proposed Local funds budget reflects a reduction of \$150,000 for vacancy savings in the Agency Management division.

## Agency Performance Plan\*

Office of Unified Communications (OUC) has the following strategic objectives for FY 2018:

### 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 efficient, professional, and cost effective responses to 911 communications.
2. Provide efficient, professional, and cost effective responses to interactions initiated through 311 platforms.
3. Provide state-of-the-art emergency and non-emergency communications.
4. 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 efficient, professional, and cost effective responses to 911 communications. (2 Activities)

Activity Title	Activity Description	Type of Activity
Answers All Incoming 911 Calls	The 911 Operations Division receives all 911 calls in the District. Highly trained call takers utilize specialized telephony systems to answer calls and follow specific protocols to probe callers and ensure the most appropriate responses to their needs. In particular, call takers often provide crisis intervention services, as well as, provide pre-arrival instructions for emergency medical calls. Call takers also enter caller provided information to create incident records and electronically transfer each incident record onsite to highly trained dispatchers. 911 call takers handle over 1.4 million calls annually.	Daily Service
Dispatches Metropolitan Police Department (MPD) and Fire and Emergency Medical Services (FEMS) units	Highly trained 911 dispatchers coordinate responses to incidents on behalf of MPD and FEMS. Using the Computer Aided Dispatch (CAD) system, dispatchers support and assist in the coordination of on-scene incident responses by first responder units and apparatus. Dispatchers are also responsible for monitoring units' availability in the field and communicating with on-scene first responders to keep them apprised of new information or changes and to coordinate support from additional units as necessary. The 911 Operations Division manages over 400,000 CAD events annually.	Daily Service

## 2. Provide efficient, professional, and cost effective responses to interactions initiated through 311 platforms. (3 Activities)

Activity Title	Activity Description	Type of Activity
Answers All Incoming 311 Calls	The 311 Operations Division is the access point for residents and visitors requiring DC government services and/or information. The Division supports the dissemination of general information about the government, including telephone numbers, agency program details, agency hours of operation and other information. The Division handles approximately 2.1 million calls annually.	Daily Service
City Service Request Processing	The Division supports the submission of scheduled service requests such as trash removal, pothole repair, bulk pick-ups and recycling collection, on behalf of partnering service agencies like Department of Public Works (DPW) and Department of Transportation (DOT), through a number of platforms, including via telephone, web and mobile app. The agency also schedules driver's license testing for Department of Motor Vehicles (DMV) and coordinates appointments for energy assistance applicants on behalf of the Department of Energy and Environment (DOEE). In total, the Division currently takes over 120 service types for 12 different District agencies.	Daily Service
Service Request Status Updates	The Division engages with the public to take reports of missed scheduled services and provide service request status information to callers. To be clear, the OUC is not responsible for the provision of city services. Instead, the city agencies that provide such services have service level agreements which outline the expected level of performance for each request type. Further, the 311 Division does not close service request tickets.	Daily Service

## 3. Provide state-of-the-art emergency and non-emergency communications. (3 Activities)

Activity Title	Activity Description	Type of Activity
Public Safety Communications	The Information Technology Division provides centralized, District-wide coordination and management of public safety and other city services communications technology, including voice radio, 911/311 telephony, computer aided dispatch systems (CAD), citizen interaction relationship management (CIRM) systems, mobile data computing systems (MDC) and other technologies, including wireless and data communication systems and resources.	Key Project
Equipment and Facilities	The Information Technology Division develops and enforces policy directives and standards regarding public safety and non-public safety communications; operates and maintains public safety and non-public safety voice radio technology; manages building facilities that support public safety voice radio technology and call center technology; and reviews and approves all agency proposals, purchase orders, and contracts for the acquisition of public safety voice radio technology and call center technology systems, resources, and services.	Key Project

(Continued on next page)

**3. Provide state-of-the-art emergency and non-emergency communications. (3 Activities)**

Activity Title	Activity Description	Type of Activity
Technical Support and Maintenance	The Information Technology Division provides 24x7, highly specialized tech support and maintenance for public safety communications devices, including tablets and radios, deployed to MPD and FEMS users in the field.	Daily Service

**4. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (2 Activities)**

Activity Title	Activity Description	Type of Activity
911 and 311 Communications Records	The Transcription Division serves as the custodian of records and utilizes highly specialized archival systems to research files related to all 911 and 311 communications. The purpose of this research is to locate and create discrete audio files and other data for the general public to fulfill Freedom of Information Act (FOIA) requests, to local public safety agencies for internal administrative reviews and to federal government agencies for use during criminal and civil court proceedings.	Daily Service
Authenticate 911 and 311 Records	Transcriptionists testify in court to authenticate 911 and 311 records and/or to explain event chronologies in both criminal and civil proceedings, under direct examination by judiciary entities.	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 efficient, professional, and cost effective responses to 911 communications. (4 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of 911 calls answered within 10 seconds	No	Not Available	Not Available	Not Available	90%	90%
Percent of 911 calls in which call to queue is 90 seconds or less	No	Not Available	Not Available	Not Available	75%	75%
Percent of 911 calls which move from queue to dispatch in 60 seconds or less	No	Not Available	Not Available	Not Available	75%	75%
Total number of sustained 911 complaints	No	Not Available	Not Available	Not Available	0	0

**2. Provide efficient, professional, and cost effective responses to interactions initiated through 311 platforms. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of 311 calls answered by a live agent within 90 seconds	No	69%	39.8%	80%	80%	80%
Percent of 311 calls handled by a live agent in four minutes or less	No	86%	44.4%	97%	97%	97%

**3. Provide state-of-the-art emergency and non-emergency communications. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of tablet connectivity uptime	No	Not Available	Not Available	Not Available	90%	90%
Percent of time the OUC responds to mobile data terminal repairs within 24 hours	No	99%	99.9%	99%	99%	99%
Percent of time the OUC responds to radio equipment repair requests within 24 hours	No	99%	100%	99%	99%	99%

**4. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (12 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- expendable budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- meeting service level agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- vacancy rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Percent of records requests fulfilled within mandated time frames	No	Not Available	Not Available	Not Available	80%	80%
Percent of time OUC's grade.dc.gov customer service satisfaction rating is B or better	No	100%	100%	100%	100%	100%
Performance Management- employee performance plan completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Total number of residents reached through community engagement and 911 education activities	No	New Measure	New Measure	New Measure	New Measure	15,000

**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. Serves as custodian of all 911 and 311 communications records**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Percent of agency held records released to stakeholders upon request	No	Not Available	Not Available	Not Available

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**2. Answers all incoming 911 calls**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Total number of events created in CAD	No	Not Available	Not Available	1,002,775
Total number of inbound 911 calls	No	Not Available	Not Available	1,396,955

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**3. Answers all incoming 311 calls**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Total number of inbound 311 calls	No	Not Available	Not Available	1,748,447
Total number of service requests entered into the customer relationship management system by 311 agents	No	Not Available	Not Available	395,877

**Performance Plan Endnotes**

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.

# Homeland Security Grants

**Table FT0-1**

	FY 2016	FY 2017	FY 2018	% Change
Description	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$5,814,676	\$4,076,567	\$1,646,077	-59.6

Homeland Security Grants records Intra-District budget authority provided from multi-year grants from the Department of Homeland Security. These grants are under the purview of the Director of the District's Homeland Security and Emergency Management Agency.

Prior to FY 2005, Intra-District authority was provided within individual agency budgets. Until FY 2014, the Intra-District budget authority for homeland security was provided at the request of the Director of the Homeland Security and Emergency Management Agency and was reflected as revised budget. Effective FY 2014, available unspent, unobligated multi-year Intra-District budget authority will be provided during budget formulation.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FT0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FT0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	5,815	4,077	1,646	-2,430	-59.6	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR</b>										
INTRA-DISTRICT FUNDS	5,815	4,077	1,646	-2,430	-59.6	0.0	0.0	0.0	0.0	N/A
<b>GROSS FUNDS</b>	5,815	4,077	1,646	-2,430	-59.6	0.0	0.0	0.0	0.0	N/A

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FT0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FT0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
20 - SUPPLIES AND MATERIALS	93	29	4	0	-4	-100.0
40 - OTHER SERVICES AND CHARGES	2,291	769	210	0	-210	-100.0
41 - CONTRACTUAL SERVICES - OTHER	1,971	2,621	3,321	1,646	-1,675	-50.4
70 - EQUIPMENT AND EQUIPMENT RENTAL	1,569	2,396	542	0	-542	-100.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>5,924</b>	<b>5,815</b>	<b>4,077</b>	<b>1,646</b>	<b>-2,430</b>	<b>-59.6</b>
<b>GROSS FUNDS</b>	<b>5,924</b>	<b>5,815</b>	<b>4,077</b>	<b>1,646</b>	<b>-2,430</b>	<b>-59.6</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FT0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FT0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(2000) HOMELAND SECURITY GRANTS (PUBLIC SAFETY)</b>								
(FAFA) HOMELAND SECURITY GRANTS (POLICE)	2,901	1,346	900	-446	0.0	0.0	0.0	0.0
(FBFB) HOMELAND SECURITY GRANTS (FIRE)	729	690	0	-690	0.0	0.0	0.0	0.0
(FXFX) HOMELAND SECURITY GRANTS (OCME)	690	400	0	-400	0.0	0.0	0.0	0.0
(UCUC) HOMELAND SECURITY GRANTS (OUC)	550	465	165	-300	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) HOMELAND SECURITY GRANTS (PUBLIC SAFETY)</b>	<b>4,871</b>	<b>2,900</b>	<b>1,065</b>	<b>-1,836</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(3000) HOMELAND SECURITY GRANTS (HUMAN SUPPORT)</b>								
(HCHC) HOMELAND SECURITY GRANTS (HEALTH)	301	681	382	-300	0.0	0.0	0.0	0.0
(JAJA) HOMELAND SECURITY GRANTS (DHS)	22	150	0	-150	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) HOMELAND SECURITY GRANTS (HUMAN SUPPORT)</b>	<b>323</b>	<b>831</b>	<b>382</b>	<b>-450</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Table FT0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(4000) HOMELAND SECURITY GRANT (GOVT DIRECTION)</b>								
(AAAA) HOMELAND SECURITY GRANTS (MAYOR)	91	191	0	-191	0.0	0.0	0.0	0.0
(TOTO) HOMELAND SECURITY GRANTS (OCTO)	147	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (4000) HOMELAND SECURITY GRANT (GOVT DIRECTION)</b>	<b>239</b>	<b>191</b>	<b>0</b>	<b>-191</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(5000) HOMELAND SECURITY GRANTS (PUBLIC WORKS)</b>								
(KAKA) HOMELAND SECURITY GRANTS (DDOT)	142	0	200	200	0.0	0.0	0.0	0.0
(KGKG) HOMELAND SECURITY GRANTS (ENVIRONMENT)	186	150	0	-150	0.0	0.0	0.0	0.0
<b>SUBTOTAL (5000) HOMELAND SECURITY GRANTS (PUBLIC WORKS)</b>	<b>328</b>	<b>150</b>	<b>200</b>	<b>50</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(6000) HOMELAND SECURITY GRANTS (ECON DEVELOP)</b>								
(CRCR) HOMELAND SECURITY GRANTS (DCRA)	39	4	0	-4	0.0	0.0	0.0	0.0
<b>SUBTOTAL (6000) HOMELAND SECURITY GRANTS (ECON DEVELOP)</b>	<b>39</b>	<b>4</b>	<b>0</b>	<b>-4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(9000) HOMELAND SECURITY GRANTS (DRES)</b>								
(AMAM) HOMELAND SECURITY GRANTS (DRES)	15	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (9000) HOMELAND SECURITY GRANTS (DRES)</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>5,815</b>	<b>4,077</b>	<b>1,646</b>	<b>-2,430</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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

Homeland Security Grants operates through the following 3 programs:

**Homeland Security Grants (Public Safety)** – homeland security grants given to agencies that fall under the Public Safety and Justice appropriation title.

