



Government of the District of Columbia  
**FY 2021 Approved Budget and Financial Plan**

**#DCHOPE**

**Volume 4**  
**Agency Budget Chapters - Part III**  
(Human Support Services, Operations and Infrastructure,  
Financing and Other, and Enterprise and Other)

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

by the  
**Government of the District of Columbia**

**August 25, 2020**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**District of Columbia Government**

**District of Columbia**

For the Fiscal Year Beginning

**October 1, 2019**

*Christopher P. Morill*

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, 2019. 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 nineteenth 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

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and Deputy Mayor for Public Safety and Justice

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Mayor for Planning and Economic  
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**Jeffrey S. DeWitt**

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# Council of the District of Columbia

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# District of Columbia Organization Chart





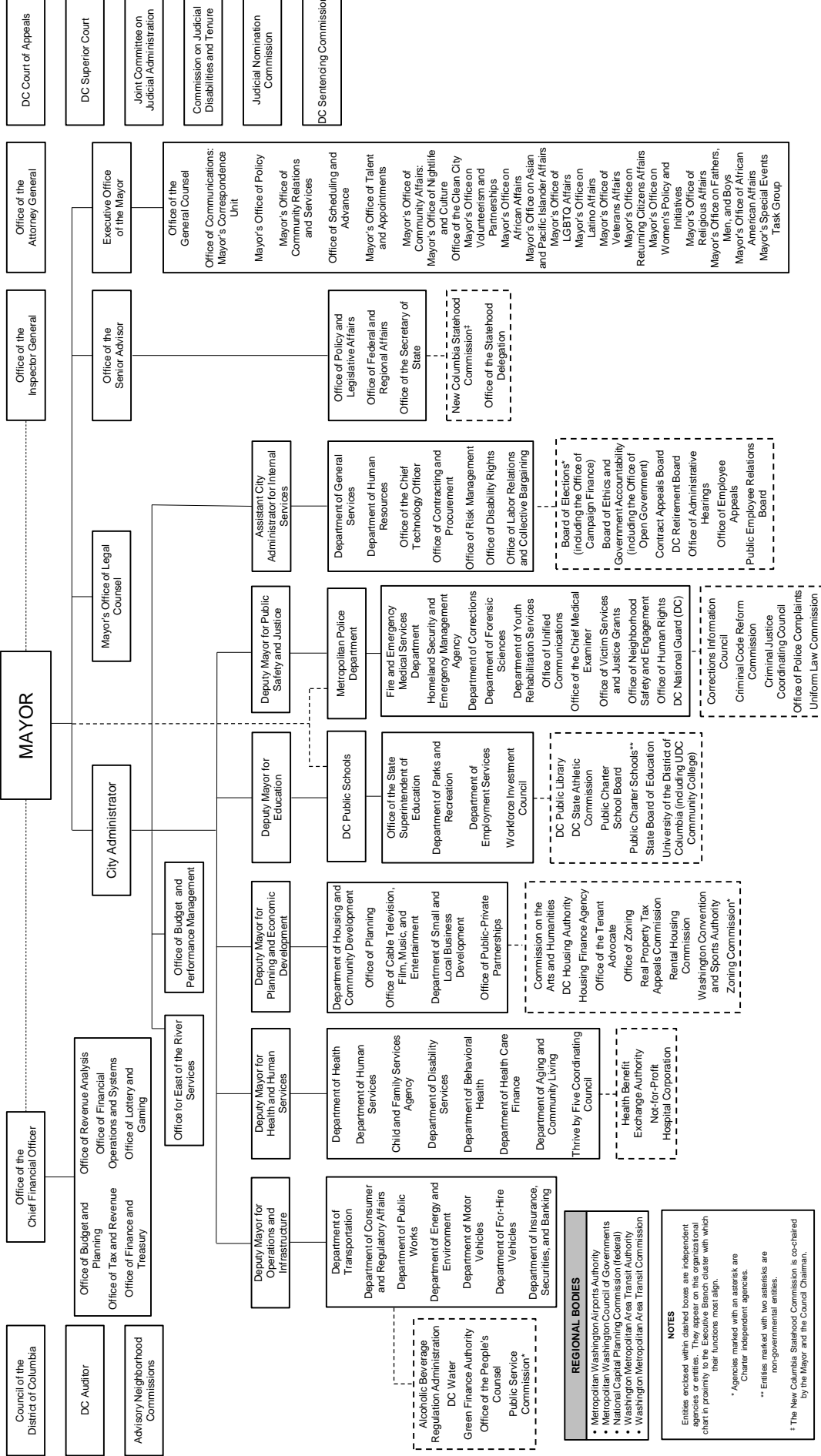
# GOVERNMENT OF THE DISTRICT OF COLUMBIA

## RESIDENTS

### LEGISLATIVE BRANCH

### EXECUTIVE BRANCH

### JUDICIAL BRANCH



**REGIONAL BODIES**

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

**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.





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Volume 5 - FY 2021 Approved Budget and Financial Plan - *FY 2021 - FY 2026 Capital Improvements Plan (Including Highway Trust Fund)*

**Web Only:** Volume 6 - FY 2021 Approved Budget and Financial Plan - *Operating Appendices*





# Transmittal Letters





**How to Read the  
FY 2021 Approved  
Budget and Financial  
Plan**



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# How to Read the FY 2021 Approved Budget and Financial Plan

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The District of Columbia’s FY 2021 Approved 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 2021 Approved 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 approved budget, the transmittal letter from the Mayor, 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 approved six-year Capital Improvements Plan for all District agencies. The Highway Trust Fund describes the District’s approved FY 2021 to FY 2026 planned transportation projects including federal highway grants.

**Operating Appendices (Volume 6)** – includes detailed supporting tables displaying the approved 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 2021 Approved Budget and Financial Plan**

This chapter is a narrative and graphic summary of the approved budget and financial plan. It describes the overall approved 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 2021.

### **Financial Plan**

The Financial Plan summarizes actual and planned revenues and expenditures from FY 2018 through FY 2024. 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 the regional economy and economic trends, and describes the revenue outlook for FY 2021 through FY 2024.

### **Operating Expenditures**

This chapter describes the District’s recent Local funds expenditures. It includes analysis of expenditures between FY 2016 and FY 2019, 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 Budget Structure** section relates the District’s fund structure to its budget presentation;
- The **Recurring Budget and Current Services Funding Level (CSFL) Development** section describes how these concepts were 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 approved operating budget by agency and fund type for both budgeted dollars and positions;
- The **Statistical Profile** details some major statistics of District of Columbia.
- The **Glossary of Budget Terms** section describes unique budgeting, accounting, and District terms that may not be known by the general reader; and
- 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.
- 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 2021 Approved Operating and Capital budget table.

### **Introduction:**

- Agency Mission; and
- Summary of Services.

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

- Approved Funding and Full-Time Equivalents by Source table;
- Approved Expenditure by Comptroller Source Group table;
- Approved Expenditure by Division/Program table;
- Division/Program descriptions;
- FY 2021 Approved Budget Changes;
- FY 2020 Approved Budget to FY 2021 Approved Budget reconciliation table and narrative; and
- Agency Performance Plan

## FY 2021 Approved Budget Changes

The FY 2021 Approved Budget Changes section within each agency chapter provides a comprehensive explanation of the FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type table that appears in nearly every chapter. Please see the Recurring Budget and 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 (FTEs) from the initial request through the policy decisions made by the Mayor. The FY 2021 Approved 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 estimates).
- **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).
- **No Change:** The agency has no changes in funding and/or budget structures from the FY 2020 approved budget to the FY 2021 approved 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 2021 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 2021 - FY 2026 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 2021 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 2021 through FY 2026, including a description, its annual operating impact, milestone data, and its location; and
- **Appendices** that provide supporting tables about the District's capital budget, including:
  - The FY 2021 Appropriated Budget Authority Request table that summarizes approved new projects and changes (increase or decrease) for ongoing projects by agency, project, and funding source;
  - The FY 2021 – FY 2026 Planned Expenditures from New Allotments table that summarizes the new allotments planned for FY 2021 – FY 2026 expenditures by agency and project;
  - The FY 2021 – FY 2026 Planned Funding table that summarizes the FY 2021 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 2020 approved budget;
  - FY 2020 year-to-date budget actions; and
  - Rescissions, Redirections, and Reprogrammings that occurred between June 15, 2019 (the cut-off date for last year's budget book) and September 30, 2019 (the end of FY 2019).

### Highway Trust Fund

This appendix covers the District's FY 2021 through FY 2026 approved 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 2021 planning process;
- The **Project Description Forms**, which show planned allotments for FY 2021 through FY 2026 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 2020 – FY 2029 Capital Improvements Plan.

## **Volume 6: Operating Appendices**

This volume provides supporting tables to each agency's approved operating budget. The tables generally include FY 2018 and 2018 actual expenditures, the FY 2020 approved budget, the FY 2021 approved budget, and the change from FY 2020 to FY 2021 (unless noted).

The following tables are provided:

**Schedule 30-PBB** – dollars summarized by program, activity, and governmental fund (governmental fund breakout is for FY 2021 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 2021 Approved Budget only).

www.ouc.dc.gov  
Telephone: 202-730-0524

Table UC0-1

Description	FY 2018 Actual	FY 2019 Actual			
OPERATING BUDGET	\$47,567,309	\$49,167,075			
FTEs	326.0	366.0			
CAPITAL BUDGET	\$1,245,310	\$2,371,340			
FTEs	0.0	0.0	0.0	0.0	N/A

This shows the agency's FY 2018 and 2019 actual expenditures, FY 2020 approved budget, the FY 2021 approved budget, and the percent variance from FY 2020 to FY 2021. This includes the agency's operating and capital budgets and FTEs.

The mission of the Office of Unified Communications (OUC) is to provide accurate, professional and expedited service to the citizens and visitors of the District of Columbia. This service is performed by a team that handles emergency and non-emergency calls that are received when individuals dial 911 and also provides centralized, District-wide of public safety voice radio technology communication systems and resources to District government agencies and several local, state, and federal partners.

This section describes the agency's mission and purpose.

**Summary of Services**

**Emergency Calls**

The Office of Unified Communications (OUC) handles 911 calls from people in Washington DC requesting police, fire and emergency medical services, with a goal to answer every call within ten seconds.

**City Services & General Inquiries**

OUC provides a one-stop customer service experience for residents and visitors of Washington DC via the 311 system to inquire about city services or to request scheduled services and recycling collection.

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

**Citywide Radio**

OUC provides the management of public safety voice radio technology systems and resources. OUC provides these services to District agencies and other local, state, and federal entities within the National Capital Region.

OUC maintains records and utilizes highly specialized archival systems to research files related to all 911 and 311 communications. The purpose of this research is to provide audio files and other data to partnering local and federal government agencies, as well as the general public.

The agency's FY 2021 approved budget is presented in the following tables:

### FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table UC0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table UC0-2**

(dollars in thousands)

Dollars													
Appropriated Fund	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	% Change from FY 2020	FTEs	Change from FY 2020	% Change					
<b>GENERAL FUND</b>													
Local Funds	32,352	33,280	32,260	30,373	-1,887	-5.8	320.0	334.0	325.5	305.0	-20.5	-6.3	
Special Purpose Revenue Funds	13,180	13,433	19,991	22,871	2,880	14.4	0.0	27.0	58.0	80.0	22.0	37.9	
<b>TOTAL FOR GENERAL FUND</b>	<b>45,532</b>	<b>46,713</b>	<b>52,251</b>	<b>53,244</b>	<b>993</b>	<b>1.9</b>	<b>320.0</b>	<b>361.0</b>	<b>383.5</b>	<b>385.0</b>	<b>1.5</b>	<b>0.4</b>	
<b>INTRA-DISTRICT FUNDS</b>													
Intra-District											6.0	0.0	0.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>											<b>6.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>							<b>320.0</b>	<b>361.0</b>	<b>383.5</b>	<b>385.0</b>	<b>1.5</b>	<b>0.4</b>	

This table presents the agency's total operating budget and Full-Time Equivalent (FTE) positions, comparing the FY 2018 and 2019 actuals, FY 2020 approved, FY 2021 approved 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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

### FY 2021 Approved Operating Budget, by Comptroller Source Group

Table UC0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table UC0-3**

(dollars in thousands)

Comptroller Source Group	FY 2018	FY 2019	FY 2020	FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time					-106	-0.4
12 - Regular Pay - Other					47	14.6
13 - Additional Gross Pay	2,215	2,130	2,462	3,308	847	34.4
14 - Fringe Benefits - Current Personnel	6,084	6,513	8,108	7,935	-173	-2.1
15 - Overtime Pay	1,899	2,503	1,470	1,820	350	23.8
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>32,736</b>	<b>35,392</b>	<b>39,706</b>	<b>40,671</b>	<b>965</b>	<b>2.4</b>

This table lists the agency's total operating expenditures for FY 2018 and FY 2019, the FY 2020 approved budget, and the FY 2021 approved budget at the Comptroller Source Group level.

**Table UC0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
20 - Supplies and Materials	298	253	10	364	354	3,545.0
31 - Telecommunications	0	32	0	0	0	N/A
40 - Other Services and Charges	6,352	7,339	3,638	7,592	3,955	108.7
41 - Contractual Services - Other	7,881	5,164	9,882	5,450	-4,431	-44.8
70 - Equipment and Equipment Rental	301	987	0	160	160	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>14,832</b>	<b>13,775</b>	<b>13,529</b>	<b>13,567</b>	<b>38</b>	<b>0.3</b>
<b>GROSS FUNDS</b>	<b>47,567</b>	<b>49,167</b>	<b>53,235</b>	<b>54,238</b>	<b>1,002</b>	<b>1.9</b>

\*Percent change is based on whole dollars.

**FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity**

Table UC0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 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 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Personnel	387	468	489	407	82	3.5	3.8	4.0	3.0	-1.0
(1020) Contracting and Procurement	75	90	10							
(1040) Information Technology	706	1,190	379							
(1060) Legal Services	209	243	196							
(1070) Fleet Management	23	151	20							
(1087) Language Access	644	1,376	623							
(1090) Performance Management	2,046	2,044	2,256							
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>4,089</b>	<b>5,563</b>	<b>3,973</b>							
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budget Operations	181	0	0							
(130F) ACFO Operations	0	184	213	219	6	0.0	0.9	1.0	1.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>181</b>	<b>184</b>	<b>213</b>	<b>219</b>	<b>6</b>	<b>0.9</b>	<b>0.9</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>(2000) EMERGENCY OPERATIONS (911)</b>										
(2010) 911 Call Taking	7,594	8,303	9,425	10,099	674	95.6	99.6	106.0	112.0	6.0
(2020) 911 Dispatching	12,947	12,801	14,322	13,226	-1,096	97.4	102.5	110.0	96.0	-14.0
(2030) 911 Training	270	298	52	0	-52	0.0	0.0	0.0	0.0	0.0
(2040) Quality Assurance	833	884	913	0	-913	4.4	6.6	8.0	0.0	-8.0
<b>SUBTOTAL (2000) EMERGENCY OPERATIONS (911)</b>	<b>21,644</b>	<b>22,286</b>	<b>24,713</b>	<b>23,325</b>	<b>-1,388</b>	<b>197.5</b>	<b>208.7</b>	<b>224.0</b>	<b>208.0</b>	<b>-16.0</b>

This table provides an overall budgeted funding level and number of approved FTEs for the FY 2018 and 2019 actuals, the FY 2020 approved budget, and the FY 2021 approved budget for specific programs (or divisions) and activities.

**Table UC0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
20 - Supplies and Materials	298	253	10	364	354	3,545.0
31 - Telecommunications	0	32	0	0	0	N/A
40 - Other Services and Charges	6,352	7,339	3,638	7,592	3,955	108.7
41 - Contractual Services - Other	7,881	5,164	9,882	5,450	-4,431	-44.8
70 - Equipment and Equipment Rental	301	987	0	160	160	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>14,832</b>	<b>13,775</b>	<b>13,529</b>	<b>13,567</b>	<b>38</b>	<b>0.3</b>
<b>GROSS FUNDS</b>	<b>47,567</b>	<b>49,167</b>	<b>53,235</b>	<b>54,238</b>	<b>1,002</b>	<b>1.9</b>

\*Percent change is based on whole dollars.

**FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity**

Table UC0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 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 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Personnel	387	468	489	407	-82	3.5	3.8	4.0	3.0	-1.0
(1020) Contracting and Procurement	75	90	10	20	10	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	706	1,190	379	1,538	1,159	0.0	0.0	0.0	0.0	0.0
(1060) Legal Services	209	243	196	326	130	0.9	0.9	1.0	2.0	1.0
(1070) Fleet Management	23	151	20	65	45	0.0	0.0	0.0	0.0	0.0
(1087) Language Access	644	1,376	623	2,792	2,169	7.1	7.5	7.0	25.0	18.0
(1090) Performance Management	2,046	2,044	2,256	2,894	637	9.7	12.2	15.0	17.0	2.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>4,089</b>	<b>5,563</b>	<b>3,973</b>	<b>8,041</b>	<b>4,068</b>	<b>21.3</b>	<b>24.4</b>	<b>27.0</b>	<b>47.0</b>	<b>20.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budget Operations	181	0	0	0	0	0.9	0.0	0.0	0.0	0.0
(130F) ACFO Operations	0	184	213	219	6	0.0	0.9	1.0	1.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>181</b>	<b>184</b>	<b>213</b>	<b>219</b>	<b>6</b>	<b>0.9</b>	<b>0.9</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>(2000) EMERGENCY OPERATIONS (911)</b>										
(2010) 911 Call Taking	7,594	8,303	9,425	10,099	674	95.6	99.6	106.0	112.0	6.0
(2020) 911 Dispatching	12,947								96.0	-14.0
(2030) 911 Training	270								0.0	0.0
(2040) Quality Assurance	833								0.0	-8.0
<b>SUBTOTAL (2000) EMERGENCY OPERATIONS (911)</b>	<b>21,644</b>								<b>208.0</b>	<b>-16.0</b>

**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.**

This division contains the following 2 activities:

- **911 Call Taking** – processes calls for emergency response; and
- **911 Dispatching** – dispatches calls for emergency services to first responders of MPD and FEMS.

**Non-Emergency (311) Operations** – includes funding activities/programs in the Office of the 311 Chief of Operations (311 OPS). This team serves as the access point for residents and visitors requiring District government services and/or information. This division supports the submission of scheduled service requests such as trash removal, pothole repair, bulk pick-ups, and recycling collection through a number of platforms, including via telephone, web and mobile application. The 311 Division serves as a one-stop conduit for convenient access to methods of requesting services from partner agencies and following up on their status.

**Technology Operations** – includes funding activities/programs in the Office of the Chief Information Officer (CIO). This team 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.

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)** – managing, coordinating, and maintaining all procurement and help desk support and applications;
- **Mobile Data Computing** – mobile technology that enables public safety while in the field. The OUC is responsible for developing information systems, such as CAD, PS, text-messaging, and video feeds, which are essential for public safety.

**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.**

**Professional Standards and Development (OPSD)** – The team is responsible for the training employees on the 311/911 Operations team. This division is also responsible for quality assurance and improvement of performance. OPSD develops, implements, and coordinates training with industry associations and partnering agencies, as well as internal departmental divisions. OPSD’s Transcription team serves as the custodian of records and utilizes highly specialized archival systems to research files related to all 911 and 311 communications.

This division contains the following 3 activities:

- **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;



- **Training** - provides training for new employees as well as continuing education and development training for all employees including management. Designs, develops and evaluates training to ensure goals and objectives are achieved; and
- **Quality Assurance** - identifies shortfalls and best practices using quality improvement measures with the objective of designing and identifying training needs and providing individual feedback to employees.

**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.

**Division Structure Change**

The Office of Unified Communications has no division structure changes in the FY 2021 approved budget.

**FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type**

Table UC0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table UC0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>32,260</b>	<b>325.5</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>32,260</b>	<b>325.5</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	584	1.7
Decrease: To recognize savings from a reduction in FTE(s)	Multiple Programs	-214	-5.0
Reduce/Shift: To recognize savings from a reduction in FTE(s)	Multiple Programs	-2,256	-17.2
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>30,373</b>	<b>305.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>30,373</b>	<b>305.0</b>
<b>SPECIAL PURPOSE REVENUE F</b>		<b>19,991</b>	<b>58.0</b>
Increase: To align resources with		5,300	0.0
Increase: To align personal serv		789	7.0
Increase: To adjust Overtime Pa		350	0.0
Decrease: To adjust the Contract		-4,354	0.0
Enhance/Shift: To support emer		1,700	15.0
Reduce: To align budget with p		-906	0.0
<b>SPECIAL PURPOSE REVENUE F</b>		<b>22,871</b>	<b>80.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE F</b>		<b>22,871</b>	<b>80.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>984</b>	<b>6.0</b>
Increase: To align budget with projected revenues	Multiple Programs	9	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>993</b>	<b>6.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget</b>		<b>993</b>	<b>6.0</b>
<b>GROSS FOR UC0 - OFFICE OF UNIFIED COMMUNICATIONS</b>		<b>54,238</b>	<b>391.0</b>

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

Typically referred to as Table 5, the FY 2020 Approved Budget compared to FY 2021 Approved Budget, by Revenue Type table describes the changes made to an agency from the Recurring Budget to the policy decisions, by fund, and by program.



## FY 2021 Approved Budget Changes

The Office of Unified Communications' (OUC) approved FY 2021 gross budget is \$54,237,753, which represents a 1.9 percent increase over its FY 2020 approved gross budget of \$53,235,286. The proposed budget is comprised of \$30,373,139 in Local funds, \$22,871,137 in Special Purpose Revenue funds, and \$993,477 in Intra-District funds.

### Recurring Budget

**No Change:** The Office of Unified Communications' budget approved no change from the FY 2020 approved budget to the FY 2021 recurring budget.

### Mayor's Proposed Budget

**Increase:** OUC's Local funds budget proposal includes an increase of \$583,970 and 1.7 Full-Time Equivalents (FTEs) across multiple divisions to enable the agency to properly fund salary steps, Fringe Benefits, and other personal services adjustments.

In Special Purpose Revenue (SPR) funds, OUC's budget proposal includes an increase of \$5,299,894 across multiple divisions to align resources with spending requirements. This change includes nonpersonal services costs for replacement parts for radios, batteries, and Information Technology (IT) costs such as software application licenses, mobile call routing, the Office of the Chief Technology Officer's IT assessment, and other technology-related expenses. A further adjustment of \$789,405 and 7.0 FTEs across multiple divisions enables the agency to properly fund salary steps, Fringe Benefits, and other personal services adjustments. Additionally, an adjustment of \$349,951 supports the projected overtime costs for language access and technology services division employees.

In Intra-District funds, the budget proposal reflects a net increase of \$9,322 to reflect the actual revenue projection for Non-Emergency operations offset by small contractual cost savings for radio servicing.

**Decrease:** The Local funds budget proposal includes adjustments across multiple divisions to properly align the personnel costs, including converting contract positions to permanent positions. The SPR funds budget proposal includes adjustments across multiple divisions to align resources with spending requirements, including adjustments to Special Purpose Revenue funds.

The SPR funds budget proposal includes adjustments across multiple divisions to align resources with spending requirements, including adjustments to Special Purpose Revenue funds.

**Enhance/Shift:** The SPR funds budget proposal includes adjustments across multiple divisions to align resources with spending requirements, including adjustments to Special Purpose Revenue funds. The Emergency Operations (911) division is shifted to projected revenues of the 911 and 311 Assessments and Prepaid wireless charges fund.

**The FY 2021 Approved Budget Changes section provides a comprehensive explanation of Table 5; it includes major internal changes within the budget changes to the Recurring Budget and policy initiatives.**

**Reduce/Shift:** The Local funds budget proposal reflects a reduction of \$2,256,054 and 17.2 FTEs across multiple divisions. Of this adjustment, \$1,700,000 and 15.0 FTEs within the Emergency Operations (911) division are shifted to Special Purpose Revenue funds. In addition, personal service adjustments and the reduction of 2.2 FTEs will result in a savings of \$556,054.

**Reduce:** In SPR funds, a reduction of \$905,736 aligns the budget with projected revenues for 911 and 311 Assessments and Prepaid Wireless 911 Charges funds.

### District's Approved Budget

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

## Agency Performance Plan\*

The Office of Unified Communications (OUC) has the following strategic objectives for FY 2021:

### 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 311 communications.
3. Provide state-of-the-art emergency services.
4. Create and maintain a highly efficient and effective 911 system.

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

#### ACTIVITIES

Activities include the work that happens to 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 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 MPD and FEMS units/apparatus in response to 911 calls	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



# Agency Budget Chapters

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**E.** Human Support Services

**F.** Operations and  
Infrastructure

**G.** Financing and Other

**H.** Enterprise and Other





# **E. Human Support Services**



# Child and Family Services Agency

www.cfsa.dc.gov

Telephone: 202-442-6100

**Table RL0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$221,301,837	\$209,932,093	\$220,273,172	\$219,438,910	-0.4
FTEs	775.0	805.4	828.0	836.0	1.0
CAPITAL BUDGET	\$0	\$0	\$3,899,465	\$7,169,000	83.8
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Child and Family Services Agency is to ensure the safety, permanence, and well-being of abused and neglected children in the District of Columbia and to strengthen their families.

## Summary of Services

The D.C. Child and Family Services Agency (CFSA) investigates reports of child abuse and neglect and provides child protection. Services include supportive community-based services that help families overcome difficulties while keeping their children out of foster care, foster care for children who cannot be safe at home, and adoption for children who cannot go home. CFSA seeks to provide the highest quality of community-based services to increase the number of families who receive preventive and supportive services and to expand the network of resources providing services to at-risk children and their families.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table RL0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table RL0-2**

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents						
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>Appropriated Fund</b>														
<b>GENERAL FUND</b>														
Local Funds	157,641	156,747	160,315	151,739	-8,576	-5.3		626.0	630.0	645.0	645.0	0.0	0.0	
Special Purpose														
Revenue Funds	1,384	933	1,000	1,000	0	0.0		0.0	0.0	0.0	0.0	0.0	N/A	
<b>TOTAL FOR GENERAL FUND</b>	<b>159,025</b>	<b>157,680</b>	<b>161,315</b>	<b>152,739</b>	<b>-8,576</b>	<b>-5.3</b>		<b>626.0</b>	<b>630.0</b>	<b>645.0</b>	<b>645.0</b>	<b>0.0</b>	<b>0.0</b>	

**Table RL0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>FEDERAL RESOURCES</b>												
Federal Grant Funds	60,553	50,282	57,159	64,006	6,847	12.0	149.0	175.4	183.0	188.5	5.5	3.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>60,553</b>	<b>50,282</b>	<b>57,159</b>	<b>64,006</b>	<b>6,847</b>	<b>12.0</b>	<b>149.0</b>	<b>175.4</b>	<b>183.0</b>	<b>188.5</b>	<b>5.5</b>	<b>3.0</b>
<b>PRIVATE FUNDS</b>												
Private Grant Funds	0	87	0	356	356	N/A	0.0	0.0	0.0	2.5	2.5	N/A
Private Donations	14	7	5	5	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>14</b>	<b>94</b>	<b>5</b>	<b>360</b>	<b>356</b>	<b>7,802.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.5</b>	<b>2.5</b>	<b>N/A</b>
<b>INTRA-DISTRICT FUNDS</b>												
Intra-District Funds	1,709	1,875	1,795	2,334	539	30.0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>1,709</b>	<b>1,875</b>	<b>1,795</b>	<b>2,334</b>	<b>539</b>	<b>30.0</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>221,302</b>	<b>209,932</b>	<b>220,273</b>	<b>219,439</b>	<b>-834</b>	<b>-0.4</b>	<b>775.0</b>	<b>805.4</b>	<b>828.0</b>	<b>836.0</b>	<b>8.0</b>	<b>1.0</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table RL0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table RL0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	66,981	68,469	71,668	71,553	-115	-0.2
12 - Regular Pay - Other	675	207	860	48	-811	-94.4
13 - Additional Gross Pay	2,051	1,901	1,355	1,355	0	0.0
14 - Fringe Benefits - Current Personnel	16,163	16,611	18,857	18,418	-439	-2.3
15 - Overtime Pay	1,458	1,374	1,346	1,346	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>87,327</b>	<b>88,562</b>	<b>94,086</b>	<b>92,720</b>	<b>-1,365</b>	<b>-1.5</b>
20 - Supplies and Materials	262	209	253	253	0	0.0
30 - Energy, Communication and Building Rentals	582	548	591	727	136	23.1
31 - Telecommunications	1,102	865	1,001	1,001	0	0.0
32 - Rentals - Land and Structures	6,481	5,569	5,813	6,834	1,021	17.6
33 - Janitorial Services	51	51	61	61	0	0.0
34 - Security Services	1,346	2,320	2,460	2,413	-47	-1.9
35 - Occupancy Fixed Costs	357	1,331	1,181	494	-687	-58.2
40 - Other Services and Charges	4,850	4,344	3,114	3,370	256	8.2



**Table RL0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Percentage Change*</b>
41 - Contractual Services - Other	8,599	9,336	11,410	13,433	2,022	17.7
50 - Subsidies and Transfers	109,228	95,021	99,312	97,150	-2,162	-2.2
70 - Equipment and Equipment Rental	1,117	1,777	993	984	-9	-0.9
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>133,975</b>	<b>121,370</b>	<b>126,188</b>	<b>126,718</b>	<b>531</b>	<b>0.4</b>
<b>GROSS FUNDS</b>	<b>221,302</b>	<b>209,932</b>	<b>220,273</b>	<b>219,439</b>	<b>-834</b>	<b>-0.4</b>

\*Percent change is based on whole dollars.

**FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity**

Table RL0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table RL0-4**

(dollars in thousands)

<b>Division/Program and Activity</b>	<b>Dollars in Thousands</b>					<b>Full-Time Equivalents</b>				
	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Personnel Services	1,349	1,610	2,059	2,218	159	13.2	13.7	15.0	15.0	0.0
(1015) Training and Employee Development	2,335	1,952	1,944	1,952	8	14.2	13.7	14.0	14.0	0.0
(1020) Contracting and Procurement	1,525	2,455	2,494	2,308	-186	15.1	17.8	18.0	18.0	0.0
(1030) Property Management	12,220	13,935	14,481	14,722	241	18.0	24.5	26.0	25.0	-1.0
(1040) Information Technology	5,056	6,695	12,475	14,571	2,096	25.6	28.3	28.0	36.0	8.0
(1050) Financial Management	1,923	3,178	2,257	2,486	229	16.0	15.8	15.0	17.0	2.0
(1055) Risk Management	138	126	139	145	6	0.9	1.0	1.0	1.0	0.0
(1060) Legal Affairs	1,715	2,605	1,564	1,510	-53	10.4	9.9	9.0	9.0	0.0
(1070) Fleet Management	658	1,211	928	951	23	0.0	0.0	0.0	0.0	0.0
(1080) Communication	270	349	406	380	-26	2.8	3.0	3.0	3.0	0.0
(1085) Customer Services	16	6	15	13	-2	0.0	0.0	0.0	0.0	0.0
(1087) Language Access	172	207	90	90	0	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	2,661	1,796	2,346	2,000	-346	11.4	8.8	16.0	14.0	-2.0
(1099) Court Supervision	1,314	583	34	38	4	7.6	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>31,352</b>	<b>36,708</b>	<b>41,233</b>	<b>43,385</b>	<b>2,151</b>	<b>135.3</b>	<b>136.5</b>	<b>145.0</b>	<b>152.0</b>	<b>7.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budget Operations	104	420	420	415	-4	2.8	3.0	3.0	3.0	0.0
(120F) Accounting Operations	1,894	2,268	2,493	2,534	41	17.0	18.5	19.0	19.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>1,998</b>	<b>2,688</b>	<b>2,912</b>	<b>2,949</b>	<b>37</b>	<b>19.9</b>	<b>21.5</b>	<b>22.0</b>	<b>22.0</b>	<b>0.0</b>
<b>(2000) AGENCY PROGRAMS</b>										
(2012) Permanency	9,968	10,136	11,765	11,514	-251	93.6	95.5	101.0	101.0	0.0
(2030) Teen Services	7,865	6,587	6,218	5,883	-335	40.6	39.4	40.0	40.0	0.0

**Table RL0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
(2045) Family Resources	2,503	2,379	2,676	2,638	-38	20.8	20.7	20.0	20.0	0.0
(2055) Facility Licensing	1,408	3,585	4,310	4,154	-156	13.2	31.5	36.0	36.0	0.0
(2065) Contract Monitoring	2,583	2,197	1,279	1,354	76	22.7	19.6	11.0	12.0	1.0
(2066) Child Placement	61,875	47,542	42,754	45,757	3,003	40.7	29.4	28.0	25.0	-3.0
(2067) Kinship Support	3,737	3,521	3,174	3,001	-173	29.2	29.6	28.0	28.0	0.0
<b>SUBTOTAL (2000) AGENCY PROGRAMS</b>	<b>89,939</b>	<b>75,948</b>	<b>72,177</b>	<b>74,303</b>	<b>2,126</b>	<b>260.9</b>	<b>265.7</b>	<b>264.0</b>	<b>262.0</b>	<b>-2.0</b>
<b>(3000) COMMUNITY SERVICES</b>										
(3010) Child Placement	10	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(3020) Family Resources	0	1	0	0	0	0.0	0.0	0.0	0.0	0.0
(3086) Child Protective Services-Family Assessment	7,157	7,715	8,539	0	-8,539	66.1	76.6	79.0	0.0	-79.0
(3087) Child Protective Services-Investigations	11,659	15,587	15,417	24,819	9,401	109.6	123.1	129.0	214.0	85.0
(3090) Clinical Health Services	1,168	2,022	3,109	2,409	-700	0.0	5.8	7.0	7.0	0.0
(3091) Nurse Care Management	7	2,651	2,801	2,792	-8	0.0	19.4	21.0	21.0	0.0
(3092) Healthy Horizons Clinic	525	577	793	680	-113	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (3000) COMMUNITY SERVICES</b>	<b>20,525</b>	<b>28,553</b>	<b>30,659</b>	<b>30,700</b>	<b>41</b>	<b>175.8</b>	<b>225.0</b>	<b>236.0</b>	<b>242.0</b>	<b>6.0</b>
<b>(4000) ADOPTION AND GUARDIAN SUBSIDY PROGRAM</b>										
(4010) Adoption and Guardianship Subsidy	18,598	17,459	16,580	15,950	-631	0.0	0.0	0.0	0.0	0.0
(4011) Guardianship Subsidy	10,528	9,281	9,375	7,573	-1,802	0.0	0.0	0.0	0.0	0.0
(4012) Grandparent Subsidy	5,902	5,222	6,384	6,352	-32	0.0	0.0	1.0	1.0	0.0
<b>SUBTOTAL (4000) ADOPTION AND GUARDIAN SUBSIDY PROGRAM</b>	<b>35,027</b>	<b>31,962</b>	<b>32,340</b>	<b>29,875</b>	<b>-2,464</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>(6000) POLICY AND PLANNING</b>										
(6010) Policy	1,730	1,087	1,523	1,642	119	0.0	5.0	10.0	10.0	0.0
(6020) Planning and Data Analysis	3,667	1,137	1,250	1,110	-139	33.0	9.9	10.0	9.0	-1.0
(6030) Quality Assurance	2,196	2,780	3,380	3,371	-8	15.1	23.7	28.0	28.0	0.0
<b>SUBTOTAL (6000) POLICY AND PLANNING</b>	<b>7,593</b>	<b>5,003</b>	<b>6,152</b>	<b>6,124</b>	<b>-29</b>	<b>48.1</b>	<b>38.5</b>	<b>48.0</b>	<b>47.0</b>	<b>-1.0</b>
<b>(7000) CLINICAL PRACTICE</b>										
(7020) Well Being	10,130	4,741	6,950	6,670	-281	49.1	27.6	27.0	27.0	0.0
<b>SUBTOTAL (7000) CLINICAL PRACTICE</b>	<b>10,130</b>	<b>4,741</b>	<b>6,950</b>	<b>6,670</b>	<b>-281</b>	<b>49.1</b>	<b>27.6</b>	<b>27.0</b>	<b>27.0</b>	<b>0.0</b>
<b>(8000) COMMUNITY PARTNERSHIPS</b>										
(8010) Community Partnership Services	2,971	2,896	2,183	1,907	-277	18.0	20.7	10.0	10.0	0.0
(8020) In-Home	5,810	7,049	8,357	7,734	-623	65.3	69.8	72.0	70.0	-2.0
(8030) Prevention Services	15,957	14,384	17,309	12,305	-5,004	2.8	0.0	3.0	0.0	-3.0
(8040) Families First D.C.	0	0	0	3,489	3,489	0.0	0.0	0.0	3.0	3.0
<b>SUBTOTAL (8000) COMMUNITY PARTNERSHIPS</b>	<b>24,738</b>	<b>24,329</b>	<b>27,849</b>	<b>25,434</b>	<b>-2,415</b>	<b>86.0</b>	<b>90.5</b>	<b>85.0</b>	<b>83.0</b>	<b>-2.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>221,302</b>	<b>209,932</b>	<b>220,273</b>	<b>219,439</b>	<b>-834</b>	<b>775.0</b>	<b>805.4</b>	<b>828.0</b>	<b>836.0</b>	<b>8.0</b>

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

**Note:** For more detailed information regarding the approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Child and Family Services Agency operates through the following 8 divisions:

**Agency Programs** – provides case management for children and youth in foster care. The Agency Programs administration works to ensure the safety and well-being of children and youth in care while moving them to permanence as quickly as possible via reunification, guardianship, or adoption.

This division contains the following 7 activities:

- **Permanency** – provides case management and permanency support for children from the inception of concurrent permanency planning through finalization of reunification, guardianship or adoption;
- **Teen Services** – provides permanency support, consultation, technical assistance, training, and case management for older youth between the ages of 15 to 21. Teen Services works to achieve permanence for older youth while at the same time providing life skills training, vocational and educational support, and transitional assistance to prepare them for independence after leaving foster care;
- **Family Resources** – provides foster and adoptive resource recruitment and support services to current and potential foster, kinship, and adoptive parents;
- **Facility Licensing** – provides licensing for CFSA’s foster homes;
- **Contract Monitoring** – provides oversight of CFSA purchases via contracts and ensures program outcomes and adherence to contractual requirements;
- **Child Placement** – identifies living arrangements for children who must enter foster care, including family foster homes, group care, and independent living programs; and
- **Kinship Support** – identifies viable family resources, conducts family team meetings, facilitates placements with relatives, expedites licensing of kinship foster parents, and provides supportive services to kinship caregivers.

**Community Services** – is composed of investigative social workers, medical professionals, social workers, case managers, and other professionals responsible for monitoring and overseeing services to children who are placed in foster care. Community Services operates CFSA’s on-site clinic and the child abuse hotline.

This division contains the following 4 activities:

- **Child Protective Services - Investigations** – receives reports of suspected child abuse or neglect through the hotline, investigates families whose children are alleged victims of abuse or neglect, and makes determinations regarding immediate removals and/or court referrals;
- **Clinical Health Services** – provides medical and behavioral health screenings prior to placement and expert consultation in health, residential treatment, developmental disabilities, and 24/7 on-call support for medical and mental health services;
- **Nurse Care Management** – supports a cadre of nurse care professionals to support the medical needs of children in care; and
- **Healthy Horizons Clinic** – provides medical health screenings prior to placement and expert consultation in health, residential treatment, developmental disabilities, and 24/7 on-call support for medical services.

**Adoption and Guardian Subsidy** – supports families caring for children and providing a long-term permanent placement for children.

This division contains the following 3 activities:

- **Adoption and Guardianship Subsidy** – provides financial assistance services to eligible relatives and adoptive parents so that they can maintain children in permanent homes;
- **Guardianship Subsidy** – provides financial assistance services to eligible relatives and non-family caregivers so that they can maintain children in permanent homes; and

- **Grandparent Subsidy** – provides financial assistance services to eligible grandparents so that they can maintain children in permanent homes.

**Policy and Planning** – serves as the “state-level” function for District child welfare and supports CFSA’s policy development, planning and data analysis, Fair Hearings, D.C. Child Protection Register, quality assurance, and training functions. In addition, Policy and Planning licenses foster parents, group homes and independent living facilities that provide services to youth.

This division contains the following 3 activities:

- **Policy** – develops agency policy and provides review, interpretation and decision-making services to the Director and staff so that they can make decisions consistent with best practices and with statutory and regulatory requirements;
- **Planning and Data Analysis** – provides reporting, data analysis, technical assistance, and research services to the agency and external stakeholders in order to facilitate short and long-term agency strategic planning; and
- **Quality Assurance** – provides assessment, monitoring, and recommendation services to CFSA staff and key stakeholders to improve child welfare practice. In addition, Quality Assurance is responsible for facilitating qualitative review processes such as child fatality reviews and quality service reviews in order to identify areas of strength and need in line with best practices and child welfare standards.

**Clinical Practice (Well Being)** – provides comprehensive well-being services for children in CFSA’s care, including educational services, liaisons for substance abuse and domestic violence services, and day care. This division is responsible for implementing CFSA’s trauma-informed practice.

**Community Partnerships** – forges community partnerships and supports community-based programs and strategies designed to strengthen families and promote safety and stability for these families as well as at-risk children.

This division contains the following 4 activities:

- **Community Partnership Services** – provides staffing support and oversight of community-based prevention, supportive, and after-care services to families and at-risk children in their homes, maximizing the use of informal and formal support systems;
- **In-Home** – serves families in-home through social work units co-located with community partners to provide community-based family supportive services;
- **Prevention Services** – provides direct community-based prevention, supportive, and after-care services to families and at-risk children in their homes, maximizing the use of informal and formal support systems; and
- **Families First DC** – supports a continuum of prevention services focused on stabilizing and strengthening families. Services are provided through neighborhood-based resource centers, integrating government initiatives and programs to build on family and community strengths and meet families’ complex and interconnected needs.

**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 Child and Family Services Agency has no division structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table RL0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table RL0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>160,315</b>	<b>645.0</b>
Removal of One-Time Costs	Multiple Programs	-2,910	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>157,405</b>	<b>645.0</b>
Increase: To adjust the Contractual Services budget	Multiple Programs	1,604	0.0
Decrease: To align Fixed Costs with proposed estimates	Agency Management	-251	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-478	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-1,121	0.0
Reduce: To align Fixed Costs with proposed estimates	Agency Management	-64	0.0
Reduce: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-755	0.0
Reduce: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-4,551	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>151,789</b>	<b>645.0</b>
Enhance: To support mothers who are homeless, and to help fathers gain knowledge and skills to improve their involvement and connection to their children (one-time)	Community Partnerships	310	0.0
Enhance: To support services to youths that have been victims of, or are at risk of becoming victims of, sex trafficking (one-time)	Agency Programs	150	0.0
Reduce: Out of town travel	Agency Programs	-10	0.0
Reduce: To realize programmatic cost savings in nonpersonal services	Agency Programs	-500	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>151,739</b>	<b>645.0</b>
<b>FEDERAL GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>57,159</b>	<b>183.0</b>
Increase: To align budget with projected grant awards	Multiple Programs	6,847	5.5
<b>FEDERAL GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>64,006</b>	<b>188.5</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>64,006</b>	<b>188.5</b>
<b>PRIVATE GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Increase: To align budget with projected grant awards	Agency Programs	356	2.5
<b>PRIVATE GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>356</b>	<b>2.5</b>
No Change		0	0.0
<b>PRIVATE GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>356</b>	<b>2.5</b>
<b>PRIVATE DONATIONS: FY 2020 Approved Budget and FTE</b>		<b>5</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE DONATIONS: FY 2021 Mayor's Proposed Budget</b>		<b>5</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE DONATIONS: FY 2021 District's Approved Budget</b>		<b>5</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>1,000</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>1,000</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>1,000</b>	<b>0.0</b>

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**Table RL0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>1,795</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Multiple Programs	539	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>2,334</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget</b>		<b>2,334</b>	<b>0.0</b>
<b>GROSS FOR RL0 - CHILD AND FAMILY SERVICES AGENCY</b>		<b>219,439</b>	<b>836.0</b>

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

**FY 2021 Approved Budget Changes**

The Child and Family Services Agency's (CFSA) approved FY 2021 gross budget is \$219,438,910, which represents a less than 1.0 percent decrease from its FY 2020 approved gross budget of \$220,273,172. The budget is comprised of \$151,738,863 in Local funds, \$64,006,011 in Federal Grant funds, \$355,812 in Private Grant funds, \$4,560 in Private Donations, \$1,000,000 in Special Purpose Revenue funds, and \$2,333,664 in Intra-District funds.

**Recurring Budget**

The FY 2021 budget for CFSA includes a reduction of \$2,910,000 across multiple divisions to account for the removal of one-time funding appropriated in FY 2020. This amount was comprised of \$2,000,000 to support indirect cost recovery expenditures, \$250,000 to support the Safe Shores contract, \$200,000 to support targeted legal interventions, \$160,000 to support parenting group session and home visiting, \$150,000 to support an existing program that serves youth aged 11-24 who are survivors of sex trafficking or at risk of becoming a victim of sex trafficking, and \$150,000 to support programs to improve fathers' parenting skills.

**Mayor's Proposed Budget**

**Increase:** CFSA's proposed Local funds budget submission includes an increase of \$1,604,482 in Contractual Services across multiple divisions. In Federal Grant funds, CFSA has a proposed increase of \$6,846,692 and 5.5 Full-Time Equivalents (FTEs). This is primarily due to aligning the budget with Foster Care and other grant awards. Private Grant funds has a proposed increase of \$355,812 and 2.5 FTEs in the Agency Programs division. A proposed increase of \$538,991 in Intra-District funds across several divisions is the result of a Memorandum of Understanding with the Department of Human Services.

**Decrease:** A net Local funds savings of \$250,944 in the Agency Management division is the result of Fixed Costs estimates provided by the Department of General Services for Energy, Rent, Janitorial Services, Security, and Occupancy. A projected Local funds savings of \$477,955 across multiple divisions will be made in personal services adjustments, which includes the reclassification of 8.0 FTEs from temporary to permanent. CFSA will align resources with operational goals to realize a savings of \$1,121,258 in nonpersonal services.

**Reduce:** In Local funds, a savings of \$63,736 in the Agency Management division aligns fixed costs with proposed estimates. The agency has identified a Local funds savings of \$755,225 across multiple divisions as it aligns personal services and fringe benefits with projected costs. A final Local funds savings of \$4,551,120 in nonpersonal services will be made to Collaborative, Maryland Family-Based and Aftercare contracts, Families First DC, flexible funds for qualified families, and Child Information System Administration services across multiple divisions.

## **District's Approved Budget**

**Enhance:** The approved Local funds budget for CFSA reflects enhancements across multiple divisions and activities. A one-time enhancement in the amount of \$310,000 is allocated to the Community Partnerships division. Of this amount, \$160,000 will support programs that provide parenting group sessions and home visitation services to families with a focus on supporting mothers who are homeless, victims of domestic violence, or reuniting with their children after returning home following a period of incarceration. The remaining \$150,000 will be used to support programs that will help fathers gain the knowledge and skills necessary to improve their involvement and connection to their children through voluntary home visits, parenting support, and child development information and activities.

The Agency Programs division will receive \$150,000 in one-time funding to support programs that provide services to youth between the ages of 11 and 25 years that are not in CFSA's care and custody, but have been victims of, or are at risk of becoming victims of, sex trafficking.

**Reduce:** Local funds savings have been identified in the Agency Programs division. CFSA will reduce \$10,000 in out-of-town travel, and a reduction of \$500,000 will be made to align the budget with projected nonpersonal services spending.

## Agency Performance Plan\*

The Child and Family Services Agency (CFSA) has the following strategic objectives for FY 2021:

### 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. Exit to Positive Permanency - Every child and youth exits foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills for successful adulthood.
2. Narrowing the Front Door - Children will have the opportunity to grow up with their families and are removed from their families only when necessary to keep them safe.
3. Ensure Child Well Being - Every child is entitled to a nurturing environment that supports healthy growth and development, good physical and mental health, and academic achievement.
4. Foster Care is a Temporary Safe Haven - Foster care is a temporary safe haven, with planning for permanence beginning the day a child enters care.
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. Exit to Positive Permanency - Every child and youth exits foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills for successful adulthood. (2 Activities)

Activity Title	Activity Description	Type of Activity
Dedicated Services for Older Youth In Foster Care	The Office of Youth Empowerment (OYE) serves older youth, ages 16 to 21, in care. OYE provides programs, services, and supports to prepare these young people for successful adulthood while continuing to seek permanent homes for them through reunification, guardianship, or adoption.	Daily Service
After Care Services	CFSA will work with community partners to provide Aftercare services to Foster Care Youth who Age out of Foster Care.	Daily Service

#### 2. Narrowing the Front Door - Children will have the opportunity to grow up with their families and are removed from their families only when necessary to keep them safe. (2 Activities)

Activity Title	Activity Description	Type of Activity
In-home Services Administration	Monitors and assists families through 10 social work units co-located with the Healthy Families/Thriving Communities Collaboratives. This administration also manages the agency’s rapid housing program which assists kin, transitioning youth, and families reunifying with housing resources.	Daily Service



**2. Narrowing the Front Door - Children will have the opportunity to grow up with their families and are removed from their families only when necessary to keep them safe. (2 Activities)**

Activity Title	Activity Description	Type of Activity
CPS-I	Maintains 24/7 protective services for children, including the District's hotline for reporting child abuse/neglect and necessary investigative responses.	Daily Service

**3. Ensure Child Well Being - Every child is entitled to a nurturing environment that supports healthy growth and development, good physical and mental health, and academic achievement. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Health Services Administration	Provides in-house medical screenings for children and youth before entry into out-of-home care and a full medical evaluation within 30 days.	Daily Service
The Office of Well-Being	The Office of Well-Being plays a leadership role in defining, supporting, and enhancing the overall well-being of children and youth involved with child welfare. CFSA uses trauma-informed and evidence-based practices, with the goal of achieving measurable and meaningful outcomes in the well-being domains of education, cognitive functioning, physical health and development, emotional and behavioral functioning, and social and emotional functioning within the context of a trauma-informed system. The Office of Well-Being includes four specialty areas (education, substance abuse, domestic violence, and day care) that support these outcomes, in addition to the Health Services Administration that provides in-house medical screenings for children and youth before entry into out-of-home care and a full medical evaluation within 30 days.	Daily Service

**4. Foster Care is a Temporary Safe Haven - Foster care is a temporary safe haven, with planning for permanence beginning the day a child enters care. (4 Activities)**

Activity Title	Activity Description	Type of Activity
Program Operations - Permanency	Provides permanency support, consultation, technical assistance, training and case management for children from inception of concurrent permanency planning through finalization of adoption or guardianship.	Daily Service
Foster Care Resources Administration	Recruits District-based foster care resources, and identifies group homes and independent living programs for children and youth; provides support to foster and adoptive parents and coordinates service monitoring of CFSA contracts with private providers who manage a portion of the caseload of children and youth in out-of-home care. These providers operate networks of foster homes and congregate care facilities (group homes and independent living programs). NOTE - THIS LANGUAGE TO CHANGE IN SEPTEMBER WINDOW.	Daily Service
Placement Services Administration	Identifies appropriate settings that can meet the needs of children and youth who must leave home temporarily to be safe.	Daily Service

**4. Foster Care is a Temporary Safe Haven - Foster care is a temporary safe haven, with planning for permanence beginning the day a child enters care. (4 Activities)**

Activity Title	Activity Description	Type of Activity
Kinship Support Administration	Conducts Family Team Meetings to prevent removal, when possible, and conducts other activities to engage and support relatives in caring for their children.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Child Information Systems Administration (CISA)	CISA (Child Information Systems Administration) is the technological center for CFSA. CISA maintains and operates technology used to improve child welfare performance and outcomes. The Comprehensive Child Welfare Information Systems (CCWIS) changes and improvements is led by this administration.	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. Exit to Positive Permanency - Every child and youth exits foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills for successful adulthood. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Share of exits to a permanent home	No	84.7%	84%	87%	85%	85%
Share of youth age 20 who are employed or in post-secondary education	No	72.3%	63%	69.6%	70%	70%
Share of youth engaged in after-care services	No	98%	95%	95.6%	95%	95%

**2. Narrowing the Front Door - Children will have the opportunity to grow up with their families and are removed from their families only when necessary to keep them safe. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
New entries into foster care	No	280	300	307	330	330
Number of removals from in-home within one year	No	173	140	145	165	165
Share of investigations initiated within 48 hours	No	90.7%	95%	91.2%	95%	95%

**3. Ensure Child Well Being - Every child is entitled to a nurturing environment that supports healthy growth and development, good physical and mental health, and academic achievement. (6 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of children ages 0-5 getting a developmental screening within 30 days of entering care	No	95.8%	90%	92.2%	90%	90%
Percent of youth in foster care who graduate from college	No	18.6%	10%	11.1%	20%	20%
Percent of youth in foster care who graduate from high school	No	67.3%	70%	73.1%	70%	70%
Share of youth age 11 and older getting a pre--placement substance abuse screening	No	81.1%	90%	90.1%	90%	90%
Share of children/youth getting a health screening before an initial and re-entry foster care placement	No	96.1%	95%	96.3%	95%	95%
Share of youth in foster care who complete vocational training and/or receive industry certification	No	76.1%	65%	80%	70%	70%

**4. Foster Care is a Temporary Safe Haven - Foster care is a temporary safe haven, with planning for permanence beginning the day a child enters care. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent increase of relative placements (kinship care)	No	24%	24%	27.5%	28%	28%
Percent of foster care placements within the District of Columbia	No	49.4%	55%	49.8%	55%	55%
Percent of placements in family foster homes	No	82.1%	85%	82.4%	85%	85%

**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. In-home Services Administration**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of in-home children served	No	1525	1366	1404
Number of in-home families served	No	549	481	532

**2. CPS-I**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Rate of substantiated child abuse and neglect per 1,000 children in the District	No	Not Available	Data Forthcoming	Data Forthcoming
Total hotline calls received	No	16,949	18,761	19,906
Total number of new investigations	No	4158	4934	5593

**3. Placement Services Administration**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of out-of-home children served	No	898	839	796

**Performance Plan End Notes**

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>



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# Department of Aging and Community Living

www.dcoa.dc.gov  
Telephone: 202-724-5626

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**Table BY0-1**

<b>Description</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Approved</b>	<b>FY 2021 Approved</b>	<b>% Change from FY 2020</b>
OPERATING BUDGET	\$48,830,054	\$50,224,687	\$54,367,039	\$52,293,743	-3.8
FTEs	69.1	75.0	104.0	102.0	-1.9
CAPITAL BUDGET	\$71,463	\$484,805	\$2,500,000	\$8,900,000	256.0
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Department of Aging and Community Living (DACL) is to advocate, plan, implement, and monitor programs in health, education, and social services that promote longevity, independence, dignity, and choice for older District residents (age 60 plus), people with disabilities (age 18 to 59), and their caregivers.

### Summary of Services

DACL provides consumer information, assistance, and outreach for District seniors, people with disabilities, and caregivers so that they can be better informed about aging issues, improve their quality of life, and maintain their independence. The agency also offers home health, adult day care, nutrition, case management, residential facilities, elder rights assistance, health promotion, wellness, counseling, legal, recreation, transportation, and caregiver services and supports to facilitate aging in place.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table BY0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table BY0-2**

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>Appropriated Fund</b>												
<b>GENERAL FUND</b>												
Local Funds	37,868	39,979	41,999	40,973	-1,026	-2.4	37.5	41.5	55.5	64.8	9.4	16.8
<b>TOTAL FOR GENERAL FUND</b>	<b>37,868</b>	<b>39,979</b>	<b>41,999</b>	<b>40,973</b>	<b>-1,026</b>	<b>-2.4</b>	<b>37.5</b>	<b>41.5</b>	<b>55.5</b>	<b>64.8</b>	<b>9.4</b>	<b>16.8</b>
<b>FEDERAL RESOURCES</b>												
Federal Grant Funds	7,994	7,505	7,240	7,702	462	6.4	4.0	6.0	6.0	6.6	0.6	9.2
Federal Medicaid Payments	2,036	2,461	3,142	3,389	247	7.9	24.6	27.5	29.5	30.6	1.1	3.7
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>10,030</b>	<b>9,966</b>	<b>10,382</b>	<b>11,092</b>	<b>710</b>	<b>6.8</b>	<b>28.6</b>	<b>33.5</b>	<b>35.5</b>	<b>37.2</b>	<b>1.6</b>	<b>4.6</b>
<b>INTRA-DISTRICT FUNDS</b>												
Intra-District Funds	932	280	1,986	229	-1,757	-88.5	3.0	0.0	13.0	0.0	-13.0	-100.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>932</b>	<b>280</b>	<b>1,986</b>	<b>229</b>	<b>-1,757</b>	<b>-88.5</b>	<b>3.0</b>	<b>0.0</b>	<b>13.0</b>	<b>0.0</b>	<b>-13.0</b>	<b>-100.0</b>
<b>GROSS FUNDS</b>	<b>48,830</b>	<b>50,225</b>	<b>54,367</b>	<b>52,294</b>	<b>-2,073</b>	<b>-3.8</b>	<b>69.1</b>	<b>75.0</b>	<b>104.0</b>	<b>102.0</b>	<b>-2.0</b>	<b>-1.9</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table BY0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table BY0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
11 - Regular Pay - Continuing Full Time	2,307	5,339	6,173	8,935	2,761	44.7
12 - Regular Pay - Other	3,573	825	2,959	233	-2,726	-92.1
13 - Additional Gross Pay	49	59	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	1,335	1,375	2,073	2,017	-56	-2.7
15 - Overtime Pay	0	0	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>7,266</b>	<b>7,598</b>	<b>11,205</b>	<b>11,185</b>	<b>-20</b>	<b>-0.2</b>

### Table BY0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
20 - Supplies and Materials	73	202	115	111	-4	-3.6
31 - Telecommunications	19	45	158	158	0	0.0
40 - Other Services and Charges	325	422	452	354	-98	-21.8
41 - Contractual Services - Other	8,779	9,112	9,285	8,709	-576	-6.2
50 - Subsidies and Transfers	32,241	32,730	32,880	31,508	-1,372	-4.2
70 - Equipment and Equipment Rental	127	116	271	269	-2	-0.6
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>41,564</b>	<b>42,627</b>	<b>43,162</b>	<b>41,109</b>	<b>-2,053</b>	<b>-4.8</b>
<b>GROSS FUNDS</b>	<b>48,830</b>	<b>50,225</b>	<b>54,367</b>	<b>52,294</b>	<b>-2,073</b>	<b>-3.8</b>

\*Percent change is based on whole dollars.

### FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table BY0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

### Table BY0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) AGENCY MANAGEMENT SERVICES</b>										
(1010) Personnel Costs	3,432	4,048	8,309	4,641	-3,668	28.0	33.4	62.8	37.0	-25.8
(1040) Contract and Procurement	16	71	71	439	368	0.0	0.0	0.0	0.0	0.0
(1045) Information Technology	204	380	459	302	-157	0.0	0.0	0.0	0.0	0.0
(1096) Fleet Services	54	47	61	62	1	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT SERVICES</b>	<b>3,707</b>	<b>4,546</b>	<b>8,900</b>	<b>5,444</b>	<b>-3,455</b>	<b>28.0</b>	<b>33.4</b>	<b>62.8</b>	<b>37.0</b>	<b>-25.8</b>
<b>(9200) CONSUMER INFO., ASSISTANCE AND OUTREACH</b>										
(9215) Community Outreach and Special Events	759	926	900	1,079	180	5.0	4.2	6.0	7.0	1.0
(9222) Advocacy/Elder Rights	1,892	1,570	1,333	1,501	168	0.0	0.0	0.0	0.0	0.0
(9230) Assistance and Referral Services	835	1,458	1,021	1,851	830	9.0	2.4	8.0	20.0	12.0
<b>SUBTOTAL (9200) CONSUMER INFO., ASSISTANCE AND OUTREACH</b>	<b>3,486</b>	<b>3,954</b>	<b>3,253</b>	<b>4,431</b>	<b>1,178</b>	<b>14.0</b>	<b>6.6</b>	<b>14.0</b>	<b>27.0</b>	<b>13.0</b>
<b>(9400) HOME AND COMMUNITY BASED SUPPORT</b>										
(9420) In-Home Services	8,293	9,339	8,856	7,856	-1,000	0.0	0.0	0.0	0.0	0.0
(9430) Lead Agencies and Case Management	11,645	10,779	11,026	12,910	1,884	26.0	33.0	25.8	37.4	11.6
(9440) Senior Wellness Center/Fitness	3,056	3,042	2,890	2,900	11	0.0	0.0	0.0	0.0	0.0
(9460) Senior Villages	298	293	304	327	24	0.0	0.0	0.0	0.0	0.0

**Table BY0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
(9470) Supportive Residential Services	733	735	735	735	0	0.0	0.0	0.0	0.0	0.0
(9475) Caregiver Support	566	713	1,422	1,433	11	1.0	2.0	1.4	0.6	-0.8
(9485) Transportation	5,403	5,297	5,338	5,285	-54	0.0	0.0	0.0	0.0	0.0
(9490) Day Programs	1,804	1,669	1,512	1,512	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (9400) HOME AND COMMUNITY BASED SUPPORT</b>	<b>31,798</b>	<b>31,867</b>	<b>32,082</b>	<b>32,958</b>	<b>876</b>	<b>27.0</b>	<b>35.0</b>	<b>27.2</b>	<b>38.0</b>	<b>10.8</b>
<b>(9500) NUTRITION</b>										
(9520) Community Dining	4,629	4,539	4,865	4,542	-323	0.0	0.0	0.0	0.0	0.0
(9530) Home Delivered Meals	4,695	4,888	4,830	4,481	-349	0.0	0.0	0.0	0.0	0.0
(9540) Nutrition Supplements	21	21	27	27	0	0.0	0.0	0.0	0.0	0.0
(9550) Commodity and Farmers Market	494	410	410	410	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (9500) NUTRITION</b>	<b>9,839</b>	<b>9,858</b>	<b>10,132</b>	<b>9,460</b>	<b>-672</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(9960) YR END CLOSE</b>										
No Activity Assigned	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (9960) YR END CLOSE</b>	<b>0</b>	<b>-1</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>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>48,830</b>	<b>50,225</b>	<b>54,367</b>	<b>52,294</b>	<b>-2,073</b>	<b>69.1</b>	<b>75.0</b>	<b>104.0</b>	<b>102.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Department of Aging and Community Living operates through the following 4 programs:

**Consumer Information, Assistance, and Outreach** – provides information, assistance, and outreach for a variety of long-term care needs to older adults, people with disabilities, and caregivers regarding long-term care services and supports offered in the District.

This program contains the following 3 activities:

- **Community Outreach and Special Events** – provides socialization, information, and recognition services for District residents age 60 or older, adults with disabilities, and caregivers in order to combat social isolation, increase awareness of services provided, and project a positive image of aging;
- **Advocacy and Elder Rights** – provides legal support and advocacy for elder rights for District residents, age 60 or older, who need assistance with relevant state laws, long-term planning, or complaint resolution between residents/families and nursing homes or other community residential facilities for seniors; and
- **Assistance and Referral Services** – provides information on, connection to, and assistance with accessing home and community-based services, long-term care options, and public benefits for District residents age 60 or older, adults with disabilities, and caregivers.

**Home and Community-Based Support** – provides services for District residents who are 60 years of age or older so that they can live as independently as possible in the community. Services include health promotion, case management, nutrition, homemaker assistance, wellness, counseling, transportation, and recreation activities.



This program contains the following 8 activities:

- **In-Home Services** – provides home health and homemaker services for District residents 60 years of age and older, to help manage activities of daily living;
- **Lead Agencies and Case Management**– provides core services and supports, such as case management and counseling services, for District residents age 60 or older, adults with disabilities, and caregivers;
- **Senior Wellness Centers/Fitness** – provides socialization, physical fitness, and programs that promote healthy behavior and awareness for District residents age 60 or older;
- **Senior Villages** – provides support and technical assistance to the grassroots volunteer model of neighbors helping neighbors age in place;
- **Supportive Residential Services** – provides emergency shelter, supportive housing, and aging-in-place programs;
- **Caregivers Support** – provides caregiver education and training, respite, stipends, and transportation services to eligible caregivers;
- **Transportation** – provides transportation to medical appointments, group social, and recreational activities for District residents age 60 or older; and
- **Day Programs** – provides programs through adult day health and senior centers, which allow District residents age 60 or older to have socialization and access to core services.

**Nutrition Services** – provides meals, food, and nutrition assistance to District residents age 60 and older, to maintain or improve their health and remain independent in the community.

This program contains the following 4 activities:

- **Community Dining** – provides meals in group settings such as senior wellness centers, senior housing buildings, and recreation centers for District residents age 60 or older;
- **Home-Delivered Meals** – provides District residents age 60 or older who are frail, home-bound, or otherwise isolated, with meals delivered directly to their home;
- **Nutrition Supplements** – provides nutrition supplements each month for District residents age 60 or older who are unable to obtain adequate nutrition from food alone; and
- **Commodities and Farmers Market** – the Commodity Supplemental Food Program provides a monthly bag of healthy, shelf-stable foods to low-income District residents. The Senior Farmers Market Nutrition Program provides vouchers to participants in the Commodity Supplemental Food Program to purchase fresh produce at local farmers markets.

**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 Department of Aging and Community Living has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table BY0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table BY0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>41,999</b>	<b>55.5</b>
Removal of One-Time Costs	Multiple Programs	-2,681	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>39,318</b>	<b>55.5</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,898	14.4
Increase: To align resources with operational spending goals	Multiple Programs	326	0.0
Enhance: To support Safe-at-Home (one-time)	Home and Community-Based Support	3,000	0.0
Transfer-In: To support APS	Home and Community-Based Support	1,886	0.0
Reduce: To realize programmatic cost savings in nonpersonal services	Agency Management Services	-16	0.0
Reduce: To purchase Senior Wellness Center equipment	Multiple Programs	-18	0.0
Reduce: To adjust the APS contract and ADSSP grant match	Multiple Programs	-329	0.0
Reduce: To recognize savings from a reduction in FTE(s)	Multiple Programs	-667	-5.0
Reduce: To adjust funding for the Nutrition program	Nutrition	-705	0.0
Reduce: To adjust In-Home, Money Management, and Fleet Management services	Home and Community-Based Support	-888	0.0
Reduce: To adjust funding for the Safe-at-Home program	Home and Community-Based Support	-3,320	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>40,485</b>	<b>64.8</b>
Enhance: To provide funding for senior financial intervention for adults 60 years and older and to support a senior center (one-time)	Home and Community-Based Support	415	0.0
Enhance: To provide community dining support for LGBT Seniors (one-time)	Nutrition	100	0.0
Enhance: To support senior villages	Home and Community-Based Support	24	0.0
Reduce: To realize programmatic cost savings in nonpersonal services	Agency Management Services	-50	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>40,973</b>	<b>64.8</b>
<b>FEDERAL GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>7,240</b>	<b>6.0</b>
Increase: To align budget with projected grant awards	Multiple Programs	462	0.6
<b>FEDERAL GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>7,702</b>	<b>6.6</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>7,702</b>	<b>6.6</b>
<b>FEDERAL MEDICAID PAYMENTS: FY 2020 Approved Budget and FTE</b>		<b>3,142</b>	<b>29.5</b>
Increase: To adjust the medicaid growth rate adjustment	Multiple Programs	247	1.1
<b>FEDERAL MEDICAID PAYMENTS: FY 2021 Mayor's Proposed Budget</b>		<b>3,389</b>	<b>30.6</b>
No Change		0	0.0
<b>FEDERAL MEDICAID PAYMENTS: FY 2021 District's Approved Budget</b>		<b>3,389</b>	<b>30.6</b>
<b>INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>1,986</b>	<b>13.0</b>
Decrease: To align budget with projected revenues	Multiple Programs	-1,757	-13.0
<b>INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>229</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget</b>		<b>229</b>	<b>0.0</b>
<b>GROSS FOR BY0 - DEPARTMENT OF AGING AND COMMUNITY LIVING</b>		<b>52,294</b>	<b>102.0</b>

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

## **FY 2021 Approved Budget Changes**

The Department of Aging and Community Living's (DACL) approved FY 2021 gross budget is \$52,293,743, which represents a 3.8 percent decrease from its FY 2020 approved gross budget of \$54,367,039. The budget is comprised of \$40,973,262 in Local funds, \$7,702,179 in Federal Grant funds, \$3,389,343 in Federal Medicaid Payments, and \$228,958 in Intra-District funds.

### **Recurring Budget**

The FY 2021 approved budget for DACL includes a reduction of \$2,681,200 to account for the removal of one-time funding appropriated in FY 2020. This funding was comprised of \$2,000,000 to support the Safe-at-Home program; \$383,000 to support the Club Memory; \$231,200 to support senior events at JW King Senior Center, Benning Park Community Center Apartments, Lona Senior Center, and Vida Senior Center; and \$67,000 to support community dining and peer support for LGBT seniors.

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

**Increase:** In Local funds, DACL's proposed budget includes a net increase of \$1,897,890 and 14.4 Full-Time Equivalents (FTEs) across multiple programs to support projected salary, step increase, and Fringe Benefit costs. Additional funding of \$326,272 across multiple programs will account for projected costs primarily related to professional services fees.

In Federal Grant funds, the budget proposal reflects an increase of \$462,353 and 0.6 FTE across multiple programs to align the budget with projected grant awards.

In Federal Medicaid Payment funds, the proposed budget includes \$247,341 and 1.1 FTEs across multiple programs to support the Medicaid growth rate adjustment.

**Decrease:** In Intra-District funds, the proposed budget reflects a decrease of \$1,757,333 and 13.0 FTEs to align the budget with projected revenue.

**Enhance:** In Local funds, DACL's proposed budget includes a one-time increase of \$3,000,000 in the Home and Community Based Support program to support the Safe-at-Home program.

**Transfer in:** In Local funds, DACL's proposed budget reflects a transfer-in of \$1,886,291 from the Department of Human Services to DACL's Home and Community Based Support program for Adult Protective Services (APS).

**Reduce:** In Local funds, DACL's budget proposal includes a decrease of \$16,467 in the Agency Management program to account for programmatic cost savings in nonpersonal services. The proposed Local funds budget also includes a decrease of \$18,050 across multiple programs for equipment for the Senior Wellness Center. Additional adjustments across multiple programs include reductions of \$329,067 for APS contracts and Alzheimer's Disease Supportive Services Program (ADSSP) grant match without reduction in services, \$667,170 and 5.0 FTEs to reflect personal services cost savings, and \$705,000 in Nutrition funding to match estimated spending levels, there will be no reduction in existing services. Finally, the Home and Community Based Support program includes reductions of \$887,656 to adjust funding for In-Home, Money Management, and Fleet Management services, and a net reduction of \$3,320,000 to align the funding for the Safe-at-Home program. The net impact of the changes to Safe-at-Home program will be a total budget of \$5,000,000 in FY 2021 and a decrease of \$1,000,000 from FY 2020.

### **District's Approved Budget**

**Enhance:** DACL's approved Local funds budget reflects a one-time increase of \$415,000 in the Home and Community Based Support program. This enhancement is comprised of \$215,000 to support senior financial intervention programs for adults 60 years of age and older with memory loss and other cognitive impairments, and \$200,000 to support senior center programs that provide comprehensive health and social services to senior adults living in isolation or within a family context. These programs will focus on serving seniors who speak a language other than English.

Additionally, the Local funds budget will increase by \$100,000 in one-time funding to support community dining for lesbian, gay, bisexual, and transgender (LGBT) seniors in the Nutrition program. The Local funds budget also includes an increase of \$23,500 to support senior villages in the Home and Community-Based Support program.

**Reduce:** DACL's approved Local funds budget reflects a decrease of \$50,000 to realize programmatic cost savings in nonpersonal services in the Agency Management Services program.

## Agency Performance Plan\*

The Department of Aging and Community Living's (DACL) has the following strategic objectives for FY 2021:

### 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. Customer Information, Assistance and Outreach: Provide information, assistance and outreach to District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promotes awareness and access to services and supports offered in the District.
2. Home and Community-Based Supports: Provide direct services and supports in the community, including nutrition services, for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promote living well in the District.
3. 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. Customer Information, Assistance and Outreach: Provide information, assistance and outreach to District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promotes awareness and access to services and supports offered in the District. (4 Activities)

Activity Title	Activity Description	Type of Activity
Advocacy/Elder Rights	Provide legal and advocacy support and protective services for District residents age 60 or older in need of assistance with long-term care planning, quality of care disputes, estate and financial planning, and civil disputes.	Daily Service
Community Outreach and Special Events	Provide engaging socialization opportunities and community service and support awareness campaigns for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that combat social isolation, improve access to services, address the needs of LGBT seniors, and project a positive image of aging and people with disabilities.	Daily Service

**1. Customer Information, Assistance and Outreach: Provide information, assistance and outreach to District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promotes awareness and access to services and supports offered in the District. (4 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Assistance and Referral Services	Provide information on, connection to, and assistance with accessing home and community-based services, long-term care options, and public benefits for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers.	Daily Service
Adult Protective Services	Adult Protective Services (APS) receives and investigates reports of alleged cases of abuse, neglect, and exploitation and self-neglect of vulnerable adults 18 years of age or older. APS conducts assessments and provides linkages to supports and provides services to mitigate against abuse, neglect, self-neglect, and exploitation.	Daily Service

**2. Home and Community-Based Supports: Provide direct services and supports in the community, including nutrition services, for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promote living well in the District. (5 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Nutrition Program	Provide prepared meals, fresh foods, and nutrition assistance to District residents age 60 or older that maintains or improves health and the ability to remain independent in the community.	Daily Service
Senior Wellness Center/Fitness	Provide socialization, physical fitness, and wellness programs for District residents age 60 or older that promote healthy behaviors.	Daily Service
Transportation	Provide transportation services to essential non-emergency medical appointments and social/recreational group trips.	Daily Service
Lead Agencies and Case Management	Provide core services and supports, such as case management and counseling services, for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers.	Daily Service
In-home Services	Provide in-home adaptations, homemaker services and caregiver support for District residents age 60 or older to help manage activities of daily living, keep the home safe and prevent caregiver burnout.	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. Customer Information, Assistance and Outreach: Provide information, assistance and outreach to District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promotes awareness and access to services and supports offered in the District. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of callers looking for information and assistance that heard about DACL services through the agency's outreach efforts	No	28%	25%	11%	25%	25%
Percent of residents working with D.C. Long-Term Care Ombudsman Program that self-report a satisfactory resolution to a complaint, concern, or problem	No	91%	85%	86%	85%	85%
Percent of residents working with DACL's Medicaid Enrollment Staff that self-report a positive experience through the Medicaid enrollment process	No	95%	85%	90%	85%	85%

### 2. Home and Community-Based Supports: Provide direct services and supports in the community, including nutrition services, for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promote living well in the District. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of Emergencies Responded to Within 24 Hours by Adult Protective Services	No	New in 2020	New in 2020	New in 2020	New in 2020	100%
Percent of family caregivers participating in D.C. Caregivers Institute that self-report an improved ability to provide care	No	93%	90%	100%	90%	90%
Percent of referrals in non-emergency cases where initial client contact and investigation takes place within ten working days by Adult Protective Services	No	New in 2020	New in 2020	New in 2020	New in 2020	85%
Percent of residents attending Senior Wellness Centers that self-report an increase in awareness and practices of health habits	No	90.5%	80%	89%	80%	80%

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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. Nutrition Program

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of residents attending community dining sites	No	5215	5016	4550
Number of residents receiving home-delivered meals	No	3218	3397	3555

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### 2. Advocacy/Elder Rights

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of hours of advocacy and legal support provided to residents	No	9232	10,155	10,767.9
Number of hours of advocacy and legal support provided to residents	No	Not Available	Data Forthcoming	Data Forthcoming
Number of hours of Long-Term Care Ombudsman services provided to residents	No	1503	2072	2027.9

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### 3. Community Outreach and Special Events

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of DACL sponsored information and training sessions that increase knowledge and awareness of long-term services and supports in the community	No	183	207	208

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### 4. Senior Wellness Center/Fitness

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of residents attending Senior Wellness Centers	No	2881	3397	3366

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### 5. Transportation

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of residents provided transportation to medical appointments	No	1195	1763	1628
Number of residents provided transportation to social and recreational activities	No	1462	1861	2037



## 6. Assistance and Referral Services

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of caregivers receiving information, referral and assistance through the Aging and Disability Resource Center	No	122	191	140
Number of people with disabilities between the ages of 18 and 59 receiving information, referral and assistance through the Aging and Disability Resource Center	No	3560	2993	2871
Number of residents age 60 or older receiving information, referral and assistance through the Aging and Disability Resource Center	No	16,535	12,479	20,386
Number of residents served by DACL's Medicaid Enrollment Staff	No	2651	2437	2255

## 7. Lead Agencies and Case Management

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of residents receiving case management	No	2128	2373	2429
Number of residents receiving options counseling	No	4653	6861	8635
Number of residents transitioned from an institutional setting to the community	No	65	47	44

## 8. In-home Services

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of residents receiving home adaptations	No	595	1031	1162
Number of residents receiving homemaker services	No	402	411	386

## 9. Adult Protective Services

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of cases investigated in APS	No	New in 2020	New in 2020	New in 2020
Number of court Appointed Guardians/Conservators	No	New in 2020	New in 2020	New in 2020
Number of referrals received in APS	No	New in 2020	New in 2020	New in 2020

### Performance Plan End Notes:

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov/>.



# Department of Behavioral Health

www.dbh.dc.gov  
Telephone: 202-673-2200

**Table RM0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$276,425,561	\$298,707,192	\$322,698,657	\$307,647,505	-4.7
FTEs	1,424.8	1,413.9	1,397.9	1,395.9	-0.1
CAPITAL BUDGET	\$267,475	\$663,781	\$3,513,000	\$7,710,000	119.5
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Department of Behavioral Health (DBH) is to support prevention, treatment, resiliency, and recovery for District residents with mental health and substance use disorders through the delivery of high-quality, integrated services.

## Summary of Services

The DBH will: (1) ensure that every individual seeking services is assessed for both mental health and substance use disorder needs, (2) increase the capacity of the provider network to treat co-occurring disorders, (3) establish and measure outcomes for individuals with co-occurring mental health and substance use disorders as well as single illnesses with recovery as the goal, and (4) enhance provider monitoring to ensure high quality service.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table RM0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table RM0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents						
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>GENERAL FUND</b>														
Local Funds	236,814	248,557	266,741	272,004	5,264	2.0		1,161.8	1,229.1	1,214.1	1,228.2	14.1	1.2	
Dedicated Taxes	0	0	200	200	0	0.0		0.0	0.0	0.0	0.0	0.0	N/A	

## Table RM0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
Special Purpose												
Revenue Funds	2,910	2,289	2,352	2,650	299	12.7	36.8	16.2	15.2	16.2	1.0	6.6
<b>TOTAL FOR GENERAL FUND</b>	<b>239,723</b>	<b>250,846</b>	<b>269,292</b>	<b>274,855</b>	<b>5,562</b>	<b>2.1</b>	<b>1,198.6</b>	<b>1,245.4</b>	<b>1,229.3</b>	<b>1,244.4</b>	<b>15.1</b>	<b>1.2</b>
<b>FEDERAL RESOURCES</b>												
Federal Grant Funds	22,033	28,551	35,758	15,135	-20,623	-57.7	113.0	82.8	90.8	77.6	-13.3	-14.6
Federal Medicaid Payments	1,137	5,455	2,844	2,991	148	5.2	5.0	5.0	5.0	5.0	0.0	0.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>23,170</b>	<b>34,005</b>	<b>38,601</b>	<b>18,126</b>	<b>-20,475</b>	<b>-53.0</b>	<b>118.0</b>	<b>87.8</b>	<b>95.8</b>	<b>82.6</b>	<b>-13.3</b>	<b>-13.9</b>
<b>PRIVATE FUNDS</b>												
Private Grant Funds	391	323	436	446	10	2.3	1.0	1.0	0.0	0.0	0.0	N/A
Private Donations	13	109	161	161	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>404</b>	<b>432</b>	<b>597</b>	<b>607</b>	<b>10</b>	<b>1.7</b>	<b>1.0</b>	<b>1.0</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	13,129	13,424	14,207	14,059	-148	-1.0	107.3	79.8	72.8	68.9	-3.8	-5.3
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>13,129</b>	<b>13,424</b>	<b>14,207</b>	<b>14,059</b>	<b>-148</b>	<b>-1.0</b>	<b>107.3</b>	<b>79.8</b>	<b>72.8</b>	<b>68.9</b>	<b>-3.8</b>	<b>-5.3</b>
<b>GROSS FUNDS</b>	<b>276,426</b>	<b>298,707</b>	<b>322,699</b>	<b>307,648</b>	<b>-15,051</b>	<b>-4.7</b>	<b>1,424.8</b>	<b>1,413.9</b>	<b>1,397.9</b>	<b>1,395.9</b>	<b>-2.0</b>	<b>-0.1</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table RM0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

## Table RM0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	98,910	106,224	108,870	115,076	6,206	5.7
12 - Regular Pay - Other	9,449	6,494	8,535	5,905	-2,630	-30.8
13 - Additional Gross Pay	6,397	5,486	3,995	3,995	0	0.0
14 - Fringe Benefits - Current Personnel	26,477	28,113	31,638	32,171	533	1.7
15 - Overtime Pay	3,608	4,921	1,521	1,521	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>144,841</b>	<b>151,238</b>	<b>154,560</b>	<b>158,667</b>	<b>4,108</b>	<b>2.7</b>
20 - Supplies and Materials	5,707	4,554	6,381	6,376	-4	-0.1
30 - Energy, Communication and Building Rentals	1,395	1,458	1,561	1,889	328	21.0

**Table RM0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Percentage Change*</b>
31 - Telecommunications	766	722	704	715	11	1.5
32 - Rentals - Land and Structures	6,045	6,275	6,629	6,964	335	5.1
34 - Security Services	3,858	3,142	2,881	4,993	2,112	73.3
35 - Occupancy Fixed Costs	195	219	697	885	188	26.9
40 - Other Services and Charges	11,855	21,089	24,159	18,042	-6,116	-25.3
41 - Contractual Services - Other	32,258	32,170	40,050	29,364	-10,686	-26.7
50 - Subsidies and Transfers	69,118	77,213	84,688	79,313	-5,375	-6.3
70 - Equipment and Equipment Rental	388	627	390	438	48	12.4
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>131,585</b>	<b>147,469</b>	<b>168,139</b>	<b>148,980</b>	<b>-19,159</b>	<b>-11.4</b>
<b>GROSS FUNDS</b>	<b>276,426</b>	<b>298,707</b>	<b>322,699</b>	<b>307,648</b>	<b>-15,051</b>	<b>-4.7</b>

\*Percent change is based on whole dollars.

**FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity**

Table RM0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table RM0-4**

(dollars in thousands)

<b>Division/Program and Activity</b>	<b>Dollars in Thousands</b>					<b>Full-Time Equivalents</b>				
	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Personnel	2,167	1,777	1,766	1,830	64	16.5	15.0	15.0	15.0	0.0
(1015) Training and Employee Development	396	432	255	264	9	3.1	3.0	2.0	2.0	0.0
(1017) Labor Relations	432	472	475	494	19	3.1	3.0	3.0	3.0	0.0
(1030) Property Management	3,983	1,217	1,211	1,051	-159	2.0	3.9	4.0	3.0	-1.0
(1040) Information Technology	0	0	0	5,180	5,180	0.0	0.0	0.0	24.0	24.0
(1050) Financial Management-Agency	2,368	2,211	2,397	2,354	-44	22.3	17.9	18.0	17.0	-1.0
(1088) Claims Administration	878	1,051	577	647	69	12.4	10.1	5.0	5.0	0.0
(1089) Health Information Management	709	742	611	766	155	9.3	8.9	7.0	9.0	2.0
(1090) Performance Management	0	4	0	0	0	0.0	0.0	0.0	0.0	0.0
(1091) Office of Administration Operations	1,242	10,355	10,246	12,472	2,227	2.1	9.0	6.0	3.0	-3.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>12,176</b>	<b>18,261</b>	<b>17,539</b>	<b>25,058</b>	<b>7,520</b>	<b>70.8</b>	<b>70.8</b>	<b>60.0</b>	<b>81.0</b>	<b>21.0</b>
<b>(100F) DBH FINANCIAL OPERATIONS</b>										
(110F) DBH Budget Operations	784	798	852	959	107	5.2	5.0	5.0	5.0	0.0
(120F) DBH Accounting Operations	910	932	1,018	949	-69	9.3	9.0	9.0	9.0	0.0
(130F) DBH Fiscal Officer	330	305	337	348	11	2.1	2.0	2.0	2.0	0.0
<b>SUBTOTAL (100F) DBH FINANCIAL OPERATIONS</b>	<b>2,024</b>	<b>2,035</b>	<b>2,207</b>	<b>2,256</b>	<b>49</b>	<b>16.5</b>	<b>16.1</b>	<b>16.0</b>	<b>16.0</b>	<b>0.0</b>

**Table RM0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1800) BEHAVIORAL HEALTH AUTHORITY</b>										
(1810) Office of the Director/ Chief Exec Officer	1,617	2,458	1,934	1,926	-8	8.3	8.0	11.0	11.0	0.0
(1820) Consumer and Family Affairs	1,723	2,075	2,041	1,750	-291	10.3	9.9	10.0	10.0	0.0
(1885) Office of Ombudsman	306	275	384	430	46	3.0	3.0	3.0	3.0	0.0
(1888) Legal Services	760	789	830	884	55	4.6	4.5	4.5	4.5	0.0
(1889) Legislative and Public Affairs	785	920	642	634	-8	7.2	7.9	5.0	5.0	0.0
<b>SUBTOTAL (1800) BEHAVIORAL HEALTH AUTHORITY</b>	<b>5,192</b>	<b>6,517</b>	<b>5,830</b>	<b>5,624</b>	<b>-206</b>	<b>33.4</b>	<b>33.4</b>	<b>33.5</b>	<b>33.5</b>	<b>0.0</b>
<b>(3800) ST. ELIZABETHS HOSPITAL</b>										
(3805) Office of the Chief Executive	563	1,341	503	586	83	2.1	2.0	2.0	3.0	1.0
(3810) Office of Clinical and Medical Services - SEH	18,208	17,585	22,988	23,679	690	126.9	116.3	117.0	116.0	-1.0
(3815) Engineering and Maintenance - SEH	3,553	3,757	4,158	5,260	1,102	18.6	19.1	19.0	19.0	0.0
(3820) Fiscal and Support Services - SEH	2,382	939	716	753	37	1.0	2.0	2.0	2.5	0.5
(3828) Quality and Data Management	1,341	1,401	1,394	1,458	65	11.4	11.0	11.0	11.0	0.0
(3830) Housekeeping - SEH	2,819	3,055	2,938	2,991	52	46.9	48.5	47.0	47.0	0.0
(3835) Materials Management - SEH	1,542	1,496	1,612	1,621	9	9.3	8.0	8.0	8.0	0.0
(3845) Nursing - SEH	45,678	46,676	43,802	45,337	1,535	432.1	437.9	434.8	433.8	-1.0
(3850) Nutritional Services - SEH	3,498	3,698	3,931	3,955	23	28.0	28.2	28.1	28.1	0.0
(3860) Security and Safety - SEH	4,853	5,126	4,291	4,415	124	31.7	32.3	31.0	30.0	-1.0
(3865) Transportation and Grounds - SEH	898	819	763	791	29	5.2	5.0	5.0	5.0	0.0
(3870) Office of the Chief of Staff - SEH	216	26	110	110	0	1.0	0.0	0.0	0.0	0.0
(3875) Office of the Chief Operating Officer - SEH	1,046	905	1,019	1,022	2	10.3	10.0	10.0	10.0	0.0
(3880) Office of Chief Clinical Officer -SEH	10,966	11,173	12,364	12,406	42	113.5	115.4	115.0	110.0	-5.0
<b>SUBTOTAL (3800) ST. ELIZABETHS HOSPITAL</b>	<b>97,564</b>	<b>97,997</b>	<b>100,589</b>	<b>104,383</b>	<b>3,794</b>	<b>838.0</b>	<b>835.8</b>	<b>830.0</b>	<b>823.5</b>	<b>-6.5</b>
<b>(4800) BEHAVIORAL HEALTH SERVICES AND SUPPORTS</b>										
(4830) Adult Services - Forensic - BHSS	0	-3	0	0	0	0.0	0.0	0.0	0.0	0.0
(4860) Children and Youth - BHSS	-5	1	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (4800) BEHAVIORAL HEALTH SERVICES AND SUPPORTS</b>	<b>-5</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>0.0</b>
<b>(4900) ACCOUNTABILITY</b>										
(4905) Office of Accountability	287	286	238	49	-189	2.2	1.1	1.1	0.1	-1.0
(4910) Investigations	507	465	505	517	12	4.1	4.0	4.0	4.0	0.0
(4920) Licensure	471	546	564	575	11	4.1	4.0	4.0	4.0	0.0
(4930) Certification	1,028	1,230	1,024	1,060	36	9.3	8.9	8.0	8.0	0.0
(4940) Program Integrity	1,850	1,779	1,704	1,451	-253	15.4	14.0	13.0	11.0	-2.0
<b>SUBTOTAL (4900) ACCOUNTABILITY</b>	<b>4,143</b>	<b>4,307</b>	<b>4,033</b>	<b>3,650</b>	<b>-383</b>	<b>35.2</b>	<b>32.1</b>	<b>30.1</b>	<b>27.1</b>	<b>-3.0</b>

**Table RM0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(5800) CLINICAL SERVICES DIVISION</b>										
(5810) Office of the Chief Clinical Officer	2,927	5,541	6,826	7,004	179	8.3	9.0	20.0	21.0	1.0
(5830) Behavioral Health Services	881	901	937	649	-288	7.3	7.4	7.0	6.0	-1.0
(5831) Behavioral Health Services - Adult	2,295	3,614	3,588	3,556	-32	25.0	26.2	23.5	21.4	-2.1
(5832) Behavioral Health Services - Child	1,419	2,108	1,487	2,587	1,099	16.6	16.5	11.0	17.0	6.0
(5836) Behavioral Health Services - Pharmacy	1,421	1,281	1,411	1,410	-1	5.3	5.9	5.0	5.0	0.0
(5840) Comprehensive Psych Emergency Program - CPEP	2,039	1,176	1,189	1,244	55	8.3	8.2	8.0	8.0	0.0
(5841) Psychiatric Emergency Services - CPEP	6,777	4,844	5,255	6,031	776	42.3	44.3	40.5	40.5	0.0
(5842) Homeless Outreach / Mobile Crisis - CPEP	2,827	4,923	4,957	5,412	456	23.9	26.3	26.2	26.2	0.0
(5850) Homeless Outreach Services	-1	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(5870) Access Helpline	1,856	1,895	1,851	1,756	-95	16.5	18.9	18.0	17.0	-1.0
(5880) Forensics	3,458	5,606	5,246	5,267	22	19.6	33.1	28.0	29.0	1.0
(5890) Assessment and Referral Center (ARC)	2,507	2,147	2,646	2,246	-400	28.9	23.6	27.0	22.0	-5.0
<b>SUBTOTAL (5800) CLINICAL SERVICES DIVISION</b>	<b>28,405</b>	<b>34,037</b>	<b>35,392</b>	<b>37,162</b>	<b>1,770</b>	<b>201.7</b>	<b>219.4</b>	<b>214.3</b>	<b>213.2</b>	<b>-1.1</b>
<b>(5900) SYSTEM TRANSFORMATION</b>										
(5901) System Transformation Administration	126	0	0	0	0	1.0	0.0	0.0	0.0	0.0
(5905) Office of System Transformation	847	817	763	871	108	5.1	4.9	5.0	5.0	0.0
(5910) Info Systems Innovation/Data Analytics	3,320	3,191	2,694	0	-2,694	4.1	4.0	4.0	0.0	-4.0
(5911) ISIDA - Data/Performance Management	1,772	1,686	1,831	2,230	399	15.4	13.9	13.0	15.0	2.0
(5912) ISIDA - Information Systems	1,564	1,556	1,623	0	-1,623	13.4	12.9	13.0	0.0	-13.0
(5913) ISIDA - Technology Infrastructure	794	790	904	0	-904	9.3	9.0	8.0	0.0	-8.0
(5920) Strategic Management and Policy	2,136	2,889	1,317	1,920	602	6.2	4.0	3.0	3.0	0.0
(5930) Network Development	1,406	1,478	1,394	1,414	20	13.3	10.0	10.0	10.0	0.0
(5940) Training Institute	614	597	736	769	34	5.2	5.0	5.0	5.0	0.0
<b>SUBTOTAL (5900) SYSTEM TRANSFORMATION</b>	<b>12,579</b>	<b>13,003</b>	<b>11,262</b>	<b>7,203</b>	<b>-4,060</b>	<b>72.9</b>	<b>63.8</b>	<b>61.0</b>	<b>38.0</b>	<b>-23.0</b>
<b>(6800) ADDICTION PREVENTION AND RECOVERY ADMIN</b>										
(6855) Deputy Director for Treatment	-9	0	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (6800) ADDICTION PREVENTION AND RECOVERY ADMIN</b>	<b>-9</b>	<b>0</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>0.0</b>
<b>(6900) COMMUNITY SERVICES</b>										
(6901) Community Services Administration	65	0	450	230	-220	1.0	0.0	0.0	0.0	0.0
(6905) Office of Community Services	6,845	2,441	1,667	1,769	101	8.2	5.9	6.0	7.0	1.0
(6910) Prevention and Early Intervention	760	1,156	1,137	1,088	-48	3.1	3.1	3.0	3.0	0.0
(6911) Prevention/Early Interven-Early Childhood	1,957	1,096	2,642	3,968	1,325	10.3	9.1	9.0	22.0	13.0
(6912) Prevention/Early Interven-School Mental Health	6,335	10,316	19,092	21,796	2,704	63.2	59.3	70.0	71.7	1.7

**Table RM0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
(6913) Prevention Substance Use Disorder	4,231	3,615	2,204	2,003	-201	10.0	10.9	11.0	11.0	0.0
(6914) Gambling Treatment and Intervention	0	0	200	200	0	0.0	0.0	0.0	0.0	0.0
(6920) Specialty Care	6,015	3,889	2,592	2,398	-194	2.0	1.9	3.0	3.0	0.0
(6921) Specialty Care - Community-Based Service	2,537	2,616	2,737	2,441	-297	12.3	14.6	14.0	12.0	-2.0
(6922) Specialty Care - New Initiatives	1,997	11,989	22,510	2,708	-19,802	12.9	7.1	7.1	4.0	-3.1
(6930) Linkage and Assessment	3,675	2,347	2,463	2,312	-151	2.1	2.9	4.0	3.0	-1.0
(6931) Linkage and Assessment/Assessment Center	1,300	488	493	503	9	5.2	5.0	5.0	5.0	0.0
(6932) Linkage and Assessment/Co-Located Programs	1,054	613	540	584	44	9.4	6.0	5.0	5.0	0.0
(6933) Linkage and Assessment - PRTF	571	571	568	576	8	4.1	5.0	5.0	5.0	0.0
(6940) Housing Development	28,128	27,417	29,761	29,332	-429	7.3	7.6	7.0	8.0	1.0
(6950) Residential Support Services/Care Continuity	620	508	558	569	11	5.2	4.2	4.0	4.0	0.0
(6960) Implementation of Drug Treatment Choice	14,190	13,891	13,583	11,088	-2,495	0.0	0.0	0.0	0.0	0.0
(6970) Behavioral Health Rehab	12,845	10,759	13,216	11,313	-1,903	0.0	0.0	0.0	0.0	0.0
(6980) Behavioral Health Rehab - Local Match	21,232	28,839	29,434	27,434	-2,000	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (6900) COMMUNITY SERVICES</b>	<b>114,357</b>	<b>122,551</b>	<b>145,847</b>	<b>122,311</b>	<b>-23,536</b>	<b>156.2</b>	<b>142.6</b>	<b>153.1</b>	<b>163.7</b>	<b>10.6</b>
<b>(9220) DEPARTMENT OF MENTAL HEALTH - P-CARD</b>										
(9221) Department of Mental Health - P-Card	0	1	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (9220) DEPARTMENT OF MENTAL HEALTH - P-CARD</b>	<b>0</b>	<b>1</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>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>276,426</b>	<b>298,707</b>	<b>322,699</b>	<b>307,648</b>	<b>-15,051</b>	<b>1,424.7</b>	<b>1,413.9</b>	<b>1,397.9</b>	<b>1,395.9</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Behavioral Health operates through the following 8 divisions:

**Behavioral Health Authority** – plans for and develops mental health and substance use disorders (SUD) services; ensures access to services; monitors the service system; supports service providers by operating DBH's Fee for Service (FFS) system; provides grant or contract funding for services not covered through the FFS system; regulates the providers within the District's public behavioral health system; and identifies the appropriate mix of programs, services, and supports necessary to meet the behavioral health needs of District residents.



This division contains the following 5 activities:

- **Office of the Director/Chief Executive Officer** – leads management and oversight of the public behavioral health system; directs the design, development, communication, and delivery of behavioral health services and supports; and identifies approaches to enhance access to services that support recovery and resilience;
- **Consumer and Family Affairs** – promotes and protects the rights of individuals with behavioral health disorders; encourages and facilitates consumer and client and family leadership of treatment and recovery plans; and ensures consumer and client voice in the development of the behavioral health system. The Administration also promotes consumer and client leadership, manages the peer certification training, and provides expertise on the consumer and client perspective and is made up of the following teams: Peer Support, Consumer Engagement, Consumer Rights, Quality Improvement, and Saint Elizabeths;
- **Office of Ombudsman** – identifies and helps consumers and clients resolve problems, complaints and grievances through existing processes; educates on available services and helps to maximize outreach; refers individuals when appropriate to other District agencies for assistance; and comments on behalf of residents on District behavioral health policy, regulations, and legislation;
- **Legal Services** – provides legal advice to the Director on all aspects of DBH’s operations and activities; drafts, researches and/or reviews legislation, regulations, and policies affecting DBH’s mission and programs; and formulates strategic advice on DBH program development and compliance and oversight activities; and
- **Legislative and Public Affairs** – develops, leads and coordinates the agency’s public education, internal and external communications, and public engagement and outreach initiatives; manages legislative initiatives and acts as the liaison to the District Council; facilitates responses to constituent complaints and service requests; and provides information and support for special projects.

**Saint Elizabeths Hospital (SEH)** – provides inpatient psychiatric, medical, and psycho-social person-centered treatment to adults to support their recovery and return to the community. The hospital’s goal is to maintain an active treatment program that fosters individual recovery and independence as much as possible. The hospital is licensed by the District’s Department of Health and meets all the conditions of participation promulgated by the federal Centers for Medicare and Medicaid Services.

This division contains the following 14 activities:

- **Office of the Chief Executive** – provides overall executive management and leadership for all services and departments of Saint Elizabeths;
- **Office of Clinical and Medical Services – SEH** – provides the clinical, operational, strategic, and cultural leadership necessary to deliver care that is high-value (in terms of cost, quality and patient experience) to support their recovery and reintegration into the community;
- **Engineering and Maintenance – SEH** – provides maintenance and repairs to ensure a functional, safe, and secure facility to maximize the benefits of the therapeutic environment;
- **Fiscal and Support Services – SEH** – provides for the formulation, execution, and management of the hospital’s budget, billing and revenue operations; approves and finances all requests for procurements; and oversees the overall financial integrity of the Hospital to ensure the appropriate collection, allocation, utilization, and control of resources;
- **Quality and Data Management** – provides quality improvement utilizing performance improvement techniques; uses data and research to guide clinical practices; provides oversight of reporting functions; and manages the reporting functions from the electronic medical record;
- **Housekeeping – SEH** – maintains a clean and sanitized environment to enhance the therapeutic environment and level of clinical performance;
- **Materials Management – SEH** – receives and delivers materials, supplies, and postal and laundry services; maintains an inventory of goods; replenishes stock; and performs electronic receiving for all goods and services;

- **Nursing Services – SEH** – provides active treatment and comprehensive, high quality 24-hour nursing care through a recovery-based therapeutic program; establishes the training curriculum for all levels of hospital staff; and ensures compliance with training programs for clinical and clinical support staff to maintain the health and safety of patients and staff;
- **Nutritional Services – SEH** – provides optimum nutrition and food services, medical nutrition therapy, and nutrition education services in a safe and sanitary environment;
- **Security and Safety – SEH** – provides a safe and secure facility for patients, visitors, and staff to support a therapeutic environment;
- **Transportation and Grounds – SEH** – manages the resources, administrative functions, contracts, and personnel; and provides transportation and maintenance services, including solid and medical waste disposal, and snow and ice removal;
- **Office of the Chief of Staff – SEH** – primarily responsible for the organization, ongoing management and oversight of key hospital administrative functions; regularly interacts and coordinates with medical staff and executive leadership; and serves as liaison with external partners including the Department of Corrections, DC Superior Court, and the District of Columbia Hospital Association;
- **Office of the Chief Operating Officer – SEH** – provides the operational, strategic, and cultural leadership necessary to plan, direct, and manage major administrative functions. This ensures the provision of high quality services while also meeting the needs of individuals in care and external stakeholders. The Chief Operating Officer regularly interacts and coordinates with finance, information systems, human resources, performance improvement, and risk management; and
- **Office of the Chief Clinical Officer – SEH** – provides clinical leadership and interdisciplinary treatment teams; and ensures the provision of social work services, treatment programs, rehabilitation services, utilization review, and volunteer services.

**Accountability Division** – oversees provider certification, mental health community residence facility licensure, program integrity, quality improvement, major investigations, incident management, claims audits, and compliance monitoring. Issues annual Medicaid and local repayment demand letters, annual quality reviews, and annual provider scorecards.

This division contains the following 5 activities:

- **Office of Accountability** – leads the Accountability Division by providing oversight and management of all of the agency’s certification, licensure, incident management, and program integrity activities;
- **Investigations** – conducts major investigations of sentinel events and major unusual incidents, presents a disposition of the matter, and develops the final investigative report submitted to the agency Director, General Counsel, and other appropriate parties to ensure the needs and treatment goals of individuals in care are identified and addressed;
- **Licensure** – reviews and processes applications for licensure for Mental Health Community Residence Facilities (MHCRF), monitors MHCRF operators’ compliance with agency regulations and policies, and generates and enforces statements of deficiencies and corrective action plans when necessary;
- **Certification** – reviews and processes applications for certification and recertification for behavioral health providers, monitors provider compliance with agency certification regulations and policies, and generates and enforces statements of deficiencies and corrective action plans when necessary; and
- **Program Integrity** – provides oversight of certified providers through audits and reviews to ensure that they meet or exceed service delivery and documentation standards for mental health rehabilitation and substance use disorder services, and that they comply with agency policies and procedures and applicable District and federal laws and regulations.

**Clinical Services Division** – provides person-centered, culturally competent outpatient psychiatric treatment and supports to children, youth, and adults to support their recovery; and coordinates disaster and emergency mental health programs.

This division contains the following 11 activities:

- **Office of the Chief Clinical Officer** – supervises and sets standards for the provision of clinical care throughout the agency and public behavioral health system for children, youth, and adults; oversees community hospitals that treat agency consumers on an involuntary basis; serves as the petitioner in guardianship cases; and oversees the agency’s disaster response for the city;
- **Behavioral Health Services** – directs and manages mental health services at two agency-operated locations;
- **Behavioral Health Services – Adult** – provides clinical assessment and treatment of persons who are 18 years of age and older who present with mental health concerns, and provides urgent same-day evaluations for persons in crisis that do not arise to the level of needing an emergency room visit;
- **Behavioral Health Services – Child** – provides clinical assessment and treatment for children up to 7 years old who present with challenging social, emotional and disruptive behaviors that cause impairment in functioning at home, in school/daycare, and in the community;
- **Behavioral Health Services – Pharmacy** – provides psychiatric medications for residents enrolled in the public behavioral health system who are uninsured and unable to pay for medications;
- **Comprehensive Psychiatric Emergency Program (CPEP)** – provides emergency mental health services to adults 18 years of age and older, including immediate and extended observation care to individuals who present in crisis, as well as services in the community; and participates in the District’s cold weather alert response;
- **Psychiatric Emergency Services – CPEP** – provides immediate access to multi-disciplinary emergency psychiatric services 24/7, assesses and stabilizes psychiatric crises of patients who present voluntarily or involuntarily who live or visit the District, and formulates appropriate next level of care in the community or at other treatment facilities. Serves as the first contact for behavioral health services in the District and the primary provider of crisis stabilization to high profile and high service utilizer patients;
- **Homeless Outreach / Mobile Crisis – CPEP** – Homeless Outreach connects homeless individuals and families with behavioral health services and assists in the District’s encampment protocol. Mobile Crisis provides crisis intervention and stabilization services to residents and visitors who are experiencing psychiatric crises in the community or at home; services include linkage to DBH, psychoeducation, treatment compliance support, and grief and loss services to individuals after a traumatic event;
- **Access Helpline** – enrolls consumers into services, authorizes appropriate units and duration of services based on clinical review of medical necessity criteria and capacity limits, ensures District residents receive crisis services, and provides telephonic suicide prevention and other counseling as appropriate;
- **Forensics** – provides and oversees continuum of behavioral health and others services for justice-involved individuals from pre-arrest to post-incarceration to ensure their successful return to the community; and
- **Assessment and Referral Center (ARC)** – assesses and refers adults seeking treatment for substance use disorders to appropriate services, such as detoxification, inpatient, medication-assisted treatment, outpatient substance use disorder treatment programs, or recovery support services.

**Systems Transformation Division** – conducts research, analysis, planning and evaluation leading to defined individual, service, and system outcomes; identification of needs, resources and strategies to improve efficiency as well as collaboration among and between internal and external partners; development and implementation of learning opportunities to advance system change; and greater effectiveness of the overall service delivery system.

This division contains the following 5 activities:

- **Office of System Transformation** – leads development and implementation of programmatic, organizational, and system change management process; and manages the agency’s grant process, from identifying opportunities to submitting reports to grantors;

- **ISIDA – Data and Performance Management** – meets the agency’s data reporting and analysis needs by working with staff to identify what information is needed, creating reports and dashboards that present and make the information accessible, and helping staff understand what the information means and how it can be used to improve performance;
- **Strategic Management and Policy** – develops programmatic regulations, policies and procedures to support the agency’s mission, and develops the agency’s Performance Plan and Performance Accountability Report;
- **Network Development** – monitors and provides technical assistance to individual providers and/or the provider network at large on emerging clinical, care coordination, administrative and organizational issues that need to be addressed to ensure and enhance the provision of services; and
- **Training Institute** – enhances the knowledge and competencies of the DBH provider network, and internal and external customers, through performance-based and data-driven learning environments.

**Community Services Division** – develops, implements and monitors a comprehensive array of prevention, early intervention and community-based behavioral health services and supports for adults, children, youth, and their families that are culturally and linguistically competent; and supports resiliency, recovery and overall well-being for District residents who have mental health and substance use disorders.

This division contains the following 19 activities:

- **Community Services Administration** – provides support services for community-based programs to ensure the coordination of services among and between internal and external partners to achieve programmatic results;
- **Office of Community Services** – leads oversight and management of the agency’s integrated community-based, prevention, early intervention, and specialty behavioral health programs;
- **Prevention and Early Intervention** – develops and delivers prevention and early intervention services, education, support, and outreach activities to help inform and identify children, youth, and their families who may be affected by some level of mental health and/or substance use disorder issue;
- **Prevention and Early Intervention – Early Childhood** – provides school-based and center-based early childhood mental health supports and child and family-centered consultation to child development center staff and families to build their skills and capacity to promote social/emotional development and to prevent, identify, and respond to mental health issues among children in their care;
- **Prevention and Early Intervention – School Mental Health** – provides school-based, primary prevention services to students and school staff, early intervention and treatment to students and parents, and consultation to individual teachers;
- **Prevention Substance Use Disorder** – ensures comprehensive prevention systems by developing policies, programs, and services to prevent the onset of illegal drug use, prescription drug misuse and abuse, alcohol misuse and abuse, and underage alcohol and tobacco use;
- **Gambling Treatment and Intervention** – provides support services for the prevention, treatment, and research of gambling addictions;
- **Specialty Care** – develops, implements, and ensures sustainability of specialized and evidence-based behavioral health programs for adults, adolescents, transition-aged youth, children, and their families;
- **Specialty Care – Community-Based Services** – oversees development, implementation and monitoring of a comprehensive array of community-based mental health and substance use disorders services including evidenced-based and promising practices, implemented within the behavioral health provider network to address the needs of adults, children, youth, and their families;
- **Specialty Care – New Initiatives** – provides overall technical direction and administration of a broad range of grant-funded projects and other new initiatives, tracks and monitors their progress and outcomes, and makes recommendations on their integration and full-scale implementation;
- **Linkage and Assessment** – provides mental health and substance use disorder screening, assessments, and referrals for adults, children, youth, and families, ensuring they have easy access to a full continuum of quality behavioral health services and supports;

- **Linkage and Assessment – Assessment Center** – provides the Superior Court of the District of Columbia with court-ordered, high-quality, comprehensive, and culturally competent mental health consultation, and psychological and psychiatric evaluations, for children and related adults with involvement in child welfare, juvenile justice, and family court;
- **Linkage and Assessment – Co-Located Programs** – oversees the co-location of DBH clinicians at various District government agencies and community-based sites, to conduct early behavioral health screenings, assessments, and consultations, and to make service referrals to the behavioral health provider network;
- **Linkage and Assessment – PRTF** – provides centralized coordination and monitoring of placement, continued stay, and post-discharge of children and youth in psychiatric residential treatment facilities (PRTF). Oversees the coordination of the PRTF medical necessity review process;
- **Housing Development** – develops housing options and administers associated policies and procedures governing eligibility, access to housing, and issuance of vouchers for eligible individuals in the agency’s system; monitors providers’ compliance with contracts and provides technical assistance to providers on the development of corrective action plans; and develops and monitors grant agreements pertaining to housing development and funding of housing vouchers;
- **Residential Support Services and Care Continuity** – determines individuals’ housing needs and level of support; provides referrals to landlords; assures properties are inspected and approved; monitors service provision according to individualized clinical treatment plans; assures coordination and resolves problems among landlords, tenants, and providers; and conducts regular reviews to transition ready individuals to more independent, least restrictive community-based settings of their choice;
- **Implementation of Drug Treatment Choice** – provides subsidies and transfers for substance use disorder treatment services only;
- **Behavioral Health Rehabilitation** – provides Local funding for the payment of claims to providers for District residents who receive mental health rehabilitation services that are locally funded only and/or who are otherwise not eligible for Medicaid; and
- **Behavioral Health Rehabilitation – Local Match** – allocates Local funding as the match to Medicaid payment of claims to providers for District residents who are Medicaid-eligible and receive mental health and substance use disorder services that are funded by Medicaid.

**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 Behavioral Health has no division structure changes in the FY 2021 approved budget.

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**FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type**

Table RM0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

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**Table RM0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>266,741</b>	<b>1,214.1</b>
Removal of One-Time Costs	Multiple Programs	-1,592	-15.0

**Table RM0-5**  
(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>265,149</b>	<b>1,199.1</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	7,558	40.6
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	3,591	0.0
Increase: To support operational requirements	Multiple Programs	1,450	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-5,174	0.0
Enhance: To support maintenance and facilities (one-time)	St. Elizabeths Hospital	500	0.0
Enhance: To support the TBI Residential Placements	St. Elizabeths Hospital	500	0.0
Reduce: Pharmacy savings	St. Elizabeths Hospital	-150	0.0
Reduce: Community-based behavioral services savings	Community Services	-315	0.0
Reduce: To align Fixed Costs with proposed estimates	St. Elizabeths Hospital	-617	0.0
Reduce: To align resources with operational spending goals	Multiple Programs	-656	0.0
Reduce: To recognize savings from a reduction in FTE(s)	Multiple Programs	-2,487	-19.0
Reduce: Savings in hours of care provided by community support services	Community Services	-7,095	0.0
Enhance/Reduce: To support specialized therapy and intensive case management services	Multiple Programs	99	2.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>262,353</b>	<b>1,222.7</b>
Enhance: To support the expansion of school-based mental health (\$3.1M) and adult services (\$5.5M)	Community Services	8,632	0.0
Enhance: To support additional FTE(s)	Community Services	644	5.5
Enhance: To partially offset projected adjustments in personal services costs	Clinical Services Division	300	0.0
Enhance: To support school-based mental health programs (one-time)	Community Services	75	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>272,004</b>	<b>1,228.2</b>
<b>DEDICATED TAXES: FY 2020 Approved Budget and FTE</b>		<b>200</b>	<b>0.0</b>
No Change		0	0.0
<b>DEDICATED TAXES: FY 2021 Mayor's Proposed Budget</b>		<b>200</b>	<b>0.0</b>
No Change		0	0.0
<b>DEDICATED TAXES: FY 2021 District's Approved Budget</b>		<b>200</b>	<b>0.0</b>
<b>FEDERAL GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>35,758</b>	<b>90.8</b>
Decrease: To align budget with projected grant awards	Multiple Programs	-20,581	-12.8
Reduce: To recognize savings in personal services	Community Services	-42	-0.5
<b>FEDERAL GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>15,135</b>	<b>77.6</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>15,135</b>	<b>77.6</b>
<b>FEDERAL MEDICAID PAYMENTS: FY 2020 Approved Budget and FTE</b>		<b>2,844</b>	<b>5.0</b>
Increase: To align the budget with projected federal Medicaid Reimbursements	Multiple Programs	148	0.0
<b>FEDERAL MEDICAID PAYMENTS: FY 2021 Mayor's Proposed Budget</b>		<b>2,991</b>	<b>5.0</b>
No Change		0	0.0
<b>FEDERAL MEDICAID PAYMENTS: FY 2021 District's Approved Budget</b>		<b>2,991</b>	<b>5.0</b>
<b>PRIVATE GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>436</b>	<b>0.0</b>
Increase: To align budget with projected grant awards	System Transformation	10	0.0
<b>PRIVATE GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>446</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>446</b>	<b>0.0</b>
<b>PRIVATE DONATIONS: FY 2020 Approved Budget and FTE</b>		<b>161</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE DONATIONS: FY 2021 Mayor's Proposed Budget</b>		<b>161</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE DONATIONS: FY 2021 District's Approved Budget</b>		<b>161</b>	<b>0.0</b>

## Table RM0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>2,352</b>	<b>15.2</b>
Increase: To align budget with projected revenues	Multiple Programs	299	1.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>2,650</b>	<b>16.2</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>2,650</b>	<b>16.2</b>
<b>INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>14,207</b>	<b>72.8</b>
Decrease: To align budget with projected revenues	Multiple Programs	-112	-3.5
Reduce: To recognize savings in personal services	Community Services	-36	-0.3
<b>INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>14,059</b>	<b>68.9</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget</b>		<b>14,059</b>	<b>68.9</b>
<b>GROSS FOR RM0 - DEPARTMENT OF BEHAVIORAL HEALTH</b>		<b>307,648</b>	<b>1,395.9</b>

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

### FY 2021 Approved Budget Changes

The Department of Behavioral Health's (DBH) approved FY 2021 gross budget is \$307,647,505, which represents a 4.7 percent decrease from its FY 2020 approved gross budget of \$322,698,657. The budget is comprised of \$272,004,364 in Local funds, \$200,000 in Dedicated Taxes, \$15,134,620 in Federal Grant funds, \$2,991,414 in Federal Medicaid Payments, \$446,290 in Private Grant funds, \$161,153 in Private Donations, \$2,650,320 in Special Purpose Revenue funds, and \$14,059,343 in Intra-District funds.