This program contains the following 2 activities:

- **Homeland Security Grants (Police)** – homeland security grants given to the Metropolitan Police Department; and

- **Homeland Security Grants (OUC)** – homeland security grants given to the Office of Unified Communications.

**Homeland Security Grants (Human Support)** – homeland security grants given to agencies that fall under the Human Support Services appropriation title.

This program contains the following activity:

- **Homeland Security Grants (Health)** – homeland security grants given to the Department of Health.

**Homeland Security Grants (Public Works)** – homeland security grants given to agencies that fall under the Public Works appropriation title.

This program contains the following activity:

- **Homeland Security Grants (DDOT)** – homeland security grants given to the District Department of Transportation.

### Program Structure Change

The Homeland Security Grants has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FT0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FT0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>4,077</b>	<b>0.0</b>
Decrease: To align budget with projected grant awards	Multiple Programs	-2,430	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,646</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,646</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,646</b>	<b>0.0</b>
<b>GROSS FOR FT0 - HOMELAND SECURITY GRANTS</b>		<b>1,646</b>	<b>0.0</b>

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

## FY 2018 Proposed Budget Changes

Homeland Security Grants' proposed FY 2018 gross budget is \$1,646,077, which represents a 59.6 percent decrease from its FY 2017 approved gross budget of \$4,076,567. The budget is comprised entirely of Intra-District funds.

The Homeland Security and Emergency Management Agency sub-grants several multi-year federal grant dollars to various District agencies through the intra-District transfer process. Homeland Security Grants is the vehicle used to track and record the intra-District transactions with various agencies. Prior to FY 2014 budget formulation, budget authority was not given until after the beginning of each fiscal year. To avoid the delay in making funds available at the beginning of the fiscal year and to improve the efficiency of the intra-District process, the agency proposes an Intra-District budget of \$1,646,077 in nonpersonal services, with no FTEs.

Furthermore, the breakdown by program of the multi-year Memoranda of Understanding (MOUs) is as follows: two agencies within the Homeland Security Grants (Public Safety) program totaling \$1,064,527, which includes the Metropolitan Police Department and Office of Unified Communications; one agency within the Homeland Security Grants (Human Support) program, Department of Health, in the amount of \$381,550; and one agency within the Homeland Security Grants (Public Works) program, the District Department of Transportation, in the amount of \$200,000.

### **Agency Budget Submission**

**Decrease:** Homeland Security Grants' proposed FY 2018 Intra-District budget decreased by a net of \$2,430,490 across multiple programs to align the budget with projected carryover grant awards. The decrease is due to the reduction of multi-year sub-grant awards issued by the Homeland Security and Emergency Management Agency to District agencies in FY 2017.

### **Mayor's Proposed Budget**

**No Change:** Homeland Security Grants' budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

### **District's Proposed Budget**

**No Change:** Homeland Security Grants' budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.



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# Department of Forensic Sciences

[www.dfs.dc.gov](http://www.dfs.dc.gov)

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**Table FR0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$22,296,316	\$24,076,399	\$28,100,670	16.7
FTEs	116.6	195.2	219.2	12.2

The mission of the Department of Forensic Sciences (DFS) is to produce high-quality, timely, accurate, and reliable forensic science with the use of the best available technology and practices, unbiased science, and transparency with the overall goal of enhancing public health and safety.

## Summary of Services

DFS provides independent analysis of evidence and samples submitted by agencies within the District of Columbia and its federal neighbors. The Forensic Science Laboratory division analyzes evidence submitted from criminal cases, including DNA, fingerprints, and firearms. DFS also provides expert witness testimony in defense of their analytical reports in the District's courts of law. The Public Health Laboratory division provides diagnostic and analytical testing for biological pathogens and chemical agents from clinical, environmental, or food sources and provides emergency response testing. The Crime Scene Sciences division collects, analyzes, processes, and preserves evidence found at crime scenes in the District. The DFS Directorate supports the work of the entire agency through strategic direction, training, quality assurance, research, recruitment and hiring of personnel, information technology, data management, fleet management, procurement, and other administrative support services.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FR0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FR0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	20,865	22,879	25,787	2,907	12.7	111.7	187.0	207.0	20.0	10.7
<b>TOTAL FOR GENERAL FUND</b>	<b>20,865</b>	<b>22,879</b>	<b>25,787</b>	<b>2,907</b>	<b>12.7</b>	<b>111.7</b>	<b>187.0</b>	<b>207.0</b>	<b>20.0</b>	<b>10.7</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	242	376	523	147	39.0	2.6	5.0	5.0	0.0	0.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>242</b>	<b>376</b>	<b>523</b>	<b>147</b>	<b>39.0</b>	<b>2.6</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	1,189	821	1,792	970	118.1	2.3	3.2	7.2	3.9	120.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>1,189</b>	<b>821</b>	<b>1,792</b>	<b>970</b>	<b>118.1</b>	<b>2.3</b>	<b>3.2</b>	<b>7.2</b>	<b>3.9</b>	<b>120.0</b>
<b>GROSS FUNDS</b>	<b>22,296</b>	<b>24,076</b>	<b>28,101</b>	<b>4,024</b>	<b>16.7</b>	<b>116.6</b>	<b>195.2</b>	<b>219.2</b>	<b>23.9</b>	<b>12.2</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FR0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FR0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	8,601	8,550	14,942	14,936	-6	0.0
12 - REGULAR PAY - OTHER	616	1,870	1,129	2,218	1,090	96.5
13 - ADDITIONAL GROSS PAY	438	347	538	542	4	0.7
14 - FRINGE BENEFITS - CURRENT PERSONNEL	1,989	2,212	3,552	3,890	338	9.5
15 - OVERTIME PAY	243	425	113	264	151	132.9
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>11,888</b>	<b>13,404</b>	<b>20,274</b>	<b>21,850</b>	<b>1,576</b>	<b>7.8</b>
20 - SUPPLIES AND MATERIALS	1,197	1,584	1,161	1,657	496	42.7
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	-7	21	43	43	0	0.0
40 - OTHER SERVICES AND CHARGES	1,972	1,974	758	1,543	786	103.7
41 - CONTRACTUAL SERVICES - OTHER	115	3,137	925	2,167	1,242	134.3
70 - EQUIPMENT AND EQUIPMENT RENTAL	983	2,178	916	841	-75	-8.2
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>4,261</b>	<b>8,892</b>	<b>3,803</b>	<b>6,251</b>	<b>2,448</b>	<b>64.4</b>
<b>GROSS FUNDS</b>	<b>16,149</b>	<b>22,296</b>	<b>24,076</b>	<b>28,101</b>	<b>4,024</b>	<b>16.7</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FR0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FR0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(100F) AFO	0	0	143	143	0.0	0.0	1.0	1.0
(1010) PERSONNEL	383	267	447	180	0.9	2.0	2.0	0.0
(1015) TRAINING	373	537	587	50	1.7	4.0	4.0	0.0
(1020) CONTRACT AND PROCUREMENT	0	0	100	100	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	855	950	1,765	815	5.2	6.0	7.0	1.0
(1055) RISK MANAGEMENT	303	385	334	-51	1.7	2.0	2.0	0.0
(1060) LEGAL	252	375	389	14	1.9	4.0	4.0	0.0
(1070) FLEET MANAGEMENT	29	10	10	0	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	0	139	0	-139	0.0	1.0	0.0	-1.0
(1085) CUSTOMER SERVICE	125	0	142	142	0.9	0.0	1.0	1.0
(1090) PERFORMANCE MANAGEMENT	1,833	1,759	1,853	94	8.6	13.0	14.0	1.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>4,152</b>	<b>4,423</b>	<b>5,771</b>	<b>1,348</b>	<b>20.8</b>	<b>32.0</b>	<b>35.0</b>	<b>3.0</b>
<b>(1100) ADVISORY BOARD</b>								
(1110) ADMINISTRATIVE AND SUPPORT SERVICES	31	151	0	-151	0.0	1.0	0.0	-1.0
<b>SUBTOTAL (1100) ADVISORY BOARD</b>	<b>31</b>	<b>151</b>	<b>0</b>	<b>-151</b>	<b>0.0</b>	<b>1.0</b>	<b>0.0</b>	<b>-1.0</b>
<b>(2000) FORENSIC SCIENCE LABORATORY</b>								
(2010) ADMINISTRATIVE AND SUPPORT SERVICES	3,761	1,004	2,027	1,023	2.6	4.0	3.9	-0.1
(2020) LABORATORY SERVICES	2,201	7,446	6,740	-706	13.0	62.2	58.2	-4.0
(2030) MATERIALS ANALYSIS UNIT	168	0	0	0	2.6	0.0	0.0	0.0
(2040) LATENT FINGERPRINT UNIT	1,079	0	0	0	9.4	0.0	0.0	0.0
(2050) FIREARMS EXAMINATION UNIT	1,223	0	0	0	11.6	0.0	0.0	0.0
(2060) DIGITAL EVIDENCE UNIT	480	0	0	0	6.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) FORENSIC SCIENCE LABORATORY</b>	<b>8,912</b>	<b>8,450</b>	<b>8,767</b>	<b>317</b>	<b>45.2</b>	<b>66.2</b>	<b>62.2</b>	<b>-4.1</b>
<b>(3000) PUBLIC HEALTH LABORATORY</b>								
(3010) ADMINISTRATIVE AND SUPPORT SERVICES	522	827	550	-278	6.9	8.0	5.0	-3.0
(3020) LABORATORY SERVICES	2,294	2,039	3,557	1,518	6.9	10.0	20.0	10.0
(3030) CHEMICAL SCIENCE UNIT	912	0	0	0	2.6	0.0	0.0	0.0
<b>SUBTOTAL (3000) PUBLIC HEALTH LABORATORY</b>	<b>3,727</b>	<b>2,867</b>	<b>4,107</b>	<b>1,240</b>	<b>16.3</b>	<b>18.0</b>	<b>25.0</b>	<b>7.0</b>

**Table FR0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(4000) CRIME SCENE SCIENCES</b>								
(4010) ADMINISTRATIVE AND SUPPORT SERVICES	1,198	1,063	860	-203	3.4	6.0	4.0	-2.0
(4020) EVIDENCE HANDLING	907	7,123	8,597	1,473	6.9	72.0	93.0	21.0
(4030) CRIME SCENE SCIENCES UNIT	3,369	0	0	0	24.0	0.0	0.0	0.0
<b>SUBTOTAL (4000) CRIME SCENE SCIENCES</b>	<b>5,474</b>	<b>8,186</b>	<b>9,456</b>	<b>1,270</b>	<b>34.3</b>	<b>78.0</b>	<b>97.0</b>	<b>19.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>22,296</b>	<b>24,076</b>	<b>28,101</b>	<b>4,024</b>	<b>116.6</b>	<b>195.2</b>	<b>219.2</b>	<b>23.9</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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.

## Division Description

The Department of Forensic Sciences operates through the following 4 divisions:

**Forensic Science Laboratory** – provides independent scientific examinations and analysis to stakeholders submitting physical evidence in criminal cases, providing these services to District government agencies and neighboring federal agencies.

This division contains the following 2 activities:

- **Administrative and Support Services** – provides administrative support for the needs of the Forensic Science Laboratory division; and
- **Laboratory Services** – provides analysis of fingerprints, firearms, ammunition, blood, and other tissue samples for identification in criminal investigations.

**Public Health Laboratory** – provides testing of biological and chemical samples that relate to public health and safety, such as infectious diseases, hazardous chemicals, or biological contamination, up to and including bio- or chemical terrorist attacks.

This division contains the following 2 activities:

- **Administrative and Support Services** – provides administrative and ancillary support services for the Public Health Laboratory division; and
- **Laboratory Services** – provides testing for naturally occurring or man-made infectious agents, chemical agents, and environmental specimens responsible for human illness or mortality.

**Crime Scene Sciences** – provides the collection, analysis, processing, and preservation of evidence found, associated with a crime scene, that is critical to solving crimes in the District.

This division contains the following 2 activities:

- **Administrative and Support Services** – provides administrative support for the needs of the Crime Scene Sciences division; and
- **Evidence Handling** – provides the science applied at a crime scene to collect, analyze, process, and preserve evidence; as well as intake and transfer evidence with stakeholder agencies.

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

### Division Structure Change

The proposed division structure changes are provided in the Agency Realignment appendix to the proposed budget, which is located at [www.cfo.dc.gov](http://www.cfo.dc.gov) on the Annual Operating Budget and Capital Plan page.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FR0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FR0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>22,879</b>	<b>187.0</b>
Other CSFL Adjustments	Multiple Programs	50	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>22,929</b>	<b>187.0</b>
Increase: To adjust the Contractual Services budget	Multiple Programs	416	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-259	1.0
Decrease: To align resources with operational spending goals	Multiple Programs	-354	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>22,733</b>	<b>188.0</b>
Enhance: To support additional FTEs for Crime Scene Scientists	Multiple Programs	2,876	22.0
Enhance: To support additional FTEs for Forensic Chemistry	Public Health Laboratory	383	2.0
Enhance: To cover additional digital storage costs (\$340k) and Crime Scene collection costs (\$31.9k)	Agency Management	372	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>26,363</b>	<b>212.0</b>
Reduce: To recognize savings from a reduction in FTEs	Crime Scene Sciences	-577	-5.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>25,787</b>	<b>207.0</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>376</b>	<b>5.0</b>
Increase: To align budget with projected grant awards	Forensic Science Laboratory	147	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>523</b>	<b>5.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>523</b>	<b>5.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>523</b>	<b>5.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>821</b>	<b>3.2</b>
Increase: To align budget with projected revenues	Multiple Programs	641	0.0
Increase: To support additional FTEs	Multiple Programs	329	3.9
<b>INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,792</b>	<b>7.2</b>

**Table FR0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,792</b>	<b>7.2</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,792</b>	<b>7.2</b>

<b>GROSS FOR FR0 - DEPARTMENT OF FORENSIC SCIENCES</b>	<b>28,101</b>	<b>219.2</b>
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(Change is calculated by whole numbers and numbers may not add up due to rounding)

**FY 2018 Proposed Budget Changes**

The Department of Forensic Sciences' (DFS) proposed FY 2018 gross budget is \$28,100,670, which represents a 16.7 percent increase over its FY 2017 approved gross budget of \$24,076,399. The budget is comprised of \$25,786,572 in Local funds, \$522,502 in Federal Grant funds, and \$1,791,596 in Intra-District funds.

**Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DFS' FY 2018 CSFL budget is \$22,928,902, which represents a \$49,668, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$22,879,234.

**CSFL Assumptions**

The FY 2018 CSFL calculated for DFS included adjustment entries that are not described in detail on table 5. These adjustments were made for an increase of \$10,323 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$39,418 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DFS also reflects a decrease of \$73 for the Fixed Costs Inflation Factor to account for the estimates for Fleet services.

**Agency Budget Submission**

**Increase:** DFS' proposed Local funds budget includes a net increase of \$416,022, primarily in the Forensic Science Laboratory division, to support analysis of fingerprints, ammunition, and other elements related to identification in criminal investigations.

In Federal Grant funds, the proposed budget reflects a net increase of \$146,612 in the Forensic Science Laboratory division to reflect funding of Laboratory supplies, as part of the DNA Capacity and Backlog Reduction Program grant.

Adjustments to the budget proposed for Intra-District funds include net increases of \$640,927 to support projected nonpersonal services costs, and \$329,395 and 3.9 Full-Time Equivalents (FTEs) to reflect personal services costs; both of these adjustments were primarily in the Public Health Laboratory division. DFS' Intra-District funding is based on Memoranda of Understanding with the Department of Health, the Office of Victim Services and Justice, and the Metropolitan Police Department.

**Decrease:** In Local funds, the proposed budget includes a net decrease of \$258,501, primarily in the Forensic Science Laboratory division, and a net increase of 1.0 FTE to reflect projected personal services costs and the reclassification of an FTE. The proposed budget also includes a net decrease of \$353,848, which is primarily in the Forensic Science Laboratory division.

### **Mayor's Proposed Budget**

**Enhance:** The proposed Local funds budget includes an increase of \$2,875,940 and 22.0 FTEs. This increase supports 22 Crime Scene Scientists to ensure crime scene evidence is collected and catalogued. Additionally, the proposed budget also includes an increase of \$382,719 and 2.0 FTEs, in the Public Health Laboratory division, to support 2 Forensic Chemists to enhance the agency's forensic chemistry ability, and to successfully attain the ISO17025 accreditation. The proposed Local budget also reflects an increase of \$371,900, of which \$340,000 will support the expansion of digital storage to locally house sensitive information; DFS needs approximately 2-4 terabytes of additional storage per day. The additional \$31,900 will support crime scene collection and cataloguing efforts.

### **District's Proposed Budget**

**Reduce:** DFS' proposed Local funds budget reflects an overall reduction of \$576,561 in the Crime Scene Sciences division. This adjustment is attributed to decreases of \$426,561 to reflect the elimination of 5.0 FTEs and \$150,000 to recognize additional salary lapse savings.

## Agency Performance Plan\*

Department of Forensic Sciences (DFS) has the following strategic objectives for FY 2018:

### 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 high-quality forensic science and public health laboratory analysis to stakeholders so they can execute their own core services to the public in a timely manner. Our three overarching core services are: crime scene evidence collection, forensic science analysis, and public health laboratory diagnostic, analytical, and emergency response testing.
2. Provide administrative support, training and risk management oversight to our laboratory and technical units by ensuring compliance with the legal mandate to make analysis documents available. The science lab units will each have administrative support services to maintain operational capacity in the form of training, continuing education, safety, risk management, quality, and legal support.
3. 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 high-quality forensic science and public health laboratory analysis to stakeholders so they can execute their own core services to the public in a timely manner. Our three overarching core services are: crime scene evidence collection, forensic science analysis, and public health laboratory diagnostic, analytical, and emergency response testing. (4 Activities)**

Activity Title	Activity Description	Type of Activity
Testing Pathogens of Public Health Significance	The Public Health Laboratory (PHL) will provide diagnostic, analytical and emergency response testing for biological pathogens and chemical agents from clinical, environmental, or food sources.	Daily Service
Improve Laboratory Efficiency Through Technological Advances	DFS will continue to expand its capabilities as a top tier forensic and public health laboratory by implementing new scientific programs and investing in laboratory equipment infrastructure.	Key Project
Conduct Timely Forensic Analysis	The Forensic Science Laboratory division will conduct coordinated and timely forensic analysis in accordance with industry standards and accreditation guidelines.	Daily Service
Crime Scene Responses	The Crime Scene Sciences Division will serve as stewards of evidence by maintaining custody of evidence from collection to storage at DFS.	Daily Service

**2. Provide administrative support, training and risk management oversight to our laboratory and technical units by ensuring compliance with the legal mandate to make analysis documents available. The science lab units will each have administrative support services to maintain operational capacity in the form of training, continuing education, safety, risk management, quality, and legal support. (3 Activities)**

Activity Title	Activity Description	Type of Activity
Oversee Laboratory Environment	Establish, manage and ensure compliance of federal, district, and local regulations and policy; and provide medical surveillance to staff, mandates safety training for all staff members, and audits laboratory facilities to ensure a safe work environment.	Daily Service
Offer Training Curriculum for Professional Development	Provide a training curriculum to DFS employees to ensure they maintain skill sets, meet standards of excellence, and deliver high quality, accurate, and reliable services.	Daily Service
Monitor Quality Compliance with Certification Requirements	Assurance that DFS produces products that are fit for stakeholders' purposes by maintaining ISO 17025 accreditation for the agency, maintains Clinical Laboratory Improvement Act (CLIA) certification, as well as, compliance with applicable federal regulations such as the Division of Select Agents and Toxins (DSAT).	Daily Service