### Recurring Budget

The FY 2021 Budget for DBH includes a reduction of \$1,591,708 and 15.0 Full-Time Equivalents (FTEs) across multiple divisions to account for the removal of one-time funding appropriated in FY 2020. The funding was comprised of \$1,020,708 to support indirect cost recovery expenditures, \$371,000 to support free-standing mental health clinic services for non-Medicaid eligible patients, and \$200,000 to support the study of Mental Health and Substance Abuse in Immigrants Communities Act of 2017.

### Mayor's Proposed Budget

**Increase:** In the budget submission for the Department of Behavioral Health (DBH), a proposed Local funds increase of \$7,558,198 and 40.6 Full-Time Equivalents (FTEs) will be used across multiple divisions to align salaries and Fringe Benefits with projected costs. The agency will also reallocate 12.7 FTEs from temporary to permanent. An increase of \$3,590,624 across multiple divisions supports proposed fixed cost estimates primarily due to Security, Occupancy, Energy and Rent. A proposed Local funds increase of \$1,449,632 will be used across multiple divisions in nonpersonal services to provide additional funding to subsidies, professional services, and supplies.

In the proposed budget submission for Federal Medicaid Payments, an increase of \$147,817 across multiple divisions will support personal services costs and aligns the budget with projected federal reimbursement for qualified Medicaid services. A projected increase of \$9,946 within the System Transformation division will be made in Private Grant funds, and a proposed increase of \$298,673 and 1.0 FTE across multiple divisions will be made to Special Purpose Revenue funds. These adjustments will properly align the budgets with projected revenues.

**Decrease:** The agency has projected a savings of \$5,173,575 in Local funds in multiple divisions related to program efficiencies in Contractual Services. A proposed decrease of \$20,581,061 and 12.8 FTEs in Federal Grant funds is primarily due to the expiration of four grants, and a decrease of \$111,768 and 3.5 FTEs in Intra-District funds is primarily due to an expired Memorandum of Understanding with the Department of Human Services.

**Enhance:** DBH will receive Local funds enhancements in the Saint Elizabeths Hospital division. \$500,000 in one-time funding will be used to support the improved maintenance of facilities, and an additional \$500,000 will serve to support Traumatic Brain Injuries (TBI) residential placements.

**Reduce:** Local funds savings have been identified in the agency in multiple divisions. DBH will realize savings of \$150,000 in pharmacy costs, \$315,000 in community-based behavioral services, \$616,602 in revised fixed cost estimates, \$655,681 in nonpersonal services to align resources with operational goals, \$2,486,927 through the reduction of 19.0 FTEs, and \$7,095,000 in of hours of care provided by community support services.

DBH will reduce \$42,221 and 0.5 FTE in Federal Grant funds, and \$36,198 and 0.3 FTE in Intra-District funds in the Community Services division.

**Enhance/Reduce:** DBH's budget includes a net increase of \$98,585 and 2.0 FTEs in Local funds across multiple divisions. This is the result of an enhancement of \$109,500 and 2.0 FTEs to provide specialized therapy and intensive case management services for consumers acquitted not guilty by reason of insanity who are discharged from Saint Elizabeths Hospital, partially offset by a reduction in personal services of \$10,915.

### **District's Approved Budget**

**Enhance:** The approved Local funds budget for DBH will reflect enhancements across multiple divisions and activities. The Community Services division will receive additional funding to further expand school-based mental health and adult mental health rehabilitation services. This will be reflected as a net increase of \$8,631,656 in subsidies and \$644,457 and 5.5 FTEs in personal services costs for clinicians. In addition, the Clinical Services division will receive \$300,000 to support mobile mental community outreach response to critical incidents. DBH will receive an additional \$75,000 in one-time funding in the Community Services division to support school-based mental health programs



## Agency Performance Plan\*

The Department of Behavioral Health (DBH) has the following strategic objectives for FY 2021:

### 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. Transform the District’s behavioral health system into a nationally recognized, results-based model of care by promoting a common vision, accountable collective action, transparency, and innovative programs.
2. Ensure individuals served at Saint Elizabeth’s Hospital receive quality services to meet their unique needs.
3. Ensure individuals and families receive quality services to meet their unique needs, resulting in access to the right services, at the right time, in the right amount.
4. Build and support a community that promotes recovery and resilience to help individuals and families thrive.
5. Promote behavioral health wellness through prevention and early intervention services and supports.
6. Strengthen community partnerships to better integrate and coordinate services towards a sustained shared vision of excellence
7. 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. Transform the District’s behavioral health system into a nationally recognized, results-based model of care by promoting a common vision, accountable collective action, transparency, and innovative programs. (5 Activities)

Activity Title	Activity Description	Type of Activity
Consumer and Family Engagement	Ensure consumers and families are engaged and involved in the development and improvements of the service system.	Daily Service
Training	Conduct web-based and classroom trainings for providers, DBH staff, and community members.	Daily Service
D.C. Certified Peer Academy	This project provides technical assistance activities to engage peer leaders from the mental health and substance use communities.	Daily Service
Provider certification and licensure	Certify and recertify behavioral health providers, and license and relicense community residential facilities.	Daily Service
Accountability, quality, compliance monitoring, technical assistance	Audit claims; provide data reports and analysis; issue performance improvement plans; provide technical assistance to providers.	Daily Service

**2. Ensure individuals served at Saint Elizabeth’s Hospital receive quality services to meet their unique needs. (9 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Substance Use Disorder Treatment Services for youth and adults	Community-based services to assist people reach recovery from Substance use disorders.	Daily Service
Recovery Support Services	Clients in active treatment or in recovery from substance use disorders receive services to help them achieve and maintain their recovery.	Daily Service
Quality Inpatient Care	Provide quality treatment to individuals in care at Saint Elizabeths Hospital.	Daily Service
Early Childhood and School Mental Health Programs	Early Childhood and School Mental Health Program provides prevention, screening, early intervention and treatment for children and youth in schools and Early Childhood Development Centers.	Daily Service
Prevention interventions	Strategic preventive interventions aimed at preventing and/or delaying the onset of alcohol, tobacco, and other drug use among youth and adults.	Daily Service
Mental Health Services provided to adults	Community-based treatment services provided to adults who have a serious mental illness in order to assist them in their recovery.	Daily Service
Child/Youth Mental Health Services	Community-based treatment and supportive services provided to children, youth and young adults who have a serious mental illness or serious emotional disorder in order to assist them in their recovery.	Daily Service
Transition to community	Work with the community behavioral health network to ensure individuals being discharged from Saint Elizabeths Hospital have a successful transition back to the community.	Daily Service
Safety	Ensure the safety of individuals and staff at Saint Elizabeth's Hospital.	Daily Service

**3. Ensure individuals and families receive quality services to meet their unique needs, resulting in access to the right services, at the right time, in the right amount. (7 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Housing Services	DBH consistently works to address the needs of its clientele by connecting them to a range of housing options based on their needs from independent living to more intensive care. Proving subsidies is a core function of housing services at the agency.	Daily Service
Substance Use Treatment for Adults	Number of people receiving substance use disorder (SUD) recovery services.	Daily Service
Mental Health Treatment for Children and Youth	Provide community-based treatment and supportive services to children, youth and young adults who have a serious mental illness of serious emotional disorder to assist them in recovery.	Daily Service
Forensic Monitoring	Monitor consumers who have a legal status of committed outpatient and ensure they are complying with court orders.	Daily Service
Housing	Provide housing vouchers, connect consumers to community residential facilities, and provide clinical support to consumers receiving housing services.	Daily Service
Crisis Services	Provide Immediate interventions to individuals in crisis.	Daily Service
Substance use and treatment for youth	Provide treatment and recovery services for young adult substance use disorder clients to help them achieve and maintain their recovery.	Daily Service

**4. Build and support a community that promotes recovery and resilience to help individuals and families thrive. (4 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Outreach Activities	SUD Mobile Assessment and Referral Center (MARC) is a mobile unit which visits various communities and residents are offered screenings for SUD treatment, health screenings, HIV/AIDS, HEP C testing, education and linkage to services. During outreach activities staff engage residents for readiness for SUD treatment and provide them with behavioral health education and resource information. This heightens the awareness of SUD and treatment options, reducing the stigma associated with co-occurring disorders.	Daily Service
Communication Strategies	Develop and implement communication strategies to promote recovery and well-being.	Daily Service
Consumer and Regulatory Affairs	Ensure the involvement of consumers of behavioral health services and their family members in the design, implementation and evaluation of behavioral health services.	Daily Service
Peer Specialists and Recovery Coaches	Train peer specialists and recovery coaches.	Daily Service

**6. Strengthen community partnerships to better integrate and coordinate services towards a sustained shared vision of excellence (3 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Care Coordination	Track admissions, discharges, and follow-up services to/from community inpatient psychiatric hospitals, withdrawal management, and SUD residential treatment.	Daily Service
Authorization and Linkage to Services	Authorize and connect consumers in order to provide services.	Daily Service
Provider Partnership	Strengthen community partnerships to better integrate and coordinate services towards a sustained shared vision of excellence.	Daily Service

**7. Create and maintain a highly efficient, transparent, and responsive District government. (5 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Outreach Services	Conduct outreach in the community to reach individuals in need of immediate support and commotion to treatment.	Daily Service
Prevention	Conduct strategic interventions aimed at preventing and/or delaying the onset of alcohol, tobacco, and other drug use among youth and adults.	Daily Service
Communication	Implement communication strategies to promote recovery and wellbeing.	Daily Service
Early Intervention	Provide additional and group interventions in school settings.	Daily Service
School Mental Health Services	Provide additional and group interventions in school settings.	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. Transform the District’s behavioral health system into a nationally recognized, results-based model of care by promoting a common vision, accountable collective action, transparency, and innovative programs. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of individuals referred through the emergency department medication assisted treatment programs who went to treatment.	Yes	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021

### 2. Ensure individuals served at Saint Elizabeth’s Hospital receive quality services to meet their unique needs. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of consumers who completed competency restoration program who were found competent	No	New in 2020	New in 2020	New in 2020	New in 2020	75%
Percent of individuals from Saint Elizabeths Hospital readmitted within 30 days	No	New in 2020	New in 2020	New in 2020	New in 2020	2%
Percent of patients satisfied with Facility/Environment	Yes	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021
Percent of unique patients restrained at least once.	Yes	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021
Percent of unique patients secluded at least once	Yes	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021

### 3. Ensure individuals and families receive quality services to meet their unique needs, resulting in access to the right services, at the right time, in the right amount. (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of MAT clients who were served in two consecutive quarters	No	New in 2020	New in 2020	New in 2020	New in 2020	90%
Percent of Substance Use Disorder clients who re-entered services within 90 days	Yes	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021
Percent of adults newly enrolled in Mental Health Rehabilitative Services (MHRS) services who had their first service within 30 days of enrollment	No	New in 2019	75%	82.1%	75%	85%
Percent of children newly enrolled in Mental Health Rehabilitative Services (MHRS) services who had their first service within 30 days of enrollment	No	New in 2019	75%	73.1%	75%	85%
Percent of children receiving mental health services whose acuity was initially high who had significant improvement in functioning on their most recent functional assessment	No	New in 2020	New in 2020	New in 2020	New in 2020	80%

**3. Ensure individuals and families receive quality services to meet their unique needs, resulting in access to the right services, at the right time, in the right amount. (7 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of consumers who remained in the Community Residential Facility (CRF) placement for at least 90 days from move-in date, with no psychiatric hospitalizations, incarcerations, crisis bed placements, or involuntary discharges	No	New in 2020	New in 2020	New in 2020	New in 2020	70%
Percent of consumers/clients satisfied with Access	Yes	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021

**4. Build and support a community that promotes recovery and resilience to help individuals and families thrive. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of consumers surveyed in the Behavioral Health Satisfaction Survey who were satisfied with the person-centered planning process	No	New in 2020	New in 2020	New in 2020	New in 2020	80%
Percent certified peers employed during the quarter	Yes	New in 2020	New in 2020	New in 2020	New in 2020	80%

**5. Promote behavioral health wellness through prevention and early intervention services and supports. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of school-based behavioral health partnership schools with a school based behavioral health clinician	No	New in 2020	New in 2020	New in 2020	New in 2020	80%
Percent of vendors not selling tobacco to minors	No	New in 2020	New in 2020	New in 2020	New in 2020	90%

**6. Strengthen community partnerships to better integrate and coordinate services towards a sustained shared vision of excellence (4 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of Mental Health Rehabilitative Services (MHRS) consumers who were discharged from a psychiatric hospital and had a follow-up service within 30 days	No	New in 2020	New in 2020	New in 2020	New in 2020	50%
Percent of consumers/clients who were homeless at admission who had housing at discharge	Yes	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021
Percent of substance use disorder (SUD) residential treatment clients who stepped down to a lower level of care	No	New in 2020	New in 2020	New in 2020	New in 2020	50%
Percent of substance use disorder (SUD) withdrawal management clients who stepped down to a lower level of care	No	New in 2020	New in 2020	New in 2020	New in 2020	20%

## 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. Substance Use Disorder Treatment Services for youth and adults

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of individuals receiving an substance use disorder (SUD) intake assessment	No	9645	5881	4054
Number of people receiving substance use disorder (SUD) treatment services	No	11,384	4825	4733

### 2. Outreach Activities

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of hits to the DBH website	No	New in 2020	New in 2020	New in 2020
Number of interventions from Crisis Response Team	No	New in 2020	New in 2020	New in 2020

### 3. Recovery Support Services

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of people receiving substance use disorder (SUD) recovery services	No	New in 2020	New in 2020	New in 2020

### 4. Quality Inpatient Care

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Average daily census of civil (non-court-involved) patients at Saint Elizabeths Hospital	No	392	102	124
Average daily census of forensic (court-involved) patients at Saint Elizabeths Hospital	No	678	162	146

### 5. Early Childhood and School Mental Health Programs

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of child development centers participating in Healthy Futures program	No	New in 2020	New in 2020	New in 2020

### 6. Prevention interventions

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of individuals (adults and youth) who participated in substance use disorder (SUD) prevention activities	No	New in 2020	New in 2020	New in 2020
Number of prevention activities by Prevention Centers	No	656	546	368

## 7. Mental Health Services provided to adults

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of adults (18+) receiving non-crisis/emergency mental health treatment	No	New in 2018	18,842	20,474
Number of adults receiving Health Home services	No	1788	1984	1467

## 8. Child/Youth Mental Health Services

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
The number of individuals referred to Resiliency Specialist after a child fatality	No	New in 2020	New in 2020	New in 2020

## 9. Housing Services

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of people DBH places in housing	No	New in 2020	New in 2020	New in 2020

## 10. Communication Strategies

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of public outreach events	No	398	628	659

## 11. Training

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of people who attend DBH Training Institute trainings	No	New in 2020	New in 2020	New in 2020

## 12. D.C. Certified Peer Academy

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of new Certified Peer Specialists to include those in specialty tracks of family and youth	No	New in 2020	New in 2020	New in 2020
Number of people trained in Recovery Coaching	No	New in 2020	New in 2020	New in 2020

## 13. Provider certification and licensure

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Community Residential Facilities licensed	Yes	New in 2021	New in 2021	New in 2021
Number of providers certified	Yes	New in 2021	New in 2021	New in 2021

## 14. Accountability, quality, compliance monitoring, technical assistance

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Clinicians Certified to Prescribe Buprenorphine	Yes	New in 2021	New in 2021	New in 2021

**14. Accountability, quality, compliance monitoring, technical assistance**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of new behavioral health data dashboards implemented	Yes	New in 2021	New in 2021	New in 2021
The number of Technical Assistance Activities initiated	Yes	New in 2021	New in 2021	New in 2021

**15. Transition to community**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of people discharged from Saint Elizabeths Hospital into community housing	No	343	261	309
Number of people discharged from Saint Elizabeths Hospital quarterly into community housing	No	New in 2020	New in 2020	New in 2020

**16. Safety**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of assaults by patients on staff or other patients	Yes	New in 2021	New in 2021	New in 2021
Number of Staff and Patient Falls	Yes	New in 2021	New in 2021	New in 2021

**17. Substance Use Treatment for Adults**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of people receiving substance use disorder (SUD) recovery services	No	New in 2020	New in 2020	New in 2020

**18. Mental Health Treatment for Children and Youth**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of children, youth, and young adults (0-17) receiving non-Crisis/Emergency mental health treatment	No	New in 2018	3605	3515

**19. Forensic Monitoring**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of Consumers in FOPD	Yes	New in 2021	New in 2021	New in 2021

**20. Crisis Services**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of People Served at 35 K Urgent Care	Yes	New in 2021	New in 2021	New in 2021
Number of People Served at Comprehensive Psychiatric Emergency Program (CPEP)	Yes	New in 2021	New in 2021	New in 2021



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**21. Consumer and Regulatory Affairs**

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<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of Policies, Projects, Programs, and Service in which DBH engaged with consumers/clients and their families	Yes	New in 2021	New in 2021	New in 2021

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**22. School Mental Health Services**

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<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of children served by DBH School Based Mental Health Program	Yes	New in 2021	New in 2021	New in 2021

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**23. Authorization and Linkage to Services**

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<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of Authorizations for Specialty Services (Assertive Community Treatment, Community Based Interventions, Supported Employment, Day Rehab)	Yes	New in 2021	New in 2021	New in 2021

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**24. Provider Partnership**

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<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Interventions, Supported Employment, and Day Rehab	Yes	New in 2021	New in 2021	New in 2021
Number of DBH projects with documented involvement of providers	Yes	New in 2021	New in 2021	New in 2021
Number of Mental Health consumers with a psychiatric hospitalization	Yes	New in 2021	New in 2021	New in 2021
Number of SUD clients receiving residential services	Yes	New in 2021	New in 2021	New in 2021
Number of SUD clients receiving withdrawal management services	Yes	New in 2021	New in 2021	New in 2021

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**25. Substance use and treatment for youth**

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<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
The Number of Youth Receiving Substance Use Disorder Treatment Services	Yes	New in 2021	New in 2021	New in 2021

**Performance Plan End Notes:**

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>



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# Department of Health

www.doh.dc.gov  
Telephone: 202-442-5955

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Table HC0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$208,488,074	\$231,088,347	\$257,266,394	\$264,141,405	2.7
FTEs	511.3	608.2	613.8	659.1	7.4
CAPITAL BUDGET	\$101,123	\$0	\$0	\$3,300,000	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The District of Columbia Department of Health (DOH) promotes health, wellness and equity, across the District, and protects the safety of residents, visitors and those doing business in our nation’s capital.

## Summary of Services

The Department of Health provides programs and services with the ultimate goal of reducing the burden of disease and improving opportunities for health and well-being for all District residents and visitors. DOH does this through a number of mechanisms that center around prevention, promotion of health, expanding access to health care, and increasing health equity. The department provides public health management and leadership through policy, planning, and evaluation; fiscal oversight; human resource management; grants and contracts management; information technology; government relations; risk management; communication and community relations; legal oversight; and facilities management. The DOH performance plan is based on three priority areas: (1) health and wellness promotion, (2) promoting health equity, and (3) public health systems enhancement.

The agency’s FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table HC0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table HC0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>												
Local Funds	78,114	84,397	86,917	90,029	3,112	3.6	131.5	161.5	168.5	154.6	-13.9	-8.2
Special Purpose Revenue Funds	18,882	19,965	22,846	30,021	7,175	31.4	112.5	124.4	147.0	150.3	3.3	2.3
<b>TOTAL FOR GENERAL FUND</b>	<b>96,996</b>	<b>104,362</b>	<b>109,763</b>	<b>120,050</b>	<b>10,287</b>	<b>9.4</b>	<b>244.0</b>	<b>285.8</b>	<b>315.5</b>	<b>304.9</b>	<b>-10.6</b>	<b>-3.3</b>
<b>FEDERAL RESOURCES</b>												
Federal Payments	4,746	5,147	4,750	4,000	-750	-15.8	0.0	0.0	0.0	0.0	0.0	N/A
Federal Grant Funds	104,916	116,205	140,498	139,161	-1,337	-1.0	266.3	318.1	294.4	349.4	55.0	18.7
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>109,662</b>	<b>121,352</b>	<b>145,248</b>	<b>143,161</b>	<b>-2,087</b>	<b>-1.4</b>	<b>266.3</b>	<b>318.1</b>	<b>294.4</b>	<b>349.4</b>	<b>55.0</b>	<b>18.7</b>
<b>PRIVATE FUNDS</b>												
Private Grant Funds	196	4	136	71	-65	-47.7	0.0	0.0	0.0	0.0	0.0	N/A
Private Donations	4	0	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>200</b>	<b>4</b>	<b>136</b>	<b>71</b>	<b>-65</b>	<b>-47.7</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>INTRA-DISTRICT FUNDS</b>												
Intra-District Funds	1,631	5,370	2,121	860	-1,261	-59.5	1.0	4.3	4.0	4.8	0.8	19.5
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>1,631</b>	<b>5,370</b>	<b>2,121</b>	<b>860</b>	<b>-1,261</b>	<b>-59.5</b>	<b>1.0</b>	<b>4.3</b>	<b>4.0</b>	<b>4.8</b>	<b>0.8</b>	<b>19.5</b>
<b>GROSS FUNDS</b>	<b>208,488</b>	<b>231,088</b>	<b>257,266</b>	<b>264,141</b>	<b>6,875</b>	<b>2.7</b>	<b>511.3</b>	<b>608.2</b>	<b>613.8</b>	<b>659.1</b>	<b>45.3</b>	<b>7.4</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table HC0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table HC0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	41,028	42,674	48,171	52,378	4,207	8.7
12 - Regular Pay - Other	9,278	9,442	9,027	9,511	484	5.4

### Table HC0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
13 - Additional Gross Pay	597	723	398	0	-398	-100.0
14 - Fringe Benefits - Current Personnel	11,117	11,594	12,822	14,395	1,573	12.3
15 - Overtime Pay	179	179	60	60	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>62,199</b>	<b>64,613</b>	<b>70,478</b>	<b>76,344</b>	<b>5,866</b>	<b>8.3</b>
20 - Supplies and Materials	5,994	10,337	9,634	8,098	-1,536	-15.9
30 - Energy, Communication and Building Rentals	301	171	199	155	-44	-22.2
31 - Telecommunications	1,465	1,488	1,540	1,562	23	1.5
32 - Rentals - Land and Structures	12,630	13,128	12,884	13,670	786	6.1
34 - Security Services	437	427	449	502	53	11.9
35 - Occupancy Fixed Costs	259	398	402	162	-241	-59.8
40 - Other Services and Charges	3,473	4,571	4,255	3,784	-471	-11.1
41 - Contractual Services - Other	51,106	62,795	41,773	46,196	4,423	10.6
50 - Subsidies and Transfers	70,283	72,311	112,527	113,140	612	0.5
70 - Equipment and Equipment Rental	340	850	3,126	530	-2,596	-83.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>146,289</b>	<b>166,476</b>	<b>186,788</b>	<b>187,798</b>	<b>1,009</b>	<b>0.5</b>
<b>GROSS FUNDS</b>	<b>208,488</b>	<b>231,088</b>	<b>257,266</b>	<b>264,141</b>	<b>6,875</b>	<b>2.7</b>

\*Percent change is based on whole dollars.

### FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table HC0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

### Table HC0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) AGENCY MANAGEMENT SUPPORT</b>										
(1010) Personnel	784	1,071	1,232	1,310	79	8.8	9.8	9.0	9.0	0.0
(1017) Labor Management	112	126	126	138	12	0.8	1.0	1.0	1.0	0.0
(1020) Contracting and Procurement	442	49	627	712	86	5.2	6.9	5.0	6.0	1.0
(1030) Property Management	15,523	14,299	16,615	17,198	583	3.4	4.0	6.0	6.0	0.0
(1040) Information Technology	2,671	913	2,496	2,491	-5	8.4	11.4	12.0	14.0	2.0
(1055) Risk Management	125	108	135	236	100	0.9	1.0	1.0	2.0	1.0
(1060) Legal	2,103	2,141	2,504	2,607	102	14.1	15.1	14.0	14.0	0.0
(1080) Communications	471	497	675	777	102	1.7	3.0	5.0	6.0	1.0
(1085) Customer Service	55	0	0	0	0	2.6	2.0	0.0	0.0	0.0
(1087) Language Access	18	-4	100	100	0	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	2,226	1,604	2,133	2,132	-1	8.6	10.0	10.0	12.0	2.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT SUPPORT</b>	<b>24,529</b>	<b>20,804</b>	<b>26,644</b>	<b>27,702</b>	<b>1,058</b>	<b>54.4</b>	<b>64.2</b>	<b>63.0</b>	<b>70.0</b>	<b>7.0</b>

**Table HC0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Agency Fiscal Officer Operations	1,011	676	1,135	1,185	50	6.0	6.9	7.0	7.0	0.0
(120F) Accounting Operations	1,215	1,008	1,354	1,266	-87	9.4	10.9	11.0	11.0	0.0
(130F) ACFO	212	302	334	310	-24	2.6	2.9	3.0	3.0	0.0
(140F) Agency Fiscal Officer	199	298	537	562	26	2.6	3.0	3.0	3.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>2,637</b>	<b>2,284</b>	<b>3,360</b>	<b>3,324</b>	<b>-36</b>	<b>20.6</b>	<b>23.8</b>	<b>24.0</b>	<b>24.0</b>	<b>0.0</b>
<b>(2500) HEALTH EMERGENCY PREPAREDNESS AND RESPONSE ADMINISTRATION</b>										
(2540) Public Health Emergency Preparedness	970	1,877	2,936	1,491	-1,445	6.4	3.5	4.4	3.6	-0.7
(2550) Public Health Emergency Operations and Program Support	134	265	145	341	196	1.3	1.5	1.0	2.0	1.0
(2560) Epidemiology Disease Surveillance and Investigation	267	490	448	547	98	4.1	4.2	3.3	2.4	-0.9
(2570) Emergency Medical Services Regulation	335	503	498	317	-181	3.5	3.4	4.3	2.2	-2.1
(2580) Senior Deputy Director	3,244	4,688	4,130	3,326	-804	14.1	19.9	21.1	21.8	0.8
<b>SUBTOTAL (2500) HEALTH EMERGENCY PREPAREDNESS AND RESPONSE ADMINISTRATION</b>	<b>4,949</b>	<b>7,823</b>	<b>8,157</b>	<b>6,022</b>	<b>-2,135</b>	<b>29.4</b>	<b>32.5</b>	<b>34.0</b>	<b>32.1</b>	<b>-2.0</b>
<b>(3000) HIV/AIDS HEPATITIS STD AND TB ADMINISTRATION</b>										
(3010) HIV/AIDS Support Services	1,995	1,836	2,703	2,198	-505	8.5	9.9	10.7	8.5	-2.2
(3015) HIV/AIDS Policy and Planning	4,105	4,014	2,039	2,409	369	8.9	22.6	17.5	19.8	2.3
(3020) HIV Health and Support Services	28,567	38,023	38,357	38,313	-44	14.5	20.8	19.3	32.3	13.1
(3030) HIV/AIDS Data and Research	2,199	2,046	1,856	2,333	478	14.6	13.9	8.9	10.8	1.9
(3040) Prevention and Intervention Services	10,181	15,098	12,301	10,388	-1,912	15.5	21.2	17.1	24.1	7.0
(3060) Drug Assistance Program (ADAP)	6,757	6,420	9,228	9,304	76	6.0	2.8	16.1	17.2	1.1
(3070) Grants and Contracts Management	1,323	1,342	1,627	1,697	70	9.5	12.3	11.9	12.8	0.9
(3080) STD Control	2,340	2,651	2,602	2,208	-394	18.4	19.7	20.2	19.3	-0.9
(3085) Tuberculosis Control	1,252	1,370	1,174	1,262	88	5.5	7.6	7.0	6.5	-0.6
(3090) HIV/AIDS Housing and Supportive Services	11,070	11,800	19,830	19,800	-30	3.3	2.4	2.4	2.2	-0.2
<b>SUBTOTAL (3000) HIV/AIDS HEPATITIS STD AND TB ADMINISTRATION</b>	<b>69,789</b>	<b>84,600</b>	<b>91,716</b>	<b>89,912</b>	<b>-1,804</b>	<b>104.7</b>	<b>133.4</b>	<b>131.1</b>	<b>153.5</b>	<b>22.4</b>
<b>(4500) HEALTH REGULATION AND LICENSING ADMINISTRATION</b>										
(4200) Health Professional License Administration	7,357	8,682	7,966	15,511	7,545	56.6	53.6	63.8	69.6	5.9
(4515) Food Drug Radiation and Community Hygiene	9,856	10,826	12,223	14,402	2,179	46.3	63.0	68.3	72.0	3.7
(4530) Health Care Facilities Regulation	6,986	7,444	5,335	5,312	-24	45.6	55.7	37.9	35.4	-2.6
(4540) Medical Marijuana	719	425	1,334	190	-1,144	3.2	0.6	9.7	1.0	-8.7
<b>SUBTOTAL (4500) HEALTH REGULATION AND LICENSING ADMINISTRATION</b>	<b>24,918</b>	<b>27,377</b>	<b>26,858</b>	<b>35,414</b>	<b>8,556</b>	<b>151.6</b>	<b>173.0</b>	<b>179.7</b>	<b>178.0</b>	<b>-1.7</b>