**3. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (5 Activities)**

Activity Title	Activity Description	Type of Activity
Resource Efficiency and Goal Attainment	Strategically forecast, analyze, and present agency data to determine levels of resource efficiency and goal attainment. Analyze raw data and present graphical visuals of real-time workload from data obtained from Legislative Information Management System (LIMS), and other databases to better inform strategic leadership decisions to enhance laboratory services.	Key Project
IT systems	Promote and facilitate the effective integration of technology into the DFS divisions by developing, supporting, and maintaining a highly effective, reliable, secure, and innovative information systems to support agency needs.	Daily Service
Efficiently Procure Vital Services and Resources	Proactively procure the necessary services, supplies, and equipment for the laboratories to meet the daily needs of scientists and agency personnel.	Daily Service
Human Capital Management	Supports the hiring of new employees and provides employee data on residency, on-board time, and performance plan completion from data pulled from PeopleSoft.	Daily Service
Legal Advice	Facilitate stakeholder engagement, legally advise director level decision-making, train scientists for court testimony and presentation of scientific expertise, draft contracts and agreements with government and private organizations, and process discovery requests.	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 high-quality forensic science and public health laboratory analysis to stakeholders so they can execute their own core services to the public in a timely manner. Our three overarching core services are: crime scene evidence collection, forensic science analysis, and public health laboratory diagnostic, analytical, and emergency response testing. (6 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average turnaround time for crime scene response (in minutes)	No	Not Available	30	Not Available	30	30
Number of new assay/tests offered at the PHL	No	Not Available	Not Available	Not Available	Not Available	5
Percent of Biological Terrorism and Chemical Terrorism samples analyzed within 24 hours	No	Not Available	Not Available	Not Available	90%	90%
Percent of Crime Scene Reports completed within 14 calendar days.	Yes	Not Available	Not Available	Not Available	Not Available	95%
Percent of priority cases as designated by the contributor and marked in LIMS completed within 60 days from the date the analyst was assigned the case	No	Not Available	74%	Not Available	50%	50%
Percent of requested homicide cases completed within 60 days from the date the analyst was assigned the case	No	Not Available	82%	Not Available	50%	50%

**2. Provide administrative support, training and risk management oversight to our laboratory and technical units by ensuring compliance with the legal mandate to make analysis documents available. The science lab units will each have administrative support services to maintain operational capacity in the form of training, continuing education, safety, risk management, quality, and legal support. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of action steps in a Quality Corrective Action Report that are completed by the action step date	No	Not Available	77%	Not Available	90%	90%
Percent of safety incident reports submitted to DFS Safety Officer within 48 hours	No	Not Available	98%	Not Available	90%	90%
Percent of scientists meeting technical competency requirements	No	Not Available	97%	Not Available	90%	90%

**3. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Budget - Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget - Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement - Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement - Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service - Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management - Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 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. Provide timely testing of pathogens of public health significance

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of Proficiency Tests performed	No	Not Available	Not Available	Not Available
Number of tests performed for each received public health sample	No	Not Available	Not Available	Not Available
Number of validation efforts performed	No	Not Available	Not Available	Not Available

### 2. Oversee the laboratory environment is both safe and healthy for staff

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of safety incidents reported	No	Not Available	Not Available	91

### 3. Offer training curriculum for professional development

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of training hours completed by employees	No	Not Available	Not Available	Not Available

#### 4. Strategically forecast, analyze, and present agency data to determine levels of resource efficiency and goal attainment

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of unique statistical reports generated	No	Not Available	Not Available	Not Available

#### 5. Ensures all IT systems and databases are operational and secure for scientists and agency personnel to deliver reports and services to Stakeholders

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of IT service requests received	No	Not Available	Not Available	4,667

#### 6. Efficiently procure vital services and resources

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of requisitions submitted into Procurement Automated Support System (PASS)	No	Not Available	Not Available	Not Available

#### 7. Conduct timely forensic analysis

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Animal and Plant Health Inspection Service (APHIS) database entries	No	Not Available	Not Available	Not Available
Number of Animal and Plant Health Inspection Service (APHIS) database hits	No	Not Available	Not Available	Not Available
Number of CODIS database hits	No	Not Available	Not Available	Not Available
Number of Combined DNA Index System (CODIS) database entries	No	Not Available	Not Available	Not Available
Number of firearms processed for test fire	No	Not Available	Not Available	1,717
Number of National Integrated Ballistics Information Network (NIBIN) database entries	No	Not Available	Not Available	Not Available
Number of National Integrated Ballistics Information Network (NIBIN) database hits	No	Not Available	Not Available	349
Number of service requests from stakeholders	No	Not Available	Not Available	Not Available

#### 8. Conduct professional and expedient crime scene responses, collection, and storage of evidence. and evidence collection

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of crime scenes processed	No	Not Available	Not Available	Not Available
Number of evidence items received	No	Not Available	Not Available	Not Available

#### 9. Monitor quality compliance with certification requirements

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of internal audits	No	Not Available	Not Available	Not Available
Number of Quality Corrective Action Requests opened	No	Not Available	Not Available	129

(Continued on next page)

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**9. Monitor quality compliance with certification requirements**

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Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of stakeholder complaints received	No	Not Available	Not Available	20

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**10. Responsible for human capital management and recruitment for DFS and serves as liaison to external entities**

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Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of employees on-boarded	No	Not Available	Not Available	Not Available

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**11. Provide legal advice to the agency and facilitate stakeholder engagement**

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Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of discovery requests	No	Not Available	Not Available	Not Available

**Performance Plan Endnotes**

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



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# Corrections Information Council

[www.cic.dc.gov](http://www.cic.dc.gov)

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**Table FI0-1**

<b>Description</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>% Change</b>
	<b>Actual</b>	<b>Approved</b>	<b>Proposed</b>	<b>from FY 2017</b>
OPERATING BUDGET	\$441,246	\$497,297	\$748,313	50.5
FTEs	5.4	6.0	7.0	16.7

The Corrections Information Council (CIC) is mandated by the federal and District governments to monitor and inspect the prisons, jails, and halfway houses where District residents convicted of D.C. Code offenses are incarcerated. The facilities to be monitored and inspected include all Federal Bureau of Prisons facilities, Department of Corrections facilities, and contract facilities where District residents are incarcerated. The CIC reports its findings and recommendations on conditions of confinement to the Mayor, City Council, the District's Congressional representatives, corrections agency heads, and the community.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FI0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FI0-2**

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>Appropriated Fund</b>										
<b>GENERAL FUND</b>										
LOCAL FUNDS	441	497	748	251	50.5	5.4	6.0	7.0	1.0	16.7
<b>TOTAL FOR GENERAL FUND</b>	<b>441</b>	<b>497</b>	<b>748</b>	<b>251</b>	<b>50.5</b>	<b>5.4</b>	<b>6.0</b>	<b>7.0</b>	<b>1.0</b>	<b>16.7</b>
<b>GROSS FUNDS</b>	<b>441</b>	<b>497</b>	<b>748</b>	<b>251</b>	<b>50.5</b>	<b>5.4</b>	<b>6.0</b>	<b>7.0</b>	<b>1.0</b>	<b>16.7</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FI0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FI0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
11 - REGULAR PAY - CONTINUING FULL TIME	0	53	246	222	-23	-9.5
12 - REGULAR PAY - OTHER	0	275	130	226	96	73.4
13 - ADDITIONAL GROSS PAY	0	4	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	0	58	75	82	6	8.5
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>389</b>	<b>451</b>	<b>530</b>	<b>79</b>	<b>17.4</b>
20 - SUPPLIES AND MATERIALS	0	1	5	5	0	0.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	0	0	14	14	N/A
32 - RENTALS - LAND AND STRUCTURES	0	0	0	150	150	N/A
40 - OTHER SERVICES AND CHARGES	0	50	41	50	9	21.8
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>52</b>	<b>46</b>	<b>219</b>	<b>173</b>	<b>372.8</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>441</b>	<b>497</b>	<b>748</b>	<b>251</b>	<b>50.5</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FI0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FI0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) PRISONER WELL-BEING</b>								
(1010) COMPREHENSIVE INSPECTIONS								
DISTRICT PRIS	441	497	748	251	5.4	6.0	7.0	1.0
<b>SUBTOTAL (1000) PRISONER WELL-BEING</b>	<b>441</b>	<b>497</b>	<b>748</b>	<b>251</b>	<b>5.4</b>	<b>6.0</b>	<b>7.0</b>	<b>1.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>441</b>	<b>497</b>	<b>748</b>	<b>251</b>	<b>5.4</b>	<b>6.0</b>	<b>7.0</b>	<b>1.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Corrections Information Council operates through the following program:

**Prisoner Well-Being** – provides comprehensive inspections of Federal Bureau of Prisons and Department of Corrections facilities and contract facilities where District residents are incarcerated. The CIC makes recommendations to maintain or improve the interests and well-being of District residents in these facilities.

## Program Structure Change

The Corrections Information Council has no program structure changes in the FY 2018 proposed budget.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FI0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FI0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>497</b>	<b>6.0</b>
Other CSFL Adjustments	Prisoner Well-Being	0	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>497</b>	<b>6.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Prisoner Well-Being	4	0.0
Decrease: To offset projected adjustments in personal services costs	Prisoner Well-Being	-4	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>497</b>	<b>6.0</b>
Enhance: To support the outreach program in the correctional facilities	Prisoner Well-Being	76	1.0
Enhance: To support office space rental	Prisoner Well-Being	55	0.0
Enhance: To support Telecommunication projections	Prisoner Well-Being	14	0.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>641</b>	<b>7.0</b>
Enhance: To support the cost of additional office space	Prisoner Well-Being	95	0.0
Enhance: To support travel, printing, and consulting services	Prisoner Well-Being	12	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>748</b>	<b>7.0</b>
<b>GROSS FOR FI0 - CORRECTIONS INFORMATION COUNCIL</b>		<b>748</b>	<b>7.0</b>

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

## FY 2018 Proposed Budget Changes

The Corrections Information Council's (CIC) proposed FY 2018 gross budget is \$748,313, which represents a 50.5 percent increase over its FY 2017 approved gross budget of \$497,297. The budget is comprised entirely of Local funds.

### Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

CIC's FY 2018 CSFL budget is \$496,976, which represents a \$321, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$497,297.

### CSFL Assumptions

The FY 2018 CSFL calculated for CIC included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$1,353 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$1,032 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

**Agency Budget Submission**

**Increase:** The Corrections Information Council's proposed budget reflects a net increase of \$4,031 in the Prisoner Well-Being program, to align funding with projected salary and fringe benefit costs.

**Decrease:** The Corrections Information Council's budget proposal includes a reduction of \$4,031 to align funding with projected personal services expenditures.

**Mayor's Proposed Budget**

**Enhance:** The Corrections Information Council proposes increases of \$75,837 and 1.0 Full-Time Equivalent position to hire a Program Analyst to receive and respond to specific, individual complaints, questions, and requests from incarcerated residents, their family members, and other concerned citizens; \$54,957 to cover the annual rental cost for office space; and \$13,500 to cover Telecommunication services.

**District's Proposed Budget**

**Enhance:** CIC's proposed budget includes increases of \$95,043 to support the costs of additional office space and \$12,000 for nonpersonal services needs related to travel, printing, and consulting services.

## Agency Performance Plan

Corrections Information Council (CIC) has the following strategic objectives for FY 2018:

### 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. Improve system transparency through inspections, monitoring, and timely inspection reports.
2. Provide education on conditions of confinement, programs, and prison reentry to inform and empower inmates, community, and policy decision-makers.
3. Provide recommendations to improve conditions of confinement, policies and procedures affecting incarcerated residents to improve public safety.
4. Create and maintain a highly efficient, transparent, and responsive District government.\*\*

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### 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.