**Table HC0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(5000) PRIMARY CARE AND PREVENTION ADMINISTRATION</b>										
(5100) PCPA Support Services	521	431	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (5000) PRIMARY CARE AND PREVENTION ADMINISTRATION</b>	<b>521</b>	<b>431</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>0.0</b>
<b>(7000) OFFICE OF HEALTH EQUITY</b>										
(7010) Multi Sector Collaboration	222	192	405	578	173	1.7	2.0	3.0	3.0	0.0
(7020) Community-Based Participatory Research and Policy Evaluation	145	95	236	224	-13	1.7	2.0	2.0	2.0	0.0
(7030) Health Equity Practice and Program Implementation	93	105	127	110	-17	0.9	1.0	1.0	1.0	0.0
<b>SUBTOTAL (7000) OFFICE OF HEALTH EQUITY</b>	<b>459</b>	<b>392</b>	<b>768</b>	<b>912</b>	<b>144</b>	<b>4.3</b>	<b>5.0</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>
<b>(8200) CENTER FOR POLICY, PLANNING, AND EVALUATION</b>										
(8240) EPI Disease Survey and Investigation	1,740	3,498	4,089	983	-3,105	4.0	0.0	1.0	0.0	-1.0
(8250) Research Evaluation and Measurement	1,178	1,252	1,787	1,538	-249	2.2	2.0	2.5	3.0	0.5
(8260) State Center Health Statistics	4,157	4,506	5,580	7,017	1,437	25.4	31.0	36.8	41.8	5.0
(8270) State Health Planning and Development	1,372	1,498	2,003	1,630	-373	7.0	7.3	9.5	9.8	0.3
<b>SUBTOTAL (8200) CENTER FOR POLICY, PLANNING, AND EVALUATION</b>	<b>8,447</b>	<b>10,755</b>	<b>13,458</b>	<b>11,169</b>	<b>-2,290</b>	<b>38.6</b>	<b>40.3</b>	<b>49.8</b>	<b>54.6</b>	<b>4.7</b>
<b>(8500) COMMUNITY HEALTH ADMINISTRATION</b>										
(8502) Cancer and Chronic Disease Prevention	6,588	8,391	9,486	9,708	222	25.8	31.3	25.6	32.4	6.8
(8504) Primary Care	-3	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(8505) Health Care Access Bureau	5,651	5,249	5,765	11,708	5,943	23.1	28.5	24.4	27.6	3.3
(8506) Family Health Bureau	35,812	38,957	42,203	39,307	-2,896	24.8	38.7	36.8	33.8	-2.9
(8510) Support Services	6,615	5,749	5,458	6,636	1,178	17.2	18.7	17.5	23.2	5.6
(8511) Perinatal and Infant Health	4	2	268	3	-266	0.0	1.0	0.0	0.0	0.0
(8513) Nutrition and Physical Fitness	17,606	18,256	23,125	22,326	-799	16.6	17.7	22.0	24.0	2.0
(8514) Children, Adolescent and School Health	-4	0	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (8500) COMMUNITY HEALTH ADMINISTRATION</b>	<b>72,269</b>	<b>76,603</b>	<b>86,305</b>	<b>89,687</b>	<b>3,382</b>	<b>107.5</b>	<b>136.0</b>	<b>126.2</b>	<b>141.0</b>	<b>14.8</b>
<b>(9220) DOH P-CARD POOL</b>										
No Activity Assigned	0	17	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (9220) DOH P-CARD POOL</b>	<b>0</b>	<b>17</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>0.0</b>
<b>(9960) YR END CLOSE</b>										
No Activity Assigned	-30	2	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (9960) YR END CLOSE</b>	<b>-30</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>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>208,488</b>	<b>231,088</b>	<b>257,266</b>	<b>264,141</b>	<b>6,875</b>	<b>511.2</b>	<b>608.1</b>	<b>613.8</b>	<b>659.1</b>	<b>45.3</b>

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

**Note:** For more detailed information regarding the approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Health operates through the following 8 divisions:

**Health Emergency Preparedness and Response Administration (HEPRA)** – provides regulatory oversight of Emergency Medical Services and ensures that DOH and its partners are prepared to respond to citywide medical and public health emergencies, such as those resulting from terrorist attacks, large accidents, or natural events such as weather-related emergencies.

This division contains the following 5 activities:

- **Public Health Emergency Preparedness** – provides the District’s response to the emergency medical needs of its visitors and residents. The responsibilities cover a wide range of activities, including the development and training of emergency response plans, coordination of medical response with federal regional and local partners across the healthcare system, and coordination of volunteers through the Medical Reserve Corps. HEPRA also works with community and community organizations to withstand and bounce back from natural and man-made disasters. Resilient communities leverage community connections, relationships, and resources to ensure optimal health and security for individuals and families in both routine and emergency situations;
- **Public Health Emergency Operations and Program Support** – supports government and private partners with the development of their health and safety plans, emergency operation plans, and training exercises. The program also provides a public health command and control element that coordinates all DOH assets and operations during incidents, special events, and national special security events. Pharmaceutical Procurement and Distribution acquires and distributes over \$58 million of life-saving medications for the DOH programs that will allow as many District residents as possible access to medications. It also provides clinical support, formulary management, and quality assurance monitoring to address the needs of all DOH programs that utilize or distribute pharmaceuticals. The program also maintains the Strategic National Stockpile (SNS) of drugs for the Washington, DC region in the event of a declared national emergency;
- **Epidemiology Disease Surveillance and Investigation** – HEPRA works with community and community organizations to withstand and bounce back from natural and man-made disasters. Resilient communities leverage community connections, relationships, and resources to ensure optimal health and security for individuals and families in both routine and emergency situations; see also the Center for Policy, Planning, and Evaluation (CPPE), which provides surveillance, investigation, and control of reportable diseases, disease outbreaks, and other public health threats within the District of Columbia (excluding sexually transmitted diseases (STDs), hepatitis, HIV/AIDS, and tuberculosis (TB));
- **Emergency Medical Services Regulation** – provides oversight and regulation of Emergency Medical Services (EMS), including certification and regulation of District of Columbia EMS providers, ambulance agencies, and EMS educational institutions. The program monitors training standards and certifies instructional programs and instructors. In addition, it provides inspection and certification of all ambulances operated in the District whether they are governmental, private, or volunteer; and
- **Office of the Senior Deputy Director** – provides overall direction, policy development, and supervision for the four subordinate activities.

**HIV/AIDS, Hepatitis, STD, and TB Administration (HAHSTA)** – partners with health and community-based organizations to provide HIV/AIDS, hepatitis, STD, and TB prevention and care services. Services include prevention tools and interventions, medical care and supportive services, housing services for persons living with HIV/AIDS, HIV counseling and testing, and data and information on disease-specific programs and services. Furthermore, the administration provides information on the impact of these diseases on the community as well as education, referrals, and intervention services. The AIDS Drug Assistance Program (ADAP) provides drugs at no cost to eligible District residents who are HIV-positive or have AIDS. HAHSTA administers the District’s budget for HIV/AIDS, hepatitis, STD, and TB programs; provides grants to service providers; provides direct services for TB and STDs; monitors programs; and tracks the rates of HIV, hepatitis, STDs, and TB in the District of Columbia.



This division contains the following 10 activities:

- **HIV/AIDS Support Services** – provides overall management, planning, direction and support for the HIV/AIDS, STD, TB and adult hepatitis surveillance, prevention, treatment, care, and control programs. It also provides HIV/AIDS information to individuals and community organizations, coordinates HAHSTA participation in public events, prepares written and other resources for public distribution, and manages special projects;
- **HIV/AIDS Policy and Planning** – provides community capacity to more effectively respond to the HIV/AIDS and STD epidemics through the Effi Barry program, which provides training and technical assistance to small, ward-based community organizations, a social marketing program aiming to promote health behavior to reduce risk of disease, and a free condom distribution program. It writes reports and creates other written materials for public distribution; and it provides HIV/AIDS, STD, TB, and hepatitis information to government agencies, community organizations, media, and individuals. It also coordinates participation in public events;
- **HIV Health and Support Services** – provides a comprehensive range of primary medical care and supportive services for persons living with HIV and AIDS;
- **HIV/AIDS Data and Research** – provides a comprehensive picture of the HIV/AIDS epidemic in the District of Columbia for purposes of ensuring that the needs of people infected with HIV, or at risk of infection, are met. It collaborates with healthcare providers and laboratories to collect and maintain comprehensive HIV/AIDS data in a confidential and secure manner; analyzes, interprets, and distributes epidemiologic information for use in developing public policy, planning, and evaluating prevention intervention and health care services; and supports funding requests;
- **Prevention and Intervention Services** – provides comprehensive HIV prevention programs and services through community organizations to the residents of the District of Columbia. Prevention programs include health education, HIV testing and counseling services, science-based prevention programs, and other support services, including condom distribution. In addition, the program monitors organizations to ensure that quality prevention services are being delivered through program evaluation and quality assurance activities as well as through the provision of capacity building, training, and technical assistance to sub-grantees;
- **AIDS Drug Assistance Program (ADAP)** – provides assistance with deductibles, co-payments, and health insurance/Medicare Part D premiums. DC ADAP also provides an entry point for other District health programs available to people living with HIV/AIDS;
- **Grants and Contracts Management** – provides fiscal and administrative monitoring of District and federally appropriated funds in the form of over 100 grants and sub-grants to more than 50 providers. Fiscal monitoring includes ensuring that grant funds are expended in accordance with federal and local grant regulations, conducting site visits, providing technical assistance to grantees and sub-grantees, and providing continued analysis of grant spending to program counterparts;
- **Sexually Transmitted Disease (STD) Control** – provides assistance to prevent and control sexually transmitted diseases in the District of Columbia through the provision of clinical services, partnerships with local community providers, and promotion of healthy sexual behavior. The program also conducts surveillance for statistical purposes to track diseases and partner notification;
- **Tuberculosis Control** – provides direct care services to District residents, including clinical follow-up for active and/or suspected tuberculosis cases, directly observed therapy, preventive therapy, chest x-rays, contact investigations, and case management; and
- **HIV/AIDS Housing and Supportive Services** – provides housing support, emergency shelter, and other related services to help persons living with HIV and AIDS and their families achieve independent living.

**Health Regulation and Licensing Administration (HRLA)** – is comprised of the Office of Health Professional Licensing Boards, the Office of Health Care Facilities, the Office of Food, Drug, Radiation and Community Hygiene, and HRLA Support services.

This division contains the following 4 activities:

- **Office of Health Professional License Administration** – the Office of Health Professional Licensing Boards administers the licensure of almost 70,000 health professionals in the District of Columbia supporting 19 health professional boards. The Office also executes the investigation of consumer incidents or complaints against health professionals and recommends enforcement, if necessary, to bring licensees into compliance with District and federal law. The health professional boards advise the Department of Health in matters pertaining to the development of rules and regulations for health professionals and provide additional services, including licensure verification and licensure examinations;
- **Office of Food, Drug, Radiation and Community Hygiene Regulation** – provides varied inspection and regulatory services. The Food Safety and Hygiene Inspection Services regulates smoking bans in establishments and food services that are provided in boarding homes, commission merchants, dairies, delicatessens, bakeries, candy and ice cream manufacturers, grocery stores, retail markets, restaurants, wholesale markets, mobile vendors, and hotels. The Division of Community Hygiene provides abatement notices, inspection of premises, code enforcement, premises baited, catch basin larvicide, community education and outreach, investigation of bite cases, issuance of dog and cat licenses, vaccinations, animal adoptions, spay and neutering, dead animal pick-up, and dangerous dog control services in the District. The Division of Radiation seeks to eliminate radiation overexposure of persons from naturally-occurring and man-made radiation by the inspection of dental x-ray tubes and medical x-rays and the regulation of health physicists, suppliers, and radioactive-material users in the District of Columbia;
- **Office of Health Care Facilities Regulation** – the Health and Intermediate Care Facility Divisions administer all District and federal laws and regulations governing the licensure, certification and regulation of all health care facilities in the District of Columbia. In this role, HRLA staff inspects health care facilities and providers who participate in the Medicare and Medicaid programs, responds to consumer and self-reported facility incidents and/or complaints, and conducts investigations, if indicated. When necessary, HRLA takes enforcement actions to compel facilities, providers, and suppliers to come into compliance with District and federal law; and
- **Medical Marijuana** – allows all qualifying patients to have the right to obtain and use marijuana for medical purposes when his or her primary physician has provided a written recommendation that bears his or her signature and license number. This recommendation must assert that the use of marijuana is medically necessary for the patient for the treatment of a qualifying medical condition or to mitigate the side effects of a qualifying medical treatment.

**Office of Health Equity (OHE)** – works to address the root cause of health disparities, beyond health care, and health behaviors by supporting projects, policies and research that will enable every resident to achieve their optimal level of health. The Office achieves its mission by informing, educating, and empowering people about health issues and facilitating multi-sector partnerships to identify and solve community health problems related to the social determinants of health. As the newest division of DOH, this Office is charged with providing leadership to the evidence-based paradigm and practice change effort essential to promoting and achieving health equity, including practitioners not only within DOH, but across District government, as well as with other public, private and non-profit entities, including community residents.

This division contains the following 3 activities:

- **Multi Sector Collaboration** – provides informed, data-driven and evidence-based leadership in convening and sustaining effective multi-sector collaborative partnerships essential to promote and achieve health equity; uses a “health in all policies” (HIAP) approach to improving community health; and serves as liaison and technical advisor to all DOH Administrations regarding health equity, as well as to external District government agencies and private partners;
- **Community Based Participatory Research and Policy Evaluation** – applies data-driven and evidence-based research methods, tools and practices, including Geographic Information Systems (GIS)

and other innovative methodologies, to measure social determinant and population health outcomes, including current and projected opportunities for health, disparate outcomes, and inequities by socioeconomic and demographic subpopulation and geographic location. This core function includes support for design, development and implementation of Health Equity Programs and their evaluation, including community-based participatory research, and publication of reports that inform the policy-making process as well as building the evidence base; and

- **Health Equity Practice and Program Implementation** – develops and delivers selected programs and initiatives with demonstrable strategic health-equity ‘nexus’ and operationalization potential, so as to contribute to and inform the essential paradigm shift in policy and practice to improve population health and promote more equitable opportunities for health, especially amongst vulnerable populations.

**Center for Policy, Planning, and Evaluation (CPPE)** – is responsible for developing an integrated public health information system to support health policy decisions, state health planning activities, performance analysis, and direction setting for department programs; health policy, health planning and development; health research and analysis; vital records; disease surveillance and outbreak investigation; and planning, directing, coordinating, administering, and supervising a comprehensive Epidemiology and Health Risk Assessment program, which involves federal, state, county, and municipal functions.

This division contains the following 4 activities:

- **Epidemiology Disease Surveillance and Investigation** – provides surveillance, investigation, and control of reportable diseases, disease outbreaks, and other public health threats within the District of Columbia (excluding sexually transmitted diseases (STDs), hepatitis, HIV/AIDS, and tuberculosis (TB));
- **Research, Evaluation, and Measurement** – plans and coordinates epidemiologic studies and outbreak investigations, defines the health status of residents, and assists with tracking of health events. This includes planning, development and coordination of appropriate methodologies to collect and process data as well as monitoring and evaluation of health and social issues. The division responds to internal and external inquiries about various health events and provides reports on health risk behaviors to both internal and external entities;
- **State Center for Health Statistics** – collects, processes, analyzes, and disseminates birth and death record information and other vital statistics data and information. It is responsible for the statistical analyses of the data generated from birth, death, and other vital records information. In addition, it develops comprehensive statistical and epidemiologic reports on District residents’ health status; and
- **State Health Planning and Development** – develops the District’s State Health Plan and Annual Implementation, and reviews and approves Certificate of Need applications that allow health care providers to establish new services, make certain capital expenditures, or take other actions as specified in the law. The activity is also responsible for monitoring free care requirements of hospitals and other health care providers.

**Community Health Administration (CHA)** – promotes healthy behaviors and healthy environments to improve health outcomes and reduce disparities in the leading causes of mortality and morbidity in the District. CHA focuses on nutrition and physical fitness promotion; cancer and chronic disease prevention and control; access to quality health care services, particularly medical and dental homes; and the health of families across the lifespan. CHA’s approach targets the behavioral, clinical, and social determinants of health through evidence-based programs, policy, and systems change.

This division contains the following 6 activities:

- **Cancer and Chronic Disease Prevention** – develops, implements and evaluates programs and policy aimed at preventing and controlling the leading causes of death in the District. The Bureau implements cancer control and prevention initiatives aimed at reducing the high rates of cancer-related mortality among District residents. Its programs target treatable or preventable cancers, such as breast, cervical,

lung, and colorectal, through primary and secondary prevention. The Bureau also works to reduce the impact of chronic conditions such as cardiovascular disease, hypertension, and diabetes mellitus, by developing innovative management approaches and building community partnerships. It supports clinical quality improvement initiatives, which include developing decision support tools and participating in the design of clinical delivery systems, and it provides expert technical assistance to clinical and community settings around best practices for chronic disease prevention and management. The Bureau implements social marketing campaigns to change social norms and introduces long-lasting protective interventions, like cancer screening and tobacco cessation and treatment programs. The Bureau also helps strengthen the infrastructure for chronic disease care and promotes population-based policy strategies to reduce the common risk factors for chronic disease, including tobacco use, poor nutrition, and physical inactivity;

- **Health Care Access Bureau** – supports population-based programs to improve access to quality primary care services for residents. The Bureau works to support and promote medical and dental homes so that all residents can access comprehensive preventive medical and dental services. The Bureau administers the State Oral Health Program, the Immunization program including its Vaccines for Children program and the immunization registry, and health care workforce development programs. By administering the District’s Health Professional Shortage Areas and Medically Underserved Area programs, the Bureau is a key component of the District’s health planning infrastructure. The Bureau also supports innovations in primary care service delivery and quality, diffusion of primary care access to underserved communities, and linkages to primary care services regardless of resident’s ability to pay. The Bureau also ensures that underserved populations maintain access and linkages to healthcare services and the services provided by other CHA bureaus;
- **Family Health Bureau** – works to improve perinatal, early childhood, and child and adolescent health outcomes so that every child in the District of Columbia is healthy and able to thrive in school and beyond. The Bureau supports the development of a coordinated, culturally competent, family-centered health care delivery system; promotes community and clinical linkages for women, parents, children and adolescents; and works to align and integrate services to connect District families with resources they need. It also provides expert technical assistance and builds the capacity of clinical and community-based organizations to deliver evidence-based practices and innovative programs in perinatal, early childhood, child, and adolescent health directly in communities. In addition, the Bureau facilitates school-based health services and coordinates with education partners to implement policies and programs that support healthy school environments that support the whole child;
- **Support Services** – provides overall oversight of all of the programs and operations of CHA. Provides strategic direction for the administration and represents the agency within District government and to community stakeholders. Sets priorities for administration activities and leads policy development, planning, and operational management. It also includes program support services, whose purpose is to ensure efficient and effective daily operations across the administration through the development, implementation, execution, and review of all administrative functions and policies, including administration-specific human resources, information technology, facilities, and customer service activities; a grant and budget monitoring unit, whose purpose is to uniformly address all of the administration’s fiscal duties, including responsibility for the development of, oversight over the execution of, and reporting of the fiscal year budget; provision of support for all local and grant-funded Administration programs; procurement, monitoring, and evaluation for all non-personnel activities, such as contracts, memoranda of understanding, and sub-grants; implementation of comprehensive strategic fiscal plans to include allocation of personnel costs across all administration funding sources; and a program evaluation unit, whose purpose is to collaborate with program and fiscal staff to ensure effective and efficient performance of sub grantees. Program analysts will review and provide ongoing feedback on performance metrics and process and outcome measures to program staff and sub grantees, provide technical assistance around evaluation and measurement, and advise on performance improvement activities. They will work closely with grant monitors as well as program staff to ensure positive impact of funded initiatives. A Deputy Director of Programs and Policy (DDPP) unit leads the activities of CHA that address the determinants of health in the District of Columbia. The DDPP oversees implementation of evidence-based programs and policies to prevent illness and injury, promote

healthy behaviors and healthy environments across the lifespan, improve access to medical and dental homes, and foster clinical quality improvement and innovation. The DDPP ensures that CHA programs follow best practices and are aligned with the core public health functions and essential services. The DDPP serves as the Title V Maternal and Child Health Block Grant Director and oversees the four programmatic bureaus within CHA: the Cancer and Chronic Disease Prevention Bureau, the Nutrition and Physical Fitness Bureau, the Health Care Access Bureau, and the Family Health Bureau;

- **Perinatal and Infant Health** – provides comprehensive services to improve perinatal outcomes for high-risk pregnant and parenting women, the health and development of their infants into early childhood, and health outcomes for children with special healthcare needs by facilitating access to coordinated primary and specialty health care and other services in partnership with their families and community organizations. The overarching goal is to reduce infant mortality and perinatal health disparities in the District of Columbia primarily through a home visiting approach; and
- **Nutrition and Physical Fitness** – promotes health and reduces obesity among District residents by encouraging behavior change through direct nutrition and physical activity education and by facilitating policy, systems, and environmental changes that make healthy choices the easy choice in every community. The Bureau administers programs that supply food or funds for food such as the Supplemental Nutrition Assistance Program, Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), the Produce Plus Program, pop-up community markets, and other programs to impact socioeconomic factors that influence access to healthy foods. The Bureau also provides food, health and nutrition assessments and intervention, as well as education and counseling aimed at improving dietary habits and overall nutrition. Nutritional support is coupled with programs to promote physical activity and to decrease obesity.

**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 Health has no division structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table HC0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table HC0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>86,917</b>	<b>168.5</b>
Removal of One-Time Costs	Multiple Programs	-3,722	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>83,195</b>	<b>168.5</b>
Increase: To align Fixed Costs with proposed estimates	Agency Management Support	1,428	0.0
Increase: To adjust the Contractual Services budget	Multiple Programs	200	0.0
Decrease: To recognize savings in personal services	Multiple Programs	-156	-7.2
Decrease: To realize savings in nonpersonal services	Multiple Programs	-892	0.0
Enhance: To support various healthcare programs including hearing aid assistance to seniors (one-time)	Multiple Programs	5,525	0.0

**Table HC0-5**

(dollars in thousands)

<b>DESCRIPTION</b>	<b>DIVISION/PROGRAM</b>	<b>BUDGET</b>	<b>FTE</b>
Enhance: To support grants related to the Howard Center of Excellence	Community Health Administration	4,200	0.0
Enhance: To support the State Health Planning and Development Agency certificate of need (one-time)	Center for Policy, Planning, and Evaluation	1,200	0.0
Enhance: To support the Effi Barry Training Institute	HIV/AIDS Hepatitis STD and TB Administration	100	0.0
Reduce: To recognize savings in personal services	Multiple Programs	-1,153	-6.0
Reduce: To realize savings in nonpersonal services	Multiple Programs	-2,454	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>91,194</b>	<b>155.2</b>
Enhance: To support the animal shelter contract (one-time)	Health Regulation and Licensing Administration	500	0.0
Enhance: To support the Leverage for Our Future Act and Teen Pregnancy Peer Education grant (one-time)	Community Health Administration	363	0.0
Enhance: To support the Certificate of Need Fee Reduction Amendment Act of 2019 (one-time)	Center for Policy, Planning, and Evaluation	352	0.0
Enhance: To support the Electronic Medical Order for Scope of Treatment Registry Amendment Act of 2019	Multiple Programs	246	1.0
Enhance: To support the Electronic Medical Order for Scope of Treatment Registry Amendment Act of 2019 (one-time)	Multiple Programs	155	0.0
Enhance: To support the WIC Outreach Plan (one-time)	Community Health Administration	75	0.0
Enhance: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-92	-0.7
Reduce: Out-of-town travel expenses	Multiple Programs	-5	0.0
Reduce: To realize savings in nonpersonal services	Community Health Administration	-2,150	0.0
Transfer-Out: To the Department of Health Care Finance	Community Health Administration	-250	0.0
Transfer-Out: To the Alcoholic Beverage Regulation Administration	Health Regulation and Licensing Administration	-359	-1.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>90,029</b>	<b>154.6</b>
<b>FEDERAL PAYMENTS: FY 2020 Approved Budget and FTE</b>		<b>4,750</b>	<b>0.0</b>
Decrease: To align with the President's FY 2021 Budget Request	HIV/AIDS Hepatitis STD and TB Administration	-1,750	0.0
<b>FEDERAL PAYMENTS: FY 2021 Mayor's Proposed Budget</b>		<b>3,000</b>	<b>0.0</b>
Increase: To meet the District's approved budget request	HIV/AIDS Hepatitis STD and TB Administration	1,000	0.0
<b>FEDERAL PAYMENTS: FY 2021 District's Approved Budget</b>		<b>4,000</b>	<b>0.0</b>
<b>FEDERAL GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>140,498</b>	<b>294.4</b>
Increase: To support additional FTE(s)	Multiple Programs	6,094	55.0
Decrease: To align budget with projected grant awards	Multiple Programs	-7,431	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>139,161</b>	<b>349.4</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>139,161</b>	<b>349.4</b>
<b>PRIVATE GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>136</b>	<b>0.0</b>
Decrease: To align budget with projected grant awards	Multiple Programs	-65	0.0
<b>PRIVATE GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>71</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>71</b>	<b>0.0</b>

## Table HC0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>22,846</b>	<b>147.0</b>
Increase: To align budget with projected revenues	Multiple Programs	6,771	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,516	8.3
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>31,133</b>	<b>155.3</b>
Reduce: To realize savings in nonpersonal services (one-time)	Multiple Programs	-507	0.0
Transfer-Out: To the Alcoholic Beverage Regulation Administration	Health Regulation and Licensing Administration	-483	-5.0
Transfer-Out/Reduce: To realize savings in nonpersonal services (\$113K) transfer-out (\$9K) one-time	Health Regulation and Licensing Administration	-122	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>30,021</b>	<b>150.3</b>
<b>INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>2,121</b>	<b>4.0</b>
Decrease: To align resources with operational spending goals	Multiple Programs	-1,261	0.8
<b>INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>860</b>	<b>4.8</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget</b>		<b>860</b>	<b>4.8</b>
<b>GROSS FOR HC0 - DEPARTMENT OF HEALTH</b>		<b>264,141</b>	<b>659.1</b>

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

## FY 2021 Approved Budget Changes

The Department of Health's (DOH) approved FY 2021 gross budget is \$264,141,405, which represents a 2.7 percent increase over its FY 2020 approved gross budget of \$257,266,394. The budget is comprised of \$90,029,201 in Local funds, \$4,000,000 in Federal Payment funds, \$139,161,122 in Federal Grant funds \$70,929 in Private Grant funds, \$30,020,557 in Special Purpose Revenue funds, and \$859,596 in Intra-District funds.

## Recurring Budget

The FY 2021 budget for DOH includes a net reduction of \$3,722,000 to account for the removal of one-time funding appropriated in FY 2020 for the following enhancements: \$1,125,000 to support the Opioid Overdose Prevention Act of 2020; \$600,000 to support the Not-for-Profit Hospital Corporation Fiscal and Transition Planning Act of 2019; \$500,000 to support senior dental services grants; \$300,000 to support the Birth-to-Three for All D.C. Act of 2018; \$300,000 to support the Leverage for Our Future Act of 2019; \$245,000 to support the Dementia Services Coordinator Act; \$217,000 to support the Peer Youth Health Educator program; \$195,000 to support the Hearing Aid Assistance Program Act of 2017; \$80,000 to support Teen Pregnancy Resource Coordinators; \$80,000 to support the Produce Rx program; and \$80,000 to support the Women, Infants, and Children Program Expansion Act of 2018.

## Mayor's Proposed Budget

**Increase:** DOH's proposed Local funds budget includes an increase of \$1,428,177 in the Agency Management Support division, primarily to support the projected fixed cost estimate for Rent. Additionally, the Local funds budget includes an increase of \$199,515 primarily in the Health Regulation and Licensing Administration division to reflect adjustments for Contractual Services.

In the proposed budget submission for Federal Grant funds, DOH proposes to add 55.0 FTEs across multiple divisions. This action, along with other salary and Fringe Benefit obligations, will increase the personal services budget by \$6,093,967.

The proposed budget for Special Purpose Revenue (SPR) funds includes a net increase of \$6,770,876 in nonpersonal services across multiple divisions to align with projected revenues. This action will support contractual costs primarily in the Health Regulation and Licensing Administration division. A proposed SPR increase of \$1,516,196 is to support personal services costs of existing employees and an additional 8.3 FTEs. The agency will also reclassify 10.3 FTEs from temporary to permanent status.