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#### 1. Improve system transparency through inspections, monitoring, and timely inspection reports. (1 Activity)

Activity Title	Activity Description	Type of Activity
Inspect Federal Bureau of Prisons (BOP) and Department of Corrections (DOC) facilities	Inspect BOP facilities per Memorandum of Understanding (MOU), monitor changes, and write/publish inspection reports. Inspect DOC facilities, by visiting different units/areas per quarter. Publish annual report of inspection visits.	Daily Service

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#### 2. Provide education on conditions of confinement, programs, and prison reentry to inform and empower inmates, community, and policy decision-makers. (2 Activities)

Activity Title	Activity Description	Type of Activity
Briefs/Reports on BOP or DOC facilities	Provide brief/reports on systemic issues affecting inmates in Federal Bureau of Prisons (BOP) or Department of Corrections (DOC) facilities. Select a topic of relevance in multiple facilities or across facilities. Conduct research on that issue and publish an issue brief or report on that cross-sectional issue.	Daily Service
Educate Community	Attend community and public government events surrounding corrections or transition from incarceration to community. CIC will also host events with experts to educate community about issues pertaining to conditions of confinement and transition from incarceration.	Daily Service

### 3. Provide recommendations to improve conditions of confinement, policies and procedures affecting incarcerated residents to improve public safety. (1 Activity)

Activity Title	Activity Description	Type of Activity
Communications with BOP and DOC officials	Communications with BOP and DOC officials on conditions of confinement and community concerns via meetings with corrections agency leadership, email and phone. Share draft reports, bulletins, and other information with corrections agencies.	Daily Service

### 4. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (1 Activity)

Activity Title	Activity Description	Type of Activity
Inspection of Corrections Facilities	CIC will report on inspections it conducts of prisons, jails, and halfway houses where DC residents are incarcerated. The CIC will also share information via bulletins, annual reports, and thematic reports on the work the CIC conducts, as well as impressions of correctional facilities, policies, and operations it monitors.	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. Improve system transparency through inspections, monitoring, and timely inspection reports. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of Inspection reports submitted to corrections agency for review within 90 days of onsite inspection	No	Not Available	Not Available	Not Available	80%	80%

### 2. Provide education on conditions of confinement, programs, and prison reentry to inform and empower inmates, community, and policy decision-makers. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
High rating of meetings by attendees to CIC meetings	No	Not Available	Not Available	Not Available	75%	75%
Number of issue papers/thematic reports produced	No	Not Available	Not Available	Not Available	3	3

### 3. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget - Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget - Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

(Continued on next page)

**3. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(9 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Contracts/Procurement - Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service - Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources - Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management - Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**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. Inspect BOP and DOC facilities, monitor changes, and write/publish inspection reports.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of onsite facility inspections conducted	No	Not Available	Not Available	8

**2. Inspect Federal Bureau of Prisons (BOP) and Department of Corrections (DOC) facilities, monitor changes, and write/publish inspection reports.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of inspection reports published	No	Not Available	Not Available	10

**3. Provide brief/reports on systemic issues affecting inmates in BOP or DOC facilities**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of thematic reports/issue briefs on issues affecting incarcerated residents published	No	Not Available	Not Available	5

**4. Attend events and hold events with experts to educate community about CIC and its mission.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of CIC education presentations/events held	No	Not Available	Not Available	3
Number of community meetings and events attended by CIC	No	Not Available	Not Available	51

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**5. Communications with BOP and DOC officials on conditions of confinement and community concerns**

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<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of meetings with corrections agency leaders regarding CIC recommendations	No	Not Available	Not Available	5

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**6. Inspection of Corrections Facilities**

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<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
One Annual Report of CIC inspections, reports, educational activities, outreach, and value-added impact	No	Not Available	Not Available	0

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**Performance Plan Endnotes**

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



# Office of Victim Services and Justice Grants

ovsjg.dc.gov  
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**Table FO0-1**

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$28,218,259	\$38,630,950	\$44,848,546	16.1
FTEs	14.1	14.0	16.0	14.2

The mission of the Mayor's Office of Victim Services and Justice Grants (OVSJG) is to develop, fund, and coordinate programs that improve public safety; enhance the administration of justice; and create systems of care for crime victims, youth, and their families in the District.

## Summary of Services

The Office of Victim Services and Justice Grants (OVSJG) coordinates and funds programs in the District that serve crime victims, prevent crime, and improve the administration of justice for victims and offenders. OVSJG also provides policy-making expertise, advice, and counsel to the Executive on the role of victims and offenders in the criminal justice system, and evidence-based practices to respond to, intervene in, and prevent violence. OVSJG operates three primary programs: victim services, justice grants, and the Access to Justice initiative.

The Victim Services program (VS) administers grants to agencies and community-based organizations to support victims of all crime, and provides coordination and leadership around multi-disciplinary efforts to develop a continuum of care for all types of crime victims. Some of this support includes providing safe temporary and transitional housing for victims/survivors of domestic violence; coordinating with area hospitals to ensure that victims are able to receive advocacy and medical forensic services; ensuring access to translations and interpretation services for victim service providers; and providing crisis intervention and advocacy services for victims of homicide, sexual assault, domestic violence, and stalking.

The Justice Grants program (JG) administers grants to agencies and community-based organizations working to enhance District public safety and addressing juvenile and criminal justice issues. JG's programs focus on truancy prevention, re-entry of returning citizens, juvenile diversion, mentoring, and anti-gang efforts. JG is responsible for gathering stakeholder input and identifying cross-cutting funding priorities each year; identifying subgrantees that are well-positioned to advance these funding priorities; and providing financial, administrative, and programmatic oversight, training, and technical assistance to ensure program outcomes are achieved.

The Access to Justice initiative contains two primary activities: the Access to Justice program provides financial assistance to organizations and individuals who provide direct civil legal services to low-income and underserved District residents; and the Poverty Lawyer Loan Repayment Assistance program provides educational loan repayment assistance to lawyers who live and work in the District of Columbia and are employed in areas of legal practice that serve low-income residents.

OVSJG also represents the Executive Office of the Mayor on local coordinating bodies, including the Sexual Assault Response Team and the D.C. Juvenile Justice Advisory Committee, and coordinates the District's effort to substantially comply with the Sex Offender Registration and Notification Act and Prison Rape Elimination Act.

The agency's FY 2018 proposed budget is presented in the following tables:

## **FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type**

Table FO0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FO0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b><u>GENERAL FUND</u></b>										
LOCAL FUNDS	20,442	23,431	28,941	5,510	23.5	10.5	10.6	10.7	0.1	0.6
SPECIAL PURPOSE REVENUE FUNDS	232	1,798	1,837	39	2.2	0.0	0.8	1.9	1.1	150.0
<b>TOTAL FOR GENERAL FUND</b>	<b>20,673</b>	<b>25,229</b>	<b>30,778</b>	<b>5,549</b>	<b>22.0</b>	<b>10.5</b>	<b>11.4</b>	<b>12.6</b>	<b>1.2</b>	<b>10.5</b>
<b><u>FEDERAL RESOURCES</u></b>										
FEDERAL GRANT FUNDS	7,545	13,402	14,071	668	5.0	3.6	2.6	3.4	0.8	29.9
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>7,545</b>	<b>13,402</b>	<b>14,071</b>	<b>668</b>	<b>5.0</b>	<b>3.6</b>	<b>2.6</b>	<b>3.4</b>	<b>0.8</b>	<b>29.9</b>
<b>GROSS FUNDS</b>	<b>28,218</b>	<b>38,631</b>	<b>44,849</b>	<b>6,218</b>	<b>16.1</b>	<b>14.1</b>	<b>14.0</b>	<b>16.0</b>	<b>2.0</b>	<b>14.2</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FO0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FO0-3**

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
<b>Comptroller Source Group</b>						
11 - REGULAR PAY - CONTINUING FULL TIME	0	1,105	1,097	1,371	273	24.9
12 - REGULAR PAY - OTHER	0	237	261	157	-104	-39.9
13 - ADDITIONAL GROSS PAY	0	1	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	0	270	272	321	49	18.1
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>1,613</b>	<b>1,630</b>	<b>1,848</b>	<b>219</b>	<b>13.4</b>
20 - SUPPLIES AND MATERIALS	0	30	5	47	42	929.8
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	1	19	0	-19	-100.0
40 - OTHER SERVICES AND CHARGES	0	107	118	226	107	90.9
50 - SUBSIDIES AND TRANSFERS	0	26,467	36,860	42,728	5,868	15.9
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>26,605</b>	<b>37,001</b>	<b>43,000</b>	<b>5,999</b>	<b>16.2</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>28,218</b>	<b>38,631</b>	<b>44,849</b>	<b>6,218</b>	<b>16.1</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FO0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FO0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) AGENCY MANAGEMENT</b>								
(1040) INFORMATION TECHNOLOGY	0	10	29	19	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	0	386	407	22	0.0	2.5	2.8	0.4
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>0</b>	<b>395</b>	<b>436</b>	<b>41</b>	<b>0.0</b>	<b>2.5</b>	<b>2.8</b>	<b>0.4</b>
<b>(2000) JUSTICE GRANTS</b>								
(2010) JUSTICE GRANTS	6,401	10,230	5,926	-4,304	6.5	7.0	4.4	-2.6
<b>SUBTOTAL (2000) JUSTICE GRANTS</b>	<b>6,401</b>	<b>10,230</b>	<b>5,926</b>	<b>-4,304</b>	<b>6.5</b>	<b>7.0</b>	<b>4.4</b>	<b>-2.6</b>
<b>(3000) ACCESS TO JUSTICE</b>								
(3010) ACCESS TO JUSTICE	5,028	5,028	9,809	4,781	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) ACCESS TO JUSTICE</b>	<b>5,028</b>	<b>5,028</b>	<b>9,809</b>	<b>4,781</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(4000) VICTIM SERVICES</b>								
(4010) VICTIM SERVICES	16,790	22,977	23,122	144	7.7	4.5	6.8	2.2
<b>SUBTOTAL (4000) VICTIM SERVICES</b>	<b>16,790</b>	<b>22,977</b>	<b>23,122</b>	<b>144</b>	<b>7.7</b>	<b>4.5</b>	<b>6.8</b>	<b>2.2</b>

**Table FO0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(5000) TRUANCY REDUCTION</b>								
(5010) TRUANCY REDUCTION	0	0	5,055	5,055	0.0	0.0	2.0	2.0
<b>SUBTOTAL (5000) TRUANCY REDUCTION</b>	<b>0</b>	<b>0</b>	<b>5,055</b>	<b>5,055</b>	<b>0.0</b>	<b>0.0</b>	<b>2.0</b>	<b>2.0</b>
<b>(6000) PRIVATE SECURITY CAMERA PROGRAM</b>								
(6010) PRIVATE SECURITY CAMERA PROGRAM	0	0	500	500	0.0	0.0	0.0	0.0
<b>SUBTOTAL (6000) PRIVATE SECURITY CAMERA PROGRAM</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>28,218</b>	<b>38,631</b>	<b>44,849</b>	<b>6,218</b>	<b>14.1</b>	<b>14.0</b>	<b>16.0</b>	<b>2.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 Victim Services and Justice Grants operates through the following 6 programs:

**Justice Grants (JG)** – receives and accounts for United States Department of Justice grants awarded to the District of Columbia and provides resources to governmental and non-governmental organizations with an emphasis on improving District public safety and justice issues. JG manages the life-cycle of federal and local grants, subgrants, and pass-through funds to other non-profit and government agencies in compliance with federal and local grant guidelines.

**Access to Justice** – provides financial assistance to organizations and individuals who provide direct civil legal services to low-income and underserved District residents. It also includes the Poverty Lawyer Loan Repayment Assistance Program function, which provides educational loan repayment assistance to lawyers who live and work in the District of Columbia and are employed in areas of legal practice that serve low-income residents.

**Victim Services (VS)** – administers Federal grants, the District Crime Victims Assistance Fund, and Local funds to support services to victims of all crimes, with a focus on domestic violence, sexual assault, homicide, child abuse, and neglect. VS provides direction to the Executive Office of the Mayor on law and policies that enhance victims' rights and access to justice, care, and safety in the aftermath of a crime.

**Truancy Reduction** – works to reduce truancy and chronic absenteeism in the District of Columbia's public and charter schools through youth and family engagement.

**Private Security Camera** – encourages residents, businesses, non-profits, and religious institutions to install security camera systems on their property. This program is intended to help deter crime and assist law enforcement with investigations.

**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 proposed program structure changes are provided in the Agency Realignment appendix to the proposed budget, which is located at [www.cfo.dc.gov](http://www.cfo.dc.gov) on the Annual Operating Budget and Capital Plan page.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FO0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FO0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>23,431</b>	<b>10.6</b>
Removal of One-Time Funding	Multiple Programs	-556	0.0
Other CSFL Adjustments	Multiple Programs	4	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>22,879</b>	<b>10.6</b>
Increase: To align resources with operational spending goals	Multiple Programs	101	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	43	0.1
Decrease: To realize programmatic cost savings in nonpersonal services	Justice Grants	-144	0.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>22,879</b>	<b>10.7</b>
Enhance: To align resources with operational spending goals	Multiple Programs	5,555	2.0
Enhance: To support community-based and District government services for victims of crimes	Victim Services	556	0.0
Enhance: To support the Private Security Camera program (one-time)	Victim Services	500	0.0
Reduce: To align resources with operational spending goals	Multiple Programs	-5,555	-2.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>23,935</b>	<b>10.7</b>
Enhance: To support multiple programs (\$725K one-time)	Multiple Programs	5,006	0.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>28,941</b>	<b>10.7</b>
<b>FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE</b>		<b>13,402</b>	<b>2.6</b>
Increase: To align budget with projected grant awards	Multiple Programs	565	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	103	0.8
<b>FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission</b>		<b>14,071</b>	<b>3.4</b>
Enhance: To align resources with operational spending goals	Multiple Programs	445	0.0
Reduce: To align resources with operational spending goals	Multiple Programs	-445	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>14,071</b>	<b>3.4</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2018 District's Proposed Budget</b>		<b>14,071</b>	<b>3.4</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,798</b>	<b>0.8</b>
Increase: To align budget with projected revenues	Victim Services	39	1.1
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,837</b>	<b>1.9</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,837</b>	<b>1.9</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,837</b>	<b>1.9</b>

<b>GROSS FOR FO0 - OFFICE OF VICTIM SERVICES AND JUSTICE GRANTS</b>	<b>44,849</b>	<b>16.0</b>
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(Change is calculated by whole numbers and numbers may not add up due to rounding)

## **FY 2018 Proposed Budget Changes**

The Office of Victim Services and Justice Grants' (OVSJG) proposed FY 2018 gross budget is \$44,848,546, which represents a 16.1 percent increase over its FY 2017 approved gross budget of \$38,630,950. The budget is comprised of \$28,941,300 in Local funds, \$14,070,571 in Federal Grant funds, and \$1,836,675 in Special Purpose Revenue funds.

## **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OVSJG's FY 2018 CSFL budget is \$22,879,300, which represents a \$552,004, or 2.4 percent, decrease from the FY 2017 approved Local funds budget of \$23,431,304.

## **CSFL Assumptions**

The FY 2018 CSFL calculated for OVSJG included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$1,979 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$2,016 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for OVSJG includes a reduction of \$556,000 to account for the removal of one-time funding appropriated in FY 2017 to support services to victims of crimes, with a focus on domestic violence, sexual assault, homicide, child abuse, and neglect.

## **Agency Budget Submission**

**Increase:** The proposed budget in Local funds reflects a net increase of \$100,762 across multiple programs to support projected costs associated with office supplies, agency-managed fixed costs for Telecommunication, and professional services. Additionally, the personal services budget increased by \$43,059 across multiple programs to support an additional 0.1 Full-Time Equivalent (FTE) as well as projected salary increases and Fringe Benefits adjustments.

In Federal Grant funds, the proposed budget reflects an increase of \$564,972 to align the budget with projected grant awards related to the Crime Victims Assistance Program and the Violence Against Women Act. Additionally, the personal services budget increased by \$103,469 across multiple programs to support an additional 0.8 FTE, projected salary increases, and adjustments for Fringe Benefits costs.

In Special Purpose Revenue funds, the proposed budget includes an increase of \$39,159 to align the budget with projected revenue from the Crime Victims Assistance Fund and the Domestic Violence Shelter and Transitional Housing Fund. This additional funding will be used to support an additional 1.1 FTEs and align projected personal services costs in the Office of Victim Services program.

**Decrease:** In Local funds, the proposed budget includes a net decrease of \$143,820 in the Justice Grants Administration program due to projected sub-grant payments made to community-based organizations.

## **Mayor's Proposed Budget**

**Enhance:** In Local funds, OVSJG's budget proposal includes increases of \$5,555,374 and 2.0 FTEs, primarily in the Truancy Reduction program, to align resources with the agency's revised organizational structure; \$556,000 in the Office of Victim Services program, to support funding for sub-grants given to community-based organizations and District agencies that provide services to victims of all crimes, with a focus on domestic violence, sexual assault, homicide, child abuse, and neglect; and \$500,000 in one-time funding in the Office of Victim Services program, to support the Private Security Camera program.

**Reduce:** OVSJG’s budget proposal includes a decrease of \$5,555,374 due to the reallocation of resources, mainly from the Justice Grants program. This adjustment aligns resources with the agency’s revised organizational structure.

### **District’s Proposed Budget**

**Enhance:** In Local Funds, OVSJG’s budget proposal includes an increase of \$5,006,000 across multiple programs. This adjustment includes: \$4,500,000, of which \$600,000 is one-time funding, to support the implementation of the “Expanding Access to Justice Amendment Act of 2017” which will allow the District of Columbia Bar Association Foundation to provide attorneys to tenants facing eviction in DC Superior Court; \$281,000 to expand the Access to Justice program; \$125,000 in one-time funding, to provide a grant to the Voices for a Second Chance program; and \$100,000 for grants to programs that use book groups, creative writing and peer support programs for District youth incarcerated as adults.

## Agency Performance Plan\*

The Office of Victim Services and Justice Grants (OVSJG) has the following strategic objectives for FY 2018:

### 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. Ensure that all victims of crime have access to coordinated, professional, trauma-informed, and victim-centered services.
2. Create opportunities and access for primary prevention and intervention programming towards the goal of reducing truancy, delinquency, and violence.
3. Create and sustain a coordinated community response that improves the administration of and access to justice and enhances outcomes for low-income citizens, returning citizens and members of marginalized communities within the District of Columbia.
4. Provide leadership in developing the capacity of and improving the performance of grantees.
5. 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. Ensure that all victims of crime have access to coordinated, professional, trauma-informed, and victim-centered services. (4 Activities)

Activity Title	Activity Description	Type of Activity
Response to Sexual Assault Victims	OVSJG continues to improve outcomes for victims of sexual assault by organizing and funding a continuum of care that increases the coordination and delivery of sexual assault services in the District.	Daily Service
Response to Intimate Partner Violence Victims	OVSJG will improve outcomes for victims of intimate partner violence by organizing and funding a continuum of care that increases the coordination and delivery of intimate partner violence services in the District.	Daily Service
Response to Underserved and Marginalized Victims	OVSJG provides funding for a variety of groups and programs that work with the immigrant community as well as the lesbian, gay, bisexual, transgender, and questioning (LGBTQ) population.	Daily Service
Coordinated Community Response	OVSJG is responsible for building and sustaining direct core victim services in the District that especially focus on victims of crime by funding a variety of community based providers.	Daily Service

**2. Create opportunities and access for primary prevention and intervention programming towards the goal of reducing truancy, delinquency, and violence. (3 Activities)**

Activity Title	Activity Description	Type of Activity
Reduce Chronic Truancy in the District	OVSJG will accomplish the goal of reducing truancy rates among young people throughout the District, by develop programs and collaborations among community-based organizations and schools that reduce truancy by working with families to provide resources to help students attend school regularly and improving the capacity of schools to address truancy.	Daily Service
Evidence-Based Violence Prevention Programming	OVSJG funds programs that help prevent sexual and intimate partner violence through programs that provide participants a structured and supportive space to build individualized definitions of masculinity and healthy femininity.	Daily Service
Juvenile Delinquency Prevention Programs	OVSJG will work to reduce juvenile delinquency by funding programs and initiatives that create alternatives to incarceration, offer skills, and improve the quality of life for juveniles in the District.	Daily Service

**3. Create and sustain a coordinated community response that improves the administration of and access to justice and enhances outcomes for low-income citizens, returning citizens and members of marginalized communities within the District of Columbia. (3 Activities)**

Activity Title	Activity Description	Type of Activity
Returning Citizens	OVSJG provides funding, technical support and resources for providers who work with returning citizens. OVSJG funded services include housing, job training, substance abuse, and mental health services (co-occurring disorder) for returning citizens.	Daily Service
Coordinate Stakeholders	Coordinate stakeholders in an effort to improve process with District's compliance of Sex Offender and Registration Notification Act (SORNA) and Prison Rape Elimination Act (PREA). OVSJG convenes quarterly meetings with stakeholders and provides leadership to ensure recommendations are adopted and implemented.	Daily Service
Direct Civil Legal Services	OVSJG provides funding to the Access to Justice Initiative which provides financial assistance to organizations and individuals who provide direct civil legal services to low-income and under-served District residents.	Daily Service