**Decrease:** DOH's Local Funds budget proposal reflects a decrease of \$155,724 and 7.2 FTEs across multiple divisions. This action will properly align the personal services budget with projected costs. Additionally, the Local funds budget proposal reflects a nonpersonal services reduction of \$891,822 across multiple divisions primarily to adjust subsidies.

In Federal Payments, DOH's budget proposal reflects a decrease of \$1,750,000 to align the budget with the President's FY 2021 Budget Request. In Federal Grant funds, a nonpersonal services decrease of \$7,430,551 across multiple divisions is proposed to align the budget with anticipated grant awards.

The proposed Private Grant funds budget reflects a reduction of \$64,580, primarily in the HIV/AIDS Hepatitis and TB Administration, to align the budget with projected awards and adjust the budget for Contractual Services. In Intra-District funds, DOH's budget proposal reflects a net decrease of \$1,260,992 and 0.8 FTE primarily in the Community Health Administration to align the budget with projected revenues.

**Enhance:** DOH's proposed Local funds budget includes one-time increases totaling \$5,525,000 across multiple divisions. This adjustment is comprised of \$5,275,000 to support primary care and specialty providers, prenatal care to labor and delivery in Wards 7 and 8, the implementation of acute care hospitals, the treatment of substance abuse, and clinical licensing; and \$250,000 to support hearing aid assistance for seniors.

The proposed Local funds budget reflects an increase of \$4,200,000 to support the Howard Center of Excellence in the Community Health Administration division. These funds will serve to assist designated health profession schools, and other public and non-profit, or educational institutions to strengthen the national capacity to produce a culturally competent healthcare workforce.

Additionally, the proposed Local funds budget includes a one-time increase of \$1,200,000 to support the State Health Planning and Development Agency Certificate of Need (CON) responsibilities and utilize existing CON fees for modernization in the Center for Policy, Planning, and Evaluation division.

Lastly, in the HIV/AIDS Hepatitis STD and TB Administration, the Local funds budget proposal reflects an increase of \$100,000 to support the Effi Barry Training Institute. These funds will serve to strengthen the capacity of the HIV care and prevention workforce to optimally plan, implement, and sustain high-impact HIV prevention and HIV care interventions and strategies.

**Reduce:** In personal services, the Local funds proposed budget includes a reduction of \$1,152,797 and 6.0 FTEs across multiple divisions. Local funds savings of \$2,453,520 have also been identified across multiple divisions and programs, including School Health services, subsidies, supplies, fixed costs, and contractual obligations.

### **District's Approved Budget**

**Enhance:** DOH's approved Local funds budget reflects increases totaling \$1,445,000 in one-time enhancements across multiple divisions. These are comprised of \$500,000 in the Health Regulations and Licensing Administration (HRLA) division for the animal shelter contract; \$363,000 in the Community Health Administration division, which includes \$213,000 to support the Teen Pregnancy Peer Education grant and \$150,000 to support the Leverage for Our Future Act of 2019, which provides home visiting services to certain first-time mothers; \$352,000 to support the Certificate of Need Fee Reduction Act of 2019, which provides vision screening for District of Columbia youth and reduces the certificate of need application fee paid by senior services; \$155,000 across multiple divisions to support the Electronic Medical Order of Scope of Treatment Registry Act of 2019, for the establishment of cloud-based technology for electronic medical orders for scope of treatment registry; and \$75,000 for the Women, Infants, and Children (WIC) Outreach Plan. Additionally, the Local funds budget also includes an increase of \$246,253 and 1.0 FTE to support the implementation of the Electronic Medical Order of Scope of Treatment Registry Act of 2019.



**Reduce:** DOH's Local funds budget is reduced by \$4,550 to reflect anticipated savings in the costs associated with out-of-town travel. Additionally, the Local funds budget includes a net reduction of \$91,830 and 0.7 FTE in personal services across multiple divisions. This adjustment is comprised of a reduction of \$236,097 and 2.0 FTEs for vacancy savings and is partially offset by an increase of \$144,267 and 1.3 FTE to support the implementation of Professional Art Therapist Licensure Act of 2019 and the Certified Professional Midwife Act of 2020. Finally, the Local funds budget reflects a one-time reduction of \$2,150,000 in the Community Health Administration division to align funding for various healthcare programs.

In Special Purpose Revenue funds, DOH's budget includes a one-time reduction of \$506,743, which is comprised of reductions of \$352,000 in the State Health Planning and Development Fund to align funding for the implementation of the Certificate Need Fee Reduction Act of 2019, and \$154,743 in costs associated with out-of-state travel across several divisions.

**Transfer Out:** DOH's approved Local funds budget includes reductions of \$250,000 in costs associated with the Produce RX Program to reflect the transfer to the Department of Health Care Finance (DHCF), and \$359,247 and 1.0 FTE in the HRLA division to reflect the transfer of the Medical Marijuana Program from DOH to the Alcoholic Beverage Regulation Administration (ABRA). In Special Purpose Revenue funds, the budget includes a reduction of \$483,367 and 5.0 FTEs in the HRLA division to reflect transfer of the Medical Marijuana Program from DOH to ABRA.

**Transfer Out/Reduce:** DOH's approved budget includes a reduction of \$122,250 in Special Purpose Revenue funds, which includes \$113,357 as part of the Medical Marijuana Program that will be transferred to ABRA and \$8,893 in one-time costs associated with out-of-state travel.

**Increase:** The FY 2021 Federal Payment request for DOH is increased by \$1,000,000 to meet the District's approved budget request.

## Agency Performance Plan\*

The Department of Health (DOH) has the following strategic objectives for FY 2021:

### 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. Health Regulation and Licensing Administration (HRLA). Protect the health of those who reside and do business in the District of Columbia by fostering excellence in health professional practice and building quality and safety in health systems and facilities through an effective regulatory framework.
2. Office of Health Equity. Promote Health Equity. Collaborate with other government agencies and community partners to identify and address the social determinants of health which are the key drivers of inequities in health outcomes.
3. Center for Policy Planning and Evaluation (CPPE). Develop an integrated public health information system to support health policy decision, state health planning activities, performance analysis and direction setting for department programs.
4. Community Health Administration (CHA). Provide programs and services that promote coordination among the health care systems in the city and enhance access to effective prevention, primary and specialty medical care through collaborations with public and private organizations.
5. HIV/AIDS, Hepatitis, STD and TB Administration (HAHSTA) Reduce HIV, STD, TB and hepatitis-related morbidity and mortality and ensure healthy outcomes for persons living with those diseases. Administer federal and local funding, provide grants to service providers, monitor and evaluate programs, ensure quality services, and track the cases and status of the epidemics in the District.
6. Health Emergency Preparedness and Response Administration (HEPRA) Provide regulatory oversight of emergency medical services (EMS) and seek to ensure that DOH, its partners and the community are prepared for, can respond to, and recover from public health and health care system events and emergencies.
7. 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. Health Regulation and Licensing Administration (HRLA). Protect the health of those who reside and do business in the District of Columbia by fostering excellence in health professional practice and building quality and safety in health systems and facilities through an effective regulatory framework. (11 Activities)

Activity Title	Activity Description	Type of Activity
Food Safety and Hygiene Inspection Services Division (FSHISD)	Food Safety and Hygiene Inspection Services Division inspects food establishments (e.g. restaurants, food trucks, etc.) to prevent the spread of food-borne illness. They also inspect public pools, barbershops and beauty salons for cleanliness.	Daily Service

**1. Health Regulation and Licensing Administration (HRLA). Protect the health of those who reside and do business in the District of Columbia by fostering excellence in health professional practice and building quality and safety in health systems and facilities through an effective regulatory framework. (11 Activities)**

Activity Title	Activity Description	Type of Activity
Criminal Background Check Program	The Division is responsible for processing criminal background checks for health care professionals and prospective applicants of long term care facilities.	Daily Service
Rodent and Vector Control Division	The Rodent and Vector Control Division conducts field inspections, rodent baiting and community education activities to reduce the rat population in the District of Columbia.	Daily Service
Radiation Protection Division (RPD)	The Radiation Protection seeks to reduce and/or eliminate radiation overexposure of naturally occurring or man-made radiation in the District of Columbia.	Daily Service
Health Care Facilities Division	<p>The Health Care Facilities Division inspects, monitors, and investigates: Ambulatory Surgical Centers, Certified Home Health Agencies, End-Stage Renal Disease Facilities, Hospices, Hospitals, Laboratories (Clinical Laboratory Improvement Amendments of 1988[CLIA] ), Certificate of Waiver Programs (COW), Communicable Disease Laboratories, Tissue Banks, and Hospital Laboratories, Maternity Centers, Nursing Homes, Outpatient Physical Therapy or Speech Pathology Services, and Portable X-Ray Suppliers in the District of Columbia. The Division inspects these sites to determine compliance with local licensure health and safety regulations and federal standards for participation in Medicare and Medicaid programs under Titles XVIII and XIX of the Social Security Act. The Division also conducts Architectural Plans Review of health care facilities in the District of Columbia and inspects renovated projects and new construction.</p> <p>In addition, the Division inspects the DC Detention Facility aka (DC Jail) and the DC Youth Services Administration Detention Center – at New Beginnings Youth Development Center (located in Laurel, Maryland) and Mt. Olivet Road, NE (Washington, DC) in accordance with court mandates.</p>	Daily Service
Health Professional Licensing	Receive, process, and review for compliance with District and Federal regulatory compliance license applications for over seventy different healthcare professions.	Daily Service
Compliance, Quality Assurance and Investigation	The Office of Compliance, Quality Assurance and Investigation enforces the District and federal laws and regulations governing licensed health professionals (Health Professional Boards and Advisory Committees). In addition, to determine compliance with federal participation in Medicare and Medicaid programs regarding Nursing Homes and Intermediate Care Facilities for Individuals with Intellectual Disabilities (ICF/ID), the Office also conducts investigations, as necessary.	Daily Service

**1. Health Regulation and Licensing Administration (HRLA). Protect the health of those who reside and do business in the District of Columbia by fostering excellence in health professional practice and building quality and safety in health systems and facilities through an effective regulatory framework. (11 Activities)**

Activity Title	Activity Description	Type of Activity
Animal Services Program (ASP)	The Animal Services Program (ASP) is responsible for the prevention and spread of diseases transmitted by animals to people, follow-up on disease investigations, dog licensing, regulation and enforcement, field inspection and animal sheltering services in the District of Columbia. In addition, the ASP responds to any animal related compliant, and is responsible for zoonotic surveillance.	Daily Service
Pharmaceutical Control Division (PCD)	The Pharmaceutical Control Division (PCD) licenses, regulates and inspects community and hospital pharmacies and distributor manufactures. The PCD also licenses pharmaceutical detailers (e.g., pharmaceutical representatives) as well as registers, regulates and inspects controlled substance facilities in the District of Columbia.	Daily Service
Intermediate Care Facilities Division (ICFD)	The Intermediate Care Facilities Division (ICFD) seeks to ensure applicable agencies substantially comply with District and/or Federal regulatory requirements for licensure and/or federal certification. ICFD has the regulatory oversight responsibility for the following seven (7) different programs: 1) Intermediate Care Facilities for Individuals with Intellectual Disabilities; 2) Group Homes for Individuals with Intellectual Disabilities; 3) Child Placing Agencies; 4) Home Care Agencies; 5) Assisted Living Residence; 6) Community Residence Facilities; and 7) Nurse Staffing Agencies. The oversight of these facilities is conducted at least annually and when necessary to ensure the health and safety of residents.	Daily Service
Medical Marijuana Program (MMP)	The Division of Medical Marijuana and Integrative Therapy (MMIT) licenses and regulates medical marijuana dispensaries and cultivation centers. The MMIT also approves patients and caregivers who apply to participate in the medical marijuana program. The Division also registers healthcare practitioners who elect to participate as recommenders for patients in need of medical marijuana as a treatment modality.	Daily Service

**2. Office of Health Equity. Promote Health Equity. Collaborate with other government agencies and community partners to identify and address the social determinants of health which are the key drivers of inequities in health outcomes. (3 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Multi Sector Collaboration	The Office of Health Equity (OHE) provides informed, data driven and evidence based leadership in convening and sustaining effective multi-sector collaborative partnerships essential to promote and achieve health equity. OHE uses a “health in all policies” (HiAP) approach to improving community health. OHE serves as a liaison and technical advisor to all DOH Administrations regarding health equity, as well as external DC government agencies and private partners.	Daily Service
Community Based Participatory Research & Policy Evaluation	OHE applies data driven and evidence based research methods, tools and practices, including Geographic Information Systems (GIS) and other innovative methodologies, to measure social determinant and population health outcomes. This includes current and projected opportunities for health, disparate outcomes and inequities by socio-economic and demographic subpopulation and geographic location. This core function includes support to design, development and implementation of Health Equity Programs and their evaluation, including community based participatory research, and publication of reports that inform the policy making process as well as building the evidence base.	Daily Service
Health Equity Practice & Program Implementation	Development and delivery of selected programs and initiatives with demonstrable strategic health equity nexus and operational potential, so as to contribute to, and inform, the essential paradigm shift in policy and practice to improve population health and promote more equitable opportunities for health, especially amongst vulnerable populations.	Daily Service

**3. Center for Policy Planning and Evaluation (CPPE). Develop an integrated public health information system to support health policy decision, state health planning activities, performance analysis and direction setting for department programs. (3 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Certificate of Need (CON) Program	CPPE works with healthcare providers to administer the Certificate of Need program to ensure that the healthcare services and facilities established in the District are of high quality and meet the needs of residents.	Daily Service
Vital Records	Vital Records is responsible for collecting, preserving and administering the District’s system of birth, death and domestic partnership records.	Daily Service
Behavioral Risk Factor Surveillance System (BRFSS)	CPPE/BRFSS conducts an estimated 333 health surveys monthly to District residents aged 18 years of age and older in all eight wards of the city.	Daily Service

**4. Community Health Administration (CHA). Provide programs and services that promote coordination among the health care systems in the city and enhance access to effective prevention, primary and specialty medical care through collaborations with public and private organizations. (28 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Health Professional Loan Repayment Program (HPLRP)	This program aims to recruit and retain health professionals in the District have underserved areas. The HPLRP, funded with both local and Federal dollars, provides loan repayment awards to eligible primary medical, dental, and mental health, health professionals in exchange for two to four years of service at approved sites.	Daily Service
School-Based Oral Health Program	This program aids DC Public and Public Charter students in maintaining educational readiness by providing preventive oral health services in schools and linkage to dental homes.	Daily Service
Primary Care Office (PCO) Grant Programs	These programs provide funding to increase access to equitable, comprehensive, quality health care services provided through a medical or dental home.	Daily Service
Immunization Program	This program seeks to reduce the spread of vaccine preventable diseases among residents, visitors, and those working or doing business in the District.	Daily Service
Evidence-Based Home Visiting Program	This program is designed to promote maternal, infant and early childhood health as well as the development of strong parent-child relationships. The program's key outcomes include improved maternal and child health; prevention of child injuries, child abuse or maltreatment; improvement in school readiness and achievement; reduction in crime or domestic violence; and improvements in family economic self-sufficiency.	Daily Service
Help Me Grow (HMG)	HMG builds collaboration across sectors, including child health care, early care and education, and family support. Through comprehensive physician and community outreach and centralized information and referral centers, families are linked with needed programs and services.	Daily Service
Newborn Screening Program	This program provides a comprehensive, coordinated system for universal newborn hearing screening and intervention. The program works to ensure all newborns are screened for hearing loss prior to hospital discharge and infants needing additional evaluation are linked with specialized services and a medical home.	Daily Service
Sexual Violence Prevention Program	Implement and evaluate sexual violence prevention programs, practices, and policies within the District of Columbia. This includes increasing the use of partnerships to implement relationships/community-level strategies and improve coordination of sexual violence prevention efforts.	Daily Service

**4. Community Health Administration (CHA). Provide programs and services that promote coordination among the health care systems in the city and enhance access to effective prevention, primary and specialty medical care through collaborations with public and private organizations. (28 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
School Health Programs	These programs consist of both school health services and the School Based Health Centers (SBHC). The School Health Services Program provides comprehensive school health services in District of Columbia public and public charter schools. Located within the school building, SBHCs are designed to bring the medical provider's office to the school. Each SBHC is designed to complement and enhance the health care system in the District by collaborating with each student's medical home/primary care provider or serving as the student's medical home/primary care provider.	Daily Service
Perinatal Health Program	This program seeks to improve women's health, promote clinical quality and patient safety, and achieve collective impact.	Daily Service
Adolescent Health Education and Training Program	This program focuses on building the capacity of youth-serving organizations, District of Columbia Public Schools, and District of Columbia Public Charter Schools through training and technical assistance services on adolescent health topics.	Daily Service
Early Childhood Place-Based Initiative	This program partners with community organizations to implement place-based strategies to improve early childhood health and education outcomes.	Daily Service
Teen Pregnancy Prevention (TPP)	This program is designed to prevent teen pregnancy and improve adolescent health outcomes, as well as to achieve the purposes of the Temporary Assistance for Needy Families program. Grantees implement evidence-based or evidence-informed teen pregnancy prevention initiatives.	Daily Service
Youth Advisory Council	Program promotes positive youth development, working with young leaders to enhance critical thinking skills and apply skills to planning and implementing projects to improve their community.	Daily Service
Cancer Programs Division	The Cancer Programs Division encompasses three programs (Project WISH, Comprehensive Cancer Control, and Colorectal Screening) engaged in reducing the District's cancer burden.	Daily Service
DC Cancer Registry (DCCR)	DCCR is a population-based registry that maintains data on all cancer patients diagnosed and/or treated within the District. All cancer cases are required by DC Law to be reported to DCCR within six months of first contact with a cancer patient.	Daily Service
Home Delivered Meals	This program involves the administration of a home delivered meals program to homebound residents of all ages living with a chronic disease. Services include: meals tailored to meet dietary and cultural needs and medical nutrition therapy and referrals.	Daily Service

**4. Community Health Administration (CHA). Provide programs and services that promote coordination among the health care systems in the city and enhance access to effective prevention, primary and specialty medical care through collaborations with public and private organizations. (28 Activities)**

Activity Title	Activity Description	Type of Activity
Pop-Up Markets in Elementary Schools	Program administers pop-up food markets in all elementary schools in Wards 7 and 8. Families participate in choice pantry style market, food demonstrations and nutrition education and are eligible for 23 pounds of food per student enrolled in the participating school. Program addresses food access, food literacy and community engagement.	Daily Service
Supplemental Nutrition Assistance Program, Education and Obesity Grant (SNAP-Ed)	Program provides health and wellness education; policy, systems, and environmental change strategies; and SNAP referrals to eligible District residents. Eligibility for program services includes SNAP certification and participating in activities where at least 50 percent of the audience is SNAP eligible.	Daily Service
The Safe Sleep Program	This program provides safe sleep education for parents/caregivers, child serving community partners, and health providers. The program distributes portable cribs to families in need of a safe sleep environment for their newborn infant.	Daily Service
Produce Plus Program	Program increases resident access to affordable, nutritious, locally sourced produce. The program offers vouchers to eligible low-income residents. Vouchers can be used to purchase fresh produce at any of the authorized farmers' markets between June and October.	Daily Service
Chronic Disease Division	The Chronic Disease Division addresses population level chronic disease prevention and management through evidence-based behavioral, clinical, policy and environmental interventions, as well as through multi-sector collaboration.	Daily Service
Tobacco Control Program	This program aims to reduce disease, disability and death due to tobacco use by: educating and informing stakeholders and decision-makers about evidence-based policies and programs to prevent initiation of tobacco use; working with health systems to implement evidence-based practices to support tobacco cessation in the District of Columbia; implementing evidence-based, mass-reach health communication interventions to increase cessation and/or promote the Quitline; reducing exposure to secondhand smoke; and identifying and eliminating tobacco-related disparities among specific populations.	Daily Service
Special Supplemental Nutrition Program for Women, Infants and Children (WIC)	Program provides no-cost nutrition assessments, breastfeeding support and healthful foods to promote healthy pregnancies and growth in children during the first five years of life.	Daily Service
Farmers' Market Nutrition Program (FMNP)	This program provides oversight for farmers who participate in healthful food access programs that assist income stressed District residents purchase locally sourced fruits and vegetables. Residents receive health and wellness education along with the food benefit.	Daily Service



**4. Community Health Administration (CHA). Provide programs and services that promote coordination among the health care systems in the city and enhance access to effective prevention, primary and specialty medical care through collaborations with public and private organizations. (28 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Preventive Health and Health Services Block Grant (PHHSBG)	The PHHSBG aligns with DC Healthy People 2020 to identify current and emerging public health needs and to support innovative programs and policies within the local context.	Daily Service
Senior Farmers' Market Nutrition Program (SFMNP)	Healthful food access programs that assists income stressed seniors in purchasing locally sourced fruits and vegetables. Seniors aged 60 years and older receive health and wellness education along with the food benefit, June through October.	Daily Service
Commodity Supplemental Food Program	This program provides a monthly food package, nutrition and wellness education, and opportunities for social engagement to seniors 60 years and older living in the District.	Daily Service

**5. HIV/AIDS, Hepatitis, STD and TB Administration (HAHSTA) Reduce HIV, STD, TB and hepatitis-related morbidity and mortality and ensure healthy outcomes for persons living with those diseases. Administer federal and local funding, provide grants to service providers, monitor and evaluate programs, ensure quality services, and track the cases and status of the epidemics in the District. (5 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
AIDS Drug Assistance	The AIDS Drug Assistance Program (ADAP) provides medication for the treatment of HIV disease. Through screening of clients to determine eligibility, enrollment and medication management the District of Columbia will continue providing this critical service.	Daily Service
Condom Distribution	The District of Columbia Condom Program distributes both male and female condoms to District residents. The program utilizes an online platform to distribute condoms to individuals and District providers of health and support services.	Daily Service
DC Needle Exchange Program (DC NEX)	The District of Columbia Needle Exchange Program (DC NEX) supports harm reduction through the distribution of clean needles in exchange for used ones. The program partners with 3 District community based providers to implement these interventions and link clients to primary medical services.	Daily Service
Pre-Exposure Prophylaxis (PrEP)	HAHSTA makes PrEP widely available in the District, and does targeted outreach to target populations to receive screening, education, and referral to PrEP enrollment.	Daily Service
Narcan Distribution	Naloxone is an opioid antagonist that was developed in the 1960s. It bonds to the opioid receptors in the brain without activating them, cutting off the effects of opiate drugs. Commonly known by the trade name Narcan, naloxone is carried by first responders, EMTs, and paramedics. It can be administered, in different formulations, intramuscularly, intravenously, or subcutaneously with a syringe or via an intranasal atomizer. DOH provides funding to community partners to provide stipends to peers for outreach, education and the distribution of kits.	Daily Service

**6. Health Emergency Preparedness and Response Administration (HEPRA) Provide regulatory oversight of emergency medical services (EMS) and seek to ensure that DOH, its partners and the community are prepared for, can respond to, and recover from public health and health care system events and emergencies. (7 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Medical Materiel Management and Distribution	HEPRA ensures the secure distribution and integrity of the stockpile from receipt to recovery of the materiel through planning, real time inventory tracking, and partner collaboration.	Daily Service
Incident Command System (ICS) and National Incident Management System (NIMS) Training	HEPRA ensures that all DOH staff with a designated role within the Health Emergency Coordination Center (HECC) and/or the Emergency Support Function (ESF) #8 response are prepared for and can respond to events and emergencies utilizing the concepts of the NIMS of FEMA Incident Command System (ICS) trainings and participation in planned exercises, as directed by Homeland Security Presidential Directive #5.	Daily Service
Special Events Permitting	As a member of the Mayor's Special Event Task Group, HEPRA provides customer assistance to Event Organizers by reviewing/approving the Health, Medical and Safety Plan component of their DCRA Special Event Permit Application. Through this coordination, HEPRA ensures each Event Organizer has obtained the required health and medical support required for their size and type of event, in accordance with the District EMS Act of 2008; DCMR, Title 29, Chapter 5 (Emergency Medical Services) and DOH policies.	Daily Service
Healthcare Coalition Development	HEPRA co-leads the DC Health and Medical Coalition (HMC) by providing coordination, oversight, policy guidance and leadership through meeting participation, planning support and communications to promote, attain and sustain Health and medical emergency preparedness services during routine and emergency operations. HEPRA conducts exercises, training and drills, to test and improve the healthcare system's resiliency. HEPRA also compiles and distributes situation reports (SITREPs), and radio drills to ensure timely and adequate communication and response, and monitors healthcare facility status.	Daily Service
Training and Certification of EMS Providers and EMS Emergency Response Vehicles	HEPRA regulates training and certification for EMS Providers (paramedics and EMTs) emergency medical service (EMS) and certifies/inspects EMS and emergency response vehicles (including ambulances, medical equipment aboard air ambulances and FEMS' rescue boats) operating in the District to ensure optimal healthcare response in accordance with the District EMS Act of 2008 and DCMR, Title 29, Chapter 5 (Emergency Medical Services).	Daily Service
Medical Reserve Corps (MRC)	The DC Medical Reserve Corps (MRC) is a team of medical and non-medical volunteers who are called upon to assist the Department of Health, Health Emergency Preparedness and Response Administration (HEPRA) in preparing for and responding to special events and public health and all-hazard emergencies.	Daily Service

**6. Health Emergency Preparedness and Response Administration (HEPRA) Provide regulatory oversight of emergency medical services (EMS) and seek to ensure that DOH, its partners and the community are prepared for, can respond to, and recover from public health and health care system events and emergencies. (7 Activities)**

Activity Title	Activity Description	Type of Activity
Emergency Operations Coordination	HEPRA directs and coordinates the implementation of other public health preparedness capabilities critical to public health emergency preparedness and response; and make informed, timely and effective decisions that direct resources and personnel to address ongoing and evolving health needs arising from emergencies.	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. Health Regulation and Licensing Administration (HRLA). Protect the health of those who reside and do business in the District of Columbia by fostering excellence in health professional practice and building quality and safety in health systems and facilities through an effective regulatory framework. (10 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of Registered Controlled Substance Facilities inspected annually	No	100%	90%	98.8%	100%	100%
Percent of confirmed foodborne illness cases by DC Health epidemiologists investigated within three (3) business days of notification to HRLA	No	New in 2019	95%	96.9%	95%	95%
Percent of follow-up inspections of health care facilities with harm level deficiencies completed within 30 days	No	100%	100%	100%	100%	100%
Percent of food establishment complaint inspections initiated within five (5) business days of receipt	No	97.3%	95%	98.3%	95%	95%
Percent of investigations initiated within 24 hours of receipt for complaints of abuse, neglect and mistreatment	No	New in 2019	100%	100%	100%	100%
Percent of medical marijuana facilities (dispensaries and cultivation centers) receiving at least one quarterly inspection	No	New in 2019	95%	100%	95%	95%
Percent of pharmaceutical facilities receiving at least one annual inspection	No	New in 2019	90%	98.2%	100%	100%
Percent of residential healthcare providers scoring at or above the national average of 72 percent on the customer satisfaction survey	No	New in 2019	100%	97.7%	100%	100%

**1. Health Regulation and Licensing Administration (HRLA). Protect the health of those who reside and do business in the District of Columbia by fostering excellence in health professional practice and building quality and safety in health systems and facilities through an effective regulatory framework. (10 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of rodent activity complaints inspected or baited, and closed in the 311 system within three (3) business days of receipt	No	New in 2019	100%	97.9%	100%	100%
Percent of samples taken from rabies suspect animals submitted for testing within 48 hours	No	100%	100%	88.5%	100%	100%

**3. Center for Policy Planning and Evaluation (CPPE). Develop an integrated public health information system to support health policy decision, state health planning activities, performance analysis and direction setting for department programs. (6 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Average wait time for vital records walk-in issuance requests	Yes	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021
Number of CON Appeals	No	0	0	0	0	Data Forthcoming
Percent of Certificates of Need (CONs) reviewed on time within 90 days	No	100%	100%	100%	100%	100%
Percent of vital records walk-in requests processed within 30 minutes	No	60.6%	92%	47.3%	92%	92%
Percentage of foodborne disease cases with first interview attempt within 72 hours of receipt of the case report	Yes	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021
Percentage of vaccine preventable disease cases with contact tracing initiated within 24 hours of receipt of line list of exposed contacts	Yes	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021

**4. Community Health Administration (CHA). Provide programs and services that promote coordination among the health care systems in the city and enhance access to effective prevention, primary and specialty medical care through collaborations with public and private organizations. (21 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Breastfeeding initiation rates among African-American WIC enrollees	No	52.3%	47%	54.6%	53%	53%
Percent of Farmer's Market incentive benefits redeemed	No	New in 2019	93%	95.8%	93%	93%
Percent of Health Professional Loan Repayment Program (HPLRP) participants that are practicing in priority underserved areas	No	91.7%	90%	92.2%	90%	90%
Percent of Senior FMNP Benefits Redeemed	No	New in 2020	New in 2020	New in 2020	New in 2020	47%
Percent of WIC FMNP Benefits Redeemed	No	New in 2020	New in 2020	New in 2020	New in 2020	47%