**4. Provide leadership in developing the capacity of and improving the performance of grantees. (6 Activities)**

Activity Title	Activity Description	Type of Activity
Federal Grant Compliance	As part of federal grant management, OVSJG is tasked with ensuring compliance with enabling legislation for federal funding sources.	Daily Service
Steward Federal and Local Grants Funds	OVSJG is responsible for allocating and spending a variety of local and federal grants. To ensure success, it is important to monitor the financial performance of all grantees to ensure all resources are being efficiently and completely spent.	Daily Service

(Continued on next page)

**4. Provide leadership in developing the capacity of and improving the performance of grantees. (6 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Advisory Committees and Task Forces	OVSJG relies on feedback and recommendations from a variety of stakeholders including grantees, policy-makers, government officials, residents, and crime victims that improve the capacity of the agency to fulfill its mission. There are several task forces and committee's that inform the work of the agency and OVSJG supports these through technical assistance and regular staffing and participation in these meetings.	Daily Service
Training and Technical Assistance for Grantees	OVSJG offers technical assistance and capacity building support for grantees. Additionally, the agency organizes workshops and conferences that include best-practice based continuing education for the professional development of grantees.	Daily Service
Enhance the Capacity of Grantees	OVSJG works to improve the collection of performance data from its grantees that leads to the identification of efficiencies and improves outcomes. OVSJG will continue to evaluate and expand its grant performance management initiative.	Daily Service
Develop Strategic Plans	OVSJG develops strategic plans for the implementation of federal grants and works with sub-grantees to ensure their service delivery plans meet requirements.	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. Ensure that all victims of crime have access to coordinated, professional, trauma-informed, and victim-centered services. (5 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2016 Target</b>	<b>FY 2017 Target</b>	<b>FY 2018 Target</b>
Percent of reported intimate partner violence (IPV) victims that received on-call advocacy services at the time of the exam	No	Not Available	Not Available	Not Available	70%	70%
Percent of sexual assault victims who received on-call advocacy at police and/or hospital at the time of access	No	Not Available	97.60%	99%	99%	95%
Percent of victims of attempted homicide or homicide who received on-call advocacy at the time of the access to service	No	Not Available	Not Available	Not Available	70%	70%
Percent of victims who receive information, support, or a referral from DC Crime Victim Hotline call takers to address caller needs	No	Not Available	Not Available	Not Available	50%	95%
Percent of victims who received language interpretation services of those that requested services	No	Not Available	Not Available	Not Available	80%	80%

**2. Create opportunities and access for primary prevention and intervention programming towards the goal of reducing truancy, delinquency, and violence. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of schools participating in agency programs who reduce their chronic truancy rate	No	Not Available	Not Available	Not Available	65%	65%
Percent of students in agency sponsored programs who reduce their truancy rate	No	Not Available	Not Available	Not Available	75%	75%
Percent of violence prevention program participants who demonstrate a change in knowledge, skills, or behaviors as a result of their participation	No	Not Available	Not Available	Not Available	87%	87%

**3. Create and sustain a coordinated community response that improves the administration of and access to justice and enhances outcomes for low-income citizens, returning citizens and members of marginalized communities within the District of Columbia. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of participants screened for eligibility for entry into the re-entry service programs	No	Not Available	Not Available	Not Available	80%	80%
Percent of participants who successfully complete re-entry programs	No	Not Available	Not Available	Not Available	40%	40%

**4. Provide leadership in developing the capacity of and improving the performance of grantees. (4 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of budgeted federal grant funds lapsed at end of fiscal year	No	Not Available	Not Available	Not Available	5%	5%
Percent of budgeted local grant funds lapsed at end of fiscal year	No	Not Available	Not Available	Not Available	5%	5%
Percent of participants in professional education programs who reported learning	No	Not Available	Not Available	Not Available	90%	90%
Percent of sub-grantees that are in full compliance of federal and local requirements	No	Not Available	100%	100%	100%	100%

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

(Continued on next page)

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(9 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

**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. Deliver a comprehensive response to underserved and marginalized victims in the District.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of victims who received interpretation services	No	Not Available	811	1,494

**2. Reduce chronic truancy in the District**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of community-based providers that work with schools to reduce truancy	No	12	14	12
Number of schools participating in truancy reduction programs	No	45	58	67

**3. Build a coordinated community response for all victims of crime that improves outcomes for survivors.**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of secondary victims of homicide served through crisis intervention at the point of decedent identification	No	Not Available	Not Available	Not Available
Number of victims provided housing services	No	Not Available	477	663
Number of victims receiving legal services through coordinated continuums.	No	Not Available	Not Available	997
Number of victims receiving medical forensic care	No	413	451	801
Number of victims receiving mental health services	No	Not Available	Not Available	1,459
Number of victims served by the DC crime victim services hotline	No	Not Available	1,412	435

**4. Provide training and technical assistance to grantees to help enhance their capacity and improve outcomes.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of participants in training programs	No	Not Available	73	45
Number of technical assistance sessions provided for grantees	No	Not Available	4	3

**5. Build and expand the network of core service community-based providers that serve returning citizens.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of new participants who receive re-entry services for the first time.	No	Not Available	Not Available	Not Available
Number of providers offering funded mental health and substance abuse programs for returning citizens	No	Not Available	Not Available	Not Available
Total number of participants in funded re-entry programs	No	Not Available	Not Available	Not Available

**6. Coordinate stakeholders in an effort to improve process with District's compliance of Sex Offender and Registration Notification Act (SORNA) and Prison Rape Elimination Act (PREA)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of meetings held with stakeholders to improve SORNA and PREA initiatives	No	4	2	3

**7. Develop strategic plans as required by federal grant sources.**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>
Number of strategic plans completed and approved by federal funders	No	3	3	0

**Performance Plan Endnotes**

\*For more information about the structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.



# Office of the Deputy Mayor for Public Safety and Justice

<http://dmprsj.dc.gov>  
Telephone: 202-724-7675

**Table FQ0-1**

	FY 2016	FY 2017	FY 2018	% Change from
Description	Actual	Approved	Proposed	FY 2017
OPERATING BUDGET	\$669,702	\$1,275,002	\$1,613,365	26.5
FTEs	4.5	8.0	11.0	37.5

The mission of the Office of the Deputy Mayor for Public Safety and Justice is to provide direction, guidance, support, and coordination to the District's public safety agencies to develop and lead interagency public safety initiatives that improve the quality of life in the District's neighborhoods.

## Summary of Services

The Office of the Deputy Mayor for Public Safety and Justice was created in January 2011 to provide guidance, support, and coordination of public safety and justice agencies of the District. In the FY 2012 budget, the role of the agency was expanded to include oversight of service programs that had previously operated as independent agencies. In the FY 2016 budget, some of these programs were moved to the Office of Victim Services and Justice Grants and the Corrections Information Council.

The agency's FY 2018 proposed budget is presented in the following tables:

## FY 2018 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FQ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

**Table FQ0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
<b>GENERAL FUND</b>										
LOCAL FUNDS	683	1,275	1,613	338	26.5	4.5	8.0	11.0	3.0	37.5
<b>TOTAL FOR GENERAL FUND</b>	<b>683</b>	<b>1,275</b>	<b>1,613</b>	<b>338</b>	<b>26.5</b>	<b>4.5</b>	<b>8.0</b>	<b>11.0</b>	<b>3.0</b>	<b>37.5</b>
<b>FEDERAL RESOURCES</b>										
FEDERAL GRANT FUNDS	-108	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>-108</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>INTRA-DISTRICT FUNDS</b>										
INTRA-DISTRICT FUNDS	94	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>94</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>670</b>	<b>1,275</b>	<b>1,613</b>	<b>338</b>	<b>26.5</b>	<b>4.5</b>	<b>8.0</b>	<b>11.0</b>	<b>3.0</b>	<b>37.5</b>

\*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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table FQ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

**Table FQ0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	982	501	839	1,122	283	33.7
12 - REGULAR PAY - OTHER	602	-7	114	0	-114	-100.0
13 - ADDITIONAL GROSS PAY	134	67	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	312	113	218	225	7	3.2
15 - OVERTIME PAY	0	6	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>2,031</b>	<b>680</b>	<b>1,171</b>	<b>1,347</b>	<b>176</b>	<b>15.0</b>
20 - SUPPLIES AND MATERIALS	14	0	6	11	5	91.4
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	41	22	32	27	-5	-14.7
40 - OTHER SERVICES AND CHARGES	109	2	58	219	161	278.7
41 - CONTRACTUAL SERVICES - OTHER	3,753	0	0	0	0	N/A
50 - SUBSIDIES AND TRANSFERS	20,355	-34	0	0	0	N/A
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	0	8	10	1	14.5
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>24,272</b>	<b>-10</b>	<b>104</b>	<b>266</b>	<b>163</b>	<b>157.1</b>
<b>GROSS FUNDS</b>	<b>26,302</b>	<b>670</b>	<b>1,275</b>	<b>1,613</b>	<b>338</b>	<b>26.5</b>

\*Percent change is based on whole dollars.

## FY 2018 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FQ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table FQ0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
<b>(1000) ADMINISTRATIVE MANAGEMENT PROGRAM</b>								
(1090) PERFORMANCE MANAGEMENT	803	1,275	1,338	63	4.5	8.0	9.0	1.0
<b>SUBTOTAL (1000) ADMINISTRATIVE MANAGEMENT PROGRAM</b>	<b>803</b>	<b>1,275</b>	<b>1,338</b>	<b>63</b>	<b>4.5</b>	<b>8.0</b>	<b>9.0</b>	<b>1.0</b>
<b>(2000) CONCEALED PISTOL LICENCING REVIEW BOARD</b>								
(2010) CONCEALED PISTOL LICENSING REVIEW BOARD	0	0	275	275	0.0	0.0	2.0	2.0
<b>SUBTOTAL (2000) CONCEALED PISTOL LICENCING REVIEW BOARD</b>	<b>0</b>	<b>0</b>	<b>275</b>	<b>275</b>	<b>0.0</b>	<b>0.0</b>	<b>2.0</b>	<b>2.0</b>
<b>(2200) ACCESS TO JUSTICE</b>								
(2201) ACCESS TO JUSTICE	5	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2200) ACCESS TO JUSTICE</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(4200) OFFICE OF VICTIM SERVICES</b>								
(4201) VICTIM SERVICES GRANTS	-75	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (4200) OFFICE OF VICTIM SERVICES</b>	<b>-75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(5300) JUSTICE GRANTS ADMINISTRATION</b>								
(5301) GRANTS MANAGEMENT	-56	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (5300) JUSTICE GRANTS ADMINISTRATION</b>	<b>-56</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(6000) CORRECTIONS INFORMATION COUNCIL</b>								
(6100) COMPREHENSIVE INSPECTION OF DC PRISONERS	-7	0	0	0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (6000) CORRECTIONS INFORMATION COUNCIL</b>	<b>-7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL PROPOSED OPERATING BUDGET</b>	<b>670</b>	<b>1,275</b>	<b>1,613</b>	<b>338</b>	<b>4.5</b>	<b>8.0</b>	<b>11.0</b>	<b>3.0</b>

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

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 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 the Deputy Mayor for Public Safety and Justice operates through the following 2 programs:

**Concealed Pistol Licensing Review Board** - conducts hearings and issues final decisions for appeals from license revocations and suspensions, as well as reviewing appeals and issuing final decisions from any denials of an application for a concealed pistol license issued by the Metropolitan Police Department.

**Administrative 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 proposed program structure changes are provided in the Agency Realignment appendix to the proposed budget, which is located at [www.cfo.dc.gov](http://www.cfo.dc.gov) on the Annual Operating Budget and Capital Plan page.

## FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type

Table FQ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

**Table FQ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2017 Approved Budget and FTE</b>		<b>1,275</b>	<b>8.0</b>
Other CSFL Adjustments	Multiple Programs	2	0.0
<b>LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget</b>		<b>1,277</b>	<b>8.0</b>
Decrease: To support additional FTEs for the agency's violence interruption and prevention program, and to support the agency's oversight program	Administrative Management	63	1.0
Increase: To align resources with operational spending goals	Administrative Management	57	0.0
Decrease: To align Fixed Costs with proposed estimates	Administrative Management	-7	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Administrative Management	-151	-1.0
<b>LOCAL FUNDS: FY 2018 Agency Budget Submission</b>		<b>1,238</b>	<b>8.0</b>
Enhance: To support additional FTEs for the agency's violence interruption and prevention program, and to support the agency's oversight program	Administrative Management	630	6.0
<b>LOCAL FUNDS: FY 2018 Mayor's Proposed Budget</b>		<b>1,868</b>	<b>14.0</b>
Transfer-In/Enhance: From MPD to support Concealed Pistol Licensing Review Board	Concealed Pistol Licensing Review Board	275	2.0
Transfer-Out: To fund the Office of Neighborhood Safety and Engagement	Administrative Management	-530	-5.0
<b>LOCAL FUNDS: FY 2018 District's Proposed Budget</b>		<b>1,613</b>	<b>11.0</b>
<b>GROSS FOR FQ0 - OFFICE OF THE DEPUTY MAYOR FOR PUBLIC SAFETY AND JUSTICE</b>		<b>1,613</b>	<b>11.0</b>

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

## FY 2018 Proposed Budget Changes

The Office of the Deputy Mayor for Public Safety and Justice's (ODMPSJ) proposed FY 2018 gross budget is \$1,613,365, which represents a 26.5 percent increase over its FY 2017 approved gross budget of \$1,275,002. The budget is comprised entirely of Local funds.

### **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

ODMPSJ's FY 2018 CSFL budget is \$1,276,665, which represents a \$1,663, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$1,275,002.

### **CSFL Assumptions**

The FY 2018 CSFL calculated for ODMPSJ included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$218 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$1,444 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

### **Agency Budget Submission**

**Increase:** In Local funds, the proposed budget reflects a net increase of \$56,643 in nonpersonal services in the Administrative Management program, primarily to support professional services costs.

**Decrease:** ODMPSJ's budget proposal reflects a decrease of \$7,166 in Fixed Costs to align the Telecommunication budget with proposed cost estimates, and a net decrease of \$87,777 in personal services in the Administrative Management program to align budget with the agency's projected costs.

### **Mayor's Proposed Budget**

**Enhance:** In Local funds, the Office of the Deputy Mayor for Public Safety and Justice proposes an increase of \$530,000 and 5.0 Full Time Equivalent positions. This enhancement is to hire four Outreach Program Specialists and one Supervisor to support the agency's violence interruption and prevention program. ODMPSJ also proposes an enhancement increase of \$100,000 and one Full-Time Equivalent (FTE) position to hire one Program Analyst to support the agency's oversight program.

### **District's Proposed Budget**

**Transfer-In/Enhance:** ODMPSJ's proposed budget is increased by \$275,000, which was transferred from the Metropolitan Police Department, and 2.0 FTEs to support the Concealed Pistol Licensing Review Board.

**Transfer-Out:** The budget proposal also includes a net reduction of \$530,000 and 5.0 FTEs to fund a new agency, the Office of Neighborhood Safety and Engagement, whose mission is to interrupt and prevent violence in the District.

## Agency Performance Plan

The Office of the Deputy Mayor for Public Safety and Justice (DMPSJ) has the following strategic objectives for FY 2018:

### 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. Participate in and encourage community engagement to develop public safety strategies.
2. Employ a comprehensive evidence and data-based evaluation of agency decisions to improve public safety in the District.
3. Foster collaboration and coordination among District agencies, federal, state, and local partners to achieve District goals.
4. Provide direction, guidance, and oversight of public safety agencies to enhance safety in the District.
5. 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. Participate in and encourage community engagement to develop public safety strategies. (3 Activities)

Activity Title	Activity Description	Type of Activity
Media Platforms	Provide relevant and up to date information of media platforms, including social media and the DMPSJ website, in order to assist the public.	Daily Service
Attend Community Meetings	DMPSJ will attend community meetings to inform the public, receives community input, and provide citizens with another platform to voice their concerns.	Daily Service
DMPSJ Open Correspondence	DMPSJ will respond to residents' inquiries sent to the Mayor's Correspondence Unit in a timely manner.	Daily Service

#### 2. Employ a comprehensive evidence and data-based evaluation of agency decisions to improve public safety in the District. (2 Activities)

Activity Title	Activity Description	Type of Activity
Inform Decisions	Identify evidence and research that can inform decisions around agency policies and operations.	Daily Service
Conduct Evaluations On Public Safety Programs	Rigorously evaluate agency programs using data and evidence.	Daily Service

### 3. Foster collaboration and coordination among District agencies, federal, state, and local partners to achieve District goals. (3 Activities)

Activity Title	Activity Description	Type of Activity
Co-Produce Public Safety Strategies	Cross collaborate with other public and safety agencies both inside and outside the District.	Daily Service
Community Stabilization Program	Collaborate with Deputy Mayor for Health and Human Services (DMHHS) and public safety and justice agencies to provide immediate wrap-around services to victims and families effected by homicide and violent crime.	Daily Service
Concealed Pistol Licensing Review Board (CPLRB)	DMPSJ will oversee the administration of this board in collaboration with the Office to of the Attorney General and the Mayor's Office of Legal Counsel. This includes handling appeals from license revocations and suspensions, and reviewing appeals of any denials of an application for a concealed pistol license issued by the Chief of the Metropolitan Police Department.	Daily Service

### 4. Provide direction, guidance, and oversight of public safety agencies to enhance safety in the District. (4 Activities)

Activity Title	Activity Description	Type of Activity
Legislation	Assist and provide guidance to agencies with regards to legislation and regulation changes.	Daily Service
Oversight Of Public Safety Agencies Operations	DMPSJ examines current agency policies on a continuing basis to enhance the effectiveness and responsiveness of those programs.	Daily Service
Policy Recommendations	DMPSJ recommends policies and programs using data evidence and best practices to promote public safety and justice in the District.	Daily Service
Meetings With Agency Directors And Chiefs	DMPSJ provides various forums whether through monthly one-on-one meetings with directors or cluster meetings, for agency directors to voice concerns, opinions, and share ideas.	Daily Service

### 5. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (3 Activities)

Activity Title	Activity Description	Type of Activity
Freedom of Information Act (FOIA) Requests	DMPSJ will respond to all FOIA requests in a prompt and timely manner.	Daily Service
Performance Plan	DMPSJ will create performance plans that reflect the policies and procedures of the Office.	Daily Service
Quarterly Budget And Performance Meetings	DMPSJ will hold quarterly budget review meetings to analyze actual financial performance compared to projected budget, to ensure compliance with budget requirements.	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. Participate in and encourage community engagement to develop public safety strategies. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of open correspondences responded to within 10 days	No	Not available	Not available	Not available	90%	90%

### 2. Employ a comprehensive evidence and data-based evaluation of agency decisions to improve public safety in the District. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of Rigorous Evaluations Conducted	No	Not available	Not available	Not available	2	2

### 3. Foster collaboration and coordination among District agencies, federal, state, and local partners to achieve District goals. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of appeals reviewed within 45 days	No	Not available	Not available	Not available	100%	100%
Percent of COG meetings attended	No	Not available	Not available	Not available	75%	75%

### 4. Provide direction, guidance, and oversight of public safety agencies to enhance safety in the District. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of cluster agencies that fully achieve 75% of fiscal year performance targets	No	2	8	3	8	8
Number of cluster agencies that fully achieved 75% of fiscal year initiatives	No	5	8	8	8	8
Number of public safety and justice cluster meetings held	No	Not available	Not available	Not available	11	11

### 5. Create and maintain a highly efficient, transparent, and responsive District government.\*\* (12 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal Funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017

(Continued on next page)

**5. Create and maintain a highly efficient, transparent, and responsive District government.\*\*  
(12 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017
Percent of FOIA Requests Processed within 15 days	No	Not available	Not available	Not available	100%	100%
Percent of Public Safety and Justice Agencies within Budget	No	100%	100%	100%	100%	100%
Percent of Quarterly Budget Meetings Held	No	Not available	Not available	Not available	100%	100%
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Not Available	Forthcoming October 2017

**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. FOIA Requests**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of FOIA Extensions DMPSJ Requested	No	Not Available	Not Available	-
Number of FOIA Requests Processed	No	Not Available	Not Available	1

**2. Legislation**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Proposed Legislation Recommended	No	Not Available	Not Available	5

**3. Co-Produce Public Safety Strategies with Federal, State and Local**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total Number of Meetings Attended with Federal Partners	No	Not Available	Not Available	50

**4. Media Platforms**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of media inquiries responded to	No	Not Available	Not Available	Forthcoming October 2017

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**5. DMPSJ Open Correspondence**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Correspondence Requests Answered	No	Not Available	Not Available	Forthcoming October 2017

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**6. Quarterly Budget and Performance Meetings**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Budget Meetings Held	No	Not Available	Not Available	58

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**7. Community Stabilization Program**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Cases referred to the Community Stabilization Protocol Team	No	Not Available	Not Available	140

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**8. Oversee Administration of the Concealed Pistol Licensing Review Board**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Cases Reviewed by the CPLRB	No	Not Available	Not Available	36

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**9. Oversight of Public Safety Agencies Operations**

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Monthly One-On-One Meetings Held with Agency Directors	No	Not Available	Not Available	180
Number of Public Safety and Justice Cluster Meetings	No	Not Available	Not Available	12

**Performance Plan Endnotes**

\*For more information about the new structure and components of FY 2018 draft performance plans, please see the FY 2018 Proposed Budget and Financial Plan, Volume 1, Appendix E.

\*\*\*"Create and maintain a highly efficient, transparent and responsive District government" is a new Strategic Objective this year required for all agencies.

\*\*\*Key Performance Indicators that are new may not have historical data and may only have FY 2018 targets.