**4. Community Health Administration (CHA). Provide programs and services that promote coordination among the health care systems in the city and enhance access to effective prevention, primary and specialty medical care through collaborations with public and private organizations. (21 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Target</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Target</b>	<b>FY 2021 Target</b>
Percent of Youth Advisory Council participants who report an increase in knowledge and skills gained from participation	No	New in 2020	New in 2020	New in 2020	New in 2020	40%
Percent of children ages 0 to 3 served by a VFC (Vaccines for Children) medical home with up-to-date immunizations	No	New in 2019	New in 2019	Data Forthcoming	Data Forthcoming	Data Forthcoming
Percent of eligible children enrolled in the Maternal, Infant, and Early Childhood Home Visiting (MIECHV) programs who receive developmental and social-emotional screenings	No	87.4%	85%	85.8%	85%	85%
Percent of eligible perinatal program participants with a documented reproductive health plan	No	80.4%	90%	83.2%	90%	90%
Percent of families with one or more completed referrals through Help Me Grow within three months of referral	No	New in 2019	70%	40.7%	70%	70%
Percent of infants that receive a repeat screening after failing an initial hearing screening	No	New in 2019	75%	61.4%	75%	75%
Percent of infants who receive an initial hearing screen at birth	No	New in 2019	85%	97.3%	85%	85%
Percent of kindergarten-enrolled children with up-to-date immunizations	No	New in 2020	New in 2020	New in 2020	New in 2020	80%
Percent of providers reporting immunization data electronically into the immunization registry (DOCIIS)	No	New in 2020	New in 2020	New in 2020	New in 2020	40%
Percent of sampled elementary aged students participating in School-Based Markets reporting food security	No	New in 2019	60%	68.8%	70%	70%
Percent of students in the School Health Services program with asthma with an asthma action plan on file	No	New in 2019	35%	27.9%	40%	40%
Percent of students referred by the SBOHP that completed at least one visit with a dental home provider	No	New in 2020	New in 2020	New in 2020	New in 2020	50%
Percent of women enrolled in the MIECHV programs that are screened for depression	No	86.3%	85%	82.5%	85%	85%
Percentage increase in preventive care visits among health centers supported by Primary Care Office grants	No	New in 2020	New in 2020	New in 2020	New in 2020	5%

**4. Community Health Administration (CHA). Provide programs and services that promote coordination among the health care systems in the city and enhance access to effective prevention, primary and specialty medical care through collaborations with public and private organizations. (21 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Proportion of adults with hypertension who have achieved blood pressure control (seen at Million-Hearts-participating facilities)	No	New in 2019	70%	65.3%	70%	70%
Total breastfeeding initiation rates among WIC enrollees	No	59.9%	57%	62.2%	60%	60%

**5. HIV/AIDS, Hepatitis, STD and TB Administration (HAHSTA) Reduce HIV, STD, TB and hepatitis-related morbidity and mortality and ensure healthy outcomes for persons living with those diseases. Administer federal and local funding, provide grants to service providers, monitor and evaluate programs, ensure quality services, and track the cases and status of the epidemics in the District. (16 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
For patients with newly diagnosed TB disease for whom 12 months or less of treatment is indicated, the proportion who complete treatment within 12 months	No	100%	90%	100%	90%	90%
Number of Naloxone kits distributed	No	New in 2019	1000	41,258	30,000	30,000
Number of individuals prescribed Pre-Exposure Prophylaxis (PrEP)	No	3414	1000	1690	3000	3000
Percent of AIDS Drug Assistance Program (ADAP) beneficiaries who are currently virally suppressed	No	New in 2019	85%	84.8%	85%	85%
Percent of DOH-supported HIV tests conducted with focus populations	No	49.1%	12%	69.5%	15%	15%
Percent of Ryan White clients living in the District that are prescribed Anti-Retroviral Therapy	No	86.6%	90%	93.1%	90%	90%
Percent of clients with a positive Hepatitis C test enrolling in treatment	No	30.4%	40%	31.2%	40%	40%
Percent of diagnosed HIV positive individuals retained in care that are virally suppressed	No	79.7%	85%	87.5%	85%	85%
Percent of new HIV cases linked to care within 3 months of diagnosis	No	85.6%	90%	88.1%	90%	90%
Percent of people experiencing overdoses who were also linked to substance use treatment	No	New in 2019	45%	27.6%	45%	45%
Percent of successful opioid overdose reversals	Yes	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021
Percentage of individuals diagnosed with HIV confirmed to be out-of-care that are re-engaged within 90 days of successful case contact	No	14.1%	10%	11.9%	10%	10%

**5. HIV/AIDS, Hepatitis, STD and TB Administration (HAHSTA) Reduce HIV, STD, TB and hepatitis-related morbidity and mortality and ensure healthy outcomes for persons living with those diseases. Administer federal and local funding, provide grants to service providers, monitor and evaluate programs, ensure quality services, and track the cases and status of the epidemics in the District. (16 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percentage of individuals prescribed PrEP at the DC Health & Wellness Center who are members of the demographic groups disproportionately impacted by HIV (e.g., Black Women, men who have sex with men, Transgender Women of Color)	No	New in 2019	60%	96.3%	60%	65%
Percentage of new HIV cases achieving viral suppression within 90 days of diagnosis	Yes	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021
Percentage of new HIV cases linked to care within 30 days of diagnosis	Yes	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021
Proportion of gonorrhea cases with appropriate treatment confirmed among clients seen at the Health and Wellness Center	No	New in 2019	35%	96.9%	90%	90%

**6. Health Emergency Preparedness and Response Administration (HEPRA) Provide regulatory oversight of emergency medical services (EMS) and seek to ensure that DOH, its partners and the community are prepared for, can respond to, and recover from public health and health care system events and emergencies. (13 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of Closed PODs that can open for set up within two hours of notification to activate	No	New in 2019	100%	75%	100%	100%
Percent of District hospitals that reported requested Essential Elements of Information (EEI) to the HMC within the timeframe as stated in the HMC Response Plan	No	New in 2019	50%	43.9%	50%	50%
Percent of District hospitals, skilled nursing facilities, and clinics that participate in at least two (2) HMC sponsored trainings and workshops annually	No	New in 2019	50%	15.6%	50%	50%
Percent of District hospitals, skilled nursing facilities and clinics that complete the HMC Membership requirements as outlined in the HMC Preparedness Plan	Yes	New in 2021	New in 2021	New in 2021	New in 2021	New in 2021
Percent of EMS Emergency Response vehicles with an initial passing inspection	No	New in 2019	85%	92.3%	85%	85%
Percent of EMS agency inspections with passing determinations	No	New in 2019	75%	95.2%	75%	75%
Percent of HECC IMT leadership staff (ie, the six ICS/IM lead roles) reporting for immediate duty within 60 minutes to an unannounced staff assembly for a real incident or drill	No	New in 2019	100%	91.8%	100%	100%

**6. Health Emergency Preparedness and Response Administration (HEPRA) Provide regulatory oversight of emergency medical services (EMS) and seek to ensure that DOH, its partners and the community are prepared for, can respond to, and recover from public health and health care system events and emergencies. (13 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Target</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Target</b>	<b>FY 2021 Target</b>
Percent of HEPRA personnel completing the prescribed ICS Training Series, including POD training and participation in at least one exercise, special event or real incident	No	New in 2019	100%	40.7%	100%	100%
Percent of Health Alert Network (HAN) alert recipients who acknowledge receipt after the first alert attempt	No	New in 2020	New in 2019	New in 2020	New in 2020	90%
Percent of Management Supervisory Service (MSS), Excepted Service (ES), and Legal Services staff with the essential or emergency designation who complete the independent study portion of the Management ICS Training Series as outlined in DOH Standard Opera	No	10.6%	60%	36.6%	60%	60%
Percent of Medical Reserve Corps (MRC) volunteers that acknowledge a notification to activate/drill message within 2 hours	No	100%	75%	100%	75%	75%
Percent of Open PODs that can open for set up within 2 hours of notification to activate	No	New in 2019	100%	100%	100%	100%
Percent of closed POD partners meeting all program requirements	No	New in 2020	New in 2019	New in 2020	New in 2020	100%

**7. Create and maintain a highly efficient, transparent, and responsive District government. (19 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Target</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Target</b>	<b>FY 2021 Target</b>
Average days to hire new employees	No	New in 2019	90	56	90	90
Percent of MSS employees who complete the required MSS training curriculum	No	36.3%	80%	80.3%	80%	80%
Percent of completed interim subgrant budget periods with performance ratings completed and submitted within 45 days	No	New in 2019	60%	71.5%	60%	60%
Percent of eligible employee reviews completed on time	No	96.5%	90%	100%	90%	100%
Percent of lapsed dollar amounts on federal awards	No	19.1%	3%	9.2%	3%	3%
Percent of new subgrants with approved risk-based monitoring plans within 30 days of award	No	New in 2019	75%	49.5%	75%	75%
Percent of required attendees completing trainings mandated by EOM, DCHR, or the DOH Director	No	New in 2019	70%	No Applicable Incidents	70%	70%



**7. Create and maintain a highly efficient, transparent, and responsive District government.  
(19 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of targeted visits completed by monitors per the most recent version of the risk-based monitoring plan	No	New in 2019	60%	72.2%	60%	60%

**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. Health Professional Loan Repayment Program (HPLRP)**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of certified HPLRP sites	No	24	33	30

**2. School-Based Oral Health Program**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of children <18 years of age who receive a dental examination screening through the School-Based Preventative Oral Health Program (SBPOHP)	No	3746	3392	2515

**3. Primary Care Office (PCO) Grant Programs**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of primary care providers participating in workforce development activities	No	New in 2020	New in 2020	New in 2020

**4. Immunization Program**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of site visits to provide technical assistance to Vaccines for Children (VFC) providers	No	New in 2020	New in 2020	New in 2020

**5. Evidence-Based Home Visiting Program**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of families participating in evidence-based home visiting programs	No	289	259	259
Number of resource referrals made through the evidence-based Home Visiting Program	No	516	466	491

## 6. Help Me Grow (HMG)

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of completed resource referrals provided through the Help Me Grow Program	No	367	246	156
Number of families/providers calls/referrals to Help Me Grow	No	New in 2020	New in 2020	New in 2020

## 7. Newborn Screening Program

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of infants receiving a hearing screening in their first month of life	No	8069	13,061	13,042

## 8. School Health Programs

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of students enrolled in a school based health center	No	1600	2742	2128
Number of students served by the School Health Services Program	No	New in 2019	New in 2019	79,709

## 9. Perinatal Health Program

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of participants receiving services through DC Healthy Start	No	1301	1851	1561

## 10. Adolescent Health Education and Training Program

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of reproductive health plans developed	No	New in 2019	New in 2019	1298

## 11. Certificate of Need (CON) Program

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Certificate of Need application decisions	No	31	27	33

## 12. Vital Records

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of walk-in customers to the Vital Records Office	No	50,790	38,193	41,016

## 13. Cancer Programs Division

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of persons identified as cancer survivors and care givers who have attended a disease management course	No	New in 2020	New in 2020	New in 2020

### 13. Cancer Programs Division

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of breast screening and diagnostic procedures performed	No	1269	900	940
Number of cervical screening and diagnostic procedures performed	No	163	35	8
Number of people provided with navigation services for colorectal cancer screening, diagnosis and treatment	No	New in 2020	New in 2020	New in 2020
Number of women provided with navigation services for breast cancer screening, diagnosis and treatment	No	New in 2020	New in 2020	New in 2020

### 14. Home Delivered Meals

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of District residents receiving farmer's market incentive benefits from DC Health-administered programs	No	25,653	21,188	21,533

### 15. Supplemental Nutrition Assistance Program, Education and Obesity Grant (SNAP-Ed)

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Total number of nutrition education and wellness contacts made to low income District residents participating in DC Health Healthful Food Access programs	No	25,994	32,861	35,485

### 16. The Safe Sleep Program

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of parents/caregivers educated on infant safe sleep practices	No	875	528	1560
Number of portable cribs distributed	No	502	508	900

### 17. Produce Plus Program

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of Farmers Markets vendors accepting Produce Plus benefits	No	101	69	54
Number of residents redeeming Produce Plus and Produce Prescription at Farmers' Market checks	No	10,435	9109	8028

### 18. AIDS Drug Assistance

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of clients with DC ADAP and Alliance receiving pharmaceutical services through the pharmaceutical procurement and distribution program	No	568	567	517
Number of DC ADAP clients served	No	568	797	827
Number of publicly-supported HIV medication prescriptions refilled	No	2596	9177	9060

## 19. Condom Distribution

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of clients with viral load served through treatment adherence activities	No	795	1895	762
Number of condoms (female and male) distributed by DC Health Condom Program	No	5,212,700	4,115,000	4,551,300
Number of youth (15-19 years) screened for CT and GC through HAHSTA-supported programs	No	650	2288	1840

## 20. DC Needle Exchange Program (DC NEX)

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of needles off the streets through DC NEX Program	No	784,495	410,212	470,040

## 21. Medical Materiel Management and Distribution

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of DC Health personnel trained for POD operations	No	New in 2020	New in 2020	New in 2020
Number of emergency preparedness-related trainings and exercises coordinated by HEPRA	No	New in 2020	New in 2020	New in 2020

## 22. Food Safety and Hygiene Inspection Services Division (FSHISD)

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of new and routine food establishments inspected	No	5072	4839	3076

## 23. Criminal Background Check Program

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Criminal Background Checks processed for health professionals	No	9118	9299	11,019
Number of Criminal Background Checks processed for non-health professionals	No	7277	8010	7659

## 24. Special Events Permitting

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of HECC Activations	No	3	6	3
Number of MRC activations	No	New in 2020	New in 2020	New in 2020
Number of MRC personnel activated in response to an incident or planned event	No	New in 2020	New in 2020	New in 2020
Number of special event health, medical and safety plans for DCRA permit applications requiring DC Health review	No	240	213	159
Total number of MRC volunteer hours	No	New in 2020	New in 2020	New in 2020

## 25. Healthcare Coalition Development

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Health Action Network (HAN) Alerts generated	No	21	36	18
Number of Health and Medical Coalition (HMC) Meetings held	No	11	14	35
Number of HMC facilities participating in exercises and special events involving HMC Coordination	No	New in 2020	New in 2020	New in 2020
Number of HMC-sponsored trainings and workshops	No	New in 2020	New in 2020	New in 2020
Number of Radio Drills conducted	No	49	49	15

## 26. Training and Certification of EMS Providers and EMS Emergency Response Vehicles

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of emergency vehicle inspections conducted	No	503	511	586
Number of new EMT certifications by DC Health	No	329	502	559

## 27. Health Care Facilities Division

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of inspections completed by the Health Care Facilities Division	No	130	159	145

## 28. Behavioral Risk Factor Surveillance System (BRFSS)

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of BRFSS surveys administered	No	3000	123	600

## 29. Health Professional Licensing

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of new health professional licenses issued	No	20,817	11,590	10,579
Number of walk-in customers to Processing Center	No	31,806	38,924	33,514

## 30. Compliance, Quality Assurance and Investigation

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Intermediate Care and Nursing Home-related incidents received	No	10,713	11,798	12,758
Number of investigations performed	No	1815	1621	1725

## 31. Animal Services Program (ASP)

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of calls responded to by Animal Control Officers	No	13,972	15,511	17,725

**31. Animal Services Program (ASP)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of dog licenses processed	No	3089	3824	3948

**32. Pharmaceutical Control Division (PCD)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of pharmacies inspected	No	155	166	171
Number of Registered Controlled Substance Facilities inspected	No	233	234	248

**33. Intermediate Care Facilities Division (ICFD)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of inspections completed by the Intermediate Care Facilities Division	No	200	268	345

**34. Chronic Disease Division**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of healthcare systems reporting clinical quality measures related to high blood pressure and diabetes	No	8	10	9
Number of residents at risk for diabetes participating in the Diabetes Prevention Program	No	New in 2019	New in 2019	295
Number of residents enrolled in chronic disease self-management trainings	No	5431	5500	5665

**35. Tobacco Control Program**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of calls to the DC Tobacco Quitline	No	4330	3197	3181
Number of pregnant smokers contacted for cessation services	No	New in 2019	New in 2019	Data Forthcoming

**36. Special Supplemental Nutrition Program for Women, Infants and Children (WIC)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of Supplemental Nutrition Program for Women, Infants, Children (WIC) participants	No	24,525	20,542	11,802

**37. Farmers' Market Nutrition Program (FMNP)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of District residents receiving meals from the Home Delivered Meals program	No	New in 2019	New in 2019	350
Number of District residents receiving supplemental groceries from School-Based Food Markets	No	Not Available	Data Forthcoming	Data Forthcoming
Number of District seniors receiving	No	New in 2019	New in 2019	Data Forthcoming

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**37. Farmers' Market Nutrition Program (FMNP)**

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<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
supplemental groceries from and Commodities and Supplemental Food Program (CSFP)				

**Performance Plan End Notes:**

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>





# Department of Health Care Finance

www.dhcf.dc.gov

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**Table HT0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change from FY 2020
	Actual	Actual	Approved	Approved	
OPERATING BUDGET	\$3,062,328,112	\$3,223,861,259	\$3,232,350,185	\$3,580,016,534	10.8
FTEs	334.0	268.5	354.0	354.0	0.0
CAPITAL BUDGET	\$30,860,999	\$45,654,017	\$53,137,247	\$42,300,000	-20.4
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Department of Health Care Finance (DHCF) is to improve health outcomes by providing access to comprehensive, cost-effective, and quality health care services for residents of the District of Columbia.

## Summary of Services

The Department of Health Care Finance provides health care services to low-income children, adults, the elderly, and persons with disabilities. More than 280,000 District of Columbia residents (approximately 40 percent of all residents) receive health care services through DHCF's Medicaid and Alliance programs. DHCF strives to provide these services in the most appropriate and cost-effective settings possible.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table HT0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table HT0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change	
					from FY 2020	% Change*					from FY 2020	% Change
<b>GENERAL FUND</b>												
Local Funds	708,165	774,524	830,016	857,623	27,607	3.3	116.4	109.5	139.9	135.7	-4.2	-3.0
Dedicated Taxes	82,435	81,015	81,532	98,195	16,663	20.4	6.0	5.0	5.5	5.5	0.0	0.0

**Table HT0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
Special Purpose												
Revenue Funds	2,630	1,611	4,028	6,597	2,569	63.8	13.1	12.6	15.6	17.5	1.9	12.2
<b>TOTAL FOR GENERAL FUND</b>	<b>793,230</b>	<b>857,149</b>	<b>915,575</b>	<b>962,415</b>	<b>46,839</b>	<b>5.1</b>	<b>135.6</b>	<b>127.1</b>	<b>161.0</b>	<b>158.7</b>	<b>-2.3</b>	<b>-1.4</b>
<b>FEDERAL RESOURCES</b>												
Federal Grant Funds	2,522	1,191	77	6,068	5,991	7,799.9	0.0	0.0	0.0	0.0	0.0	N/A
Federal Medicaid Payments	2,159,437	2,263,036	2,209,118	2,472,819	263,700	11.9	197.0	139.1	188.8	191.6	2.8	1.5
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>2,161,958</b>	<b>2,264,227</b>	<b>2,209,195</b>	<b>2,478,886</b>	<b>269,691</b>	<b>12.2</b>	<b>197.0</b>	<b>139.1</b>	<b>188.8</b>	<b>191.6</b>	<b>2.8</b>	<b>1.5</b>
<b>INTRA-DISTRICT FUNDS</b>												
Intra-District Funds	107,140	102,485	107,580	138,716	31,136	28.9	1.4	2.3	4.3	3.7	-0.5	-12.7
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>107,140</b>	<b>102,485</b>	<b>107,580</b>	<b>138,716</b>	<b>31,136</b>	<b>28.9</b>	<b>1.4</b>	<b>2.3</b>	<b>4.3</b>	<b>3.7</b>	<b>-0.5</b>	<b>-12.7</b>
<b>GROSS FUNDS</b>	<b>3,062,328</b>	<b>3,223,861</b>	<b>3,232,350</b>	<b>3,580,017</b>	<b>347,666</b>	<b>10.8</b>	<b>334.0</b>	<b>268.5</b>	<b>354.0</b>	<b>354.0</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table HT0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table HT0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	23,270	26,145	33,189	34,436	1,247	3.8
12 - Regular Pay - Other	1,476	2,000	2,601	2,092	-509	-19.6
13 - Additional Gross Pay	206	189	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	5,062	5,894	7,631	7,788	157	2.1
15 - Overtime Pay	47	58	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>30,061</b>	<b>34,285</b>	<b>43,422</b>	<b>44,316</b>	<b>894</b>	<b>2.1</b>
20 - Supplies and Materials	99	89	243	221	-22	-8.9
30 - Energy, Communication and Building Rentals	173	234	254	356	102	40.3
31 - Telecommunications	328	322	317	377	61	19.1
32 - Rentals - Land and Structures	0	1,305	1,305	1,890	585	44.9
34 - Security Services	155	119	128	303	176	137.7
35 - Occupancy Fixed Costs	141	387	510	550	39	7.7

**Table HT0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Percentage Change*</b>
40 - Other Services and Charges	1,248	1,177	8,824	3,290	-5,534	-62.7
41 - Contractual Services - Other	89,409	107,868	153,307	157,377	4,070	2.7
50 - Subsidies and Transfers	2,936,699	3,076,913	3,021,984	3,348,957	326,973	10.8
70 - Equipment and Equipment Rental	4,015	1,164	2,057	22,379	20,322	988.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>3,032,267</b>	<b>3,189,576</b>	<b>3,188,928</b>	<b>3,535,700</b>	<b>346,772</b>	<b>10.9</b>
<b>GROSS FUNDS</b>	<b>3,062,328</b>	<b>3,223,861</b>	<b>3,232,350</b>	<b>3,580,017</b>	<b>347,666</b>	<b>10.8</b>

\*Percent change is based on whole dollars.

**FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity**

Table HT0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table HT0-4**

(dollars in thousands)

<b>Division/Program and Activity</b>	<b>Dollars in Thousands</b>					<b>Full-Time Equivalents</b>				
	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Personnel	910	1,013	1,382	1,376	-6	17.4	7.6	14.0	14.0	0.0
(1015) Training and Development	3	0	30	24	-6	0.0	0.0	0.0	0.0	0.0
(1020) Contracting and Procurement	1,559	2,025	2,521	2,393	-128	3.9	3.0	3.0	3.0	0.0
(1030) Property Management	2,533	2,739	3,955	3,230	-725	6.2	3.8	4.0	4.0	0.0
(1040) Information Technology	33,712	7,401	8,867	12,210	3,343	12.8	10.7	18.0	18.0	0.0
(1060) Legal	899	967	1,231	1,440	208	10.0	6.9	8.0	8.0	0.0
(1070) Fleet Management	0	0	5	0	-5	0.0	0.0	0.0	0.0	0.0
(1080) Communications	345	340	605	502	-103	1.2	1.5	2.0	2.0	0.0
(1085) Customer Service	1,924	2,170	4,216	4,803	587	25.3	21.7	28.0	27.6	-0.4
(1087) Language Access	0	0	10	10	0	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	9,236	7,259	11,001	11,470	469	57.0	36.5	50.0	50.4	0.5
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>51,122</b>	<b>23,914</b>	<b>33,823</b>	<b>37,458</b>	<b>3,635</b>	<b>133.9</b>	<b>91.7</b>	<b>127.0</b>	<b>127.0</b>	<b>0.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budgeting Operations	627	586	730	751	22	6.4	3.8	6.0	6.0	0.0
(120F) Accounting Operations	4,411	4,082	5,701	5,740	40	11.1	6.9	9.0	9.0	0.0
(140F) Agency Fiscal Officer	315	335	329	333	3	2.5	1.5	2.0	2.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>5,353</b>	<b>5,003</b>	<b>6,760</b>	<b>6,825</b>	<b>65</b>	<b>20.0</b>	<b>12.2</b>	<b>17.0</b>	<b>17.0</b>	<b>0.0</b>
<b>(2000) HEALTHCARE DELIVERY MANAGEMENT</b>										
(2001) Chronic and Long-Term Care	-6,365	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(2002) Managed Care Management	6,580	6,941	8,778	10,875	2,097	11.2	7.6	8.0	8.0	0.0

**Table HT0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
(2003) Preventive and Acute Care	1,562	1,154	1,374	1,103	-271	5.6	3.4	4.5	4.5	0.0
(2004) Division of Quality and Health Outcomes	2,662	4,809	5,778	3,763	-2,015	5.0	3.8	5.0	5.0	0.0
(2007) Clinicians, Rx and Acute Provider Services	5,787	6,301	8,397	8,731	333	9.9	6.0	7.5	7.5	0.0
(2010) Health Care Delivery Management Support Services	1,048	990	1,185	1,172	-13	10.0	6.9	9.0	9.0	0.0
<b>SUBTOTAL (2000) HEALTHCARE DELIVERY MANAGEMENT</b>	<b>11,274</b>	<b>20,195</b>	<b>25,513</b>	<b>25,644</b>	<b>131</b>	<b>41.6</b>	<b>27.7</b>	<b>34.0</b>	<b>34.0</b>	<b>0.0</b>
<b>(200L) LONG-TERM CARE PROGRAM</b>										
(201L) Long-Term Care Support Services	13,540	12,480	16,594	19,390	2,797	3.7	2.3	4.0	3.0	-1.0
(210L) Oversight	1,431	1,440	1,598	1,685	87	15.2	10.8	13.0	13.0	0.0
(220L) Operations	1,385	1,358	1,494	1,823	329	16.2	11.4	14.0	15.0	1.0
(230L) Intake and Assessment	806	844	897	979	82	11.6	5.5	7.0	7.0	0.0
<b>SUBTOTAL (200L) LONG-TERM CARE PROGRAM</b>	<b>17,162</b>	<b>16,122</b>	<b>20,582</b>	<b>23,877</b>	<b>3,295</b>	<b>46.7</b>	<b>30.0</b>	<b>38.0</b>	<b>38.0</b>	<b>0.0</b>
<b>(3000) HEALTHCARE POLICY AND PLANNING</b>										
(3001) Policy Unit Management	484	462	748	749	1	7.5	7.4	6.0	6.0	0.0
(3003) Data Analysis	682	673	1,055	1,109	55	7.5	4.6	7.0	7.0	0.0
(3004) Member Management	1,245	1,228	1,589	1,403	-186	16.8	10.2	14.0	14.0	0.0
(3010) Health Care Policy and Planning Support	2,687	660	3,500	2,958	-542	13.4	4.7	5.0	5.0	0.0
<b>SUBTOTAL (3000) HEALTHCARE POLICY AND PLANNING</b>	<b>5,098</b>	<b>3,024</b>	<b>6,892</b>	<b>6,219</b>	<b>-673</b>	<b>45.2</b>	<b>26.9</b>	<b>32.0</b>	<b>32.0</b>	<b>0.0</b>
<b>(300A) DCAS PROGRAM MANAGEMENT ADMINISTRATION</b>										
(310A) Program Management	0	2,157	2,205	2,235	30	0.0	7.5	9.0	12.0	3.0
(320A) Project Management	0	4,087	13,496	10,848	-2,648	0.0	27.8	37.0	34.0	-3.0
(330A) Organizational Change	0	1,103	6,946	14,159	7,213	0.0	7.8	13.0	12.0	-1.0
(340A) Information Technology Management	0	30,065	42,420	50,738	8,318	0.0	7.9	11.0	12.0	1.0
<b>SUBTOTAL (300A) DCAS PROGRAM MANAGEMENT ADMINISTRATION</b>	<b>0</b>	<b>37,411</b>	<b>65,067</b>	<b>77,980</b>	<b>12,914</b>	<b>0.0</b>	<b>50.9</b>	<b>70.0</b>	<b>70.0</b>	<b>0.0</b>
<b>(5000) HEALTH CARE FINANCE</b>										
(5001) Medicaid Provider Payment	2,816,994	2,952,854	2,898,810	3,191,224	292,413	0.0	0.0	0.0	0.0	0.0
(5002) Medicaid Public Provider Payments	43,615	40,506	26,256	41,369	15,113	0.0	0.0	0.0	0.0	0.0
(5003) Alliance Provider Payments	68,549	77,032	89,825	101,713	11,889	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (5000) HEALTH CARE FINANCE</b>	<b>2,929,159</b>	<b>3,070,392</b>	<b>3,014,891</b>	<b>3,334,306</b>	<b>319,415</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(6000) HEALTH CARE OPERATIONS</b>										
(6001) Medicaid Information Systems	29,807	36,029	42,024	47,159	5,135	18.4	11.6	14.0	14.0	0.0
(6006) Division of Public and Private Provider Services	2,529	2,439	3,126	3,096	-30	13.5	7.6	10.0	10.0	0.0
(6010) Health Care Operations Support	1,831	435	522	463	-59	3.7	2.3	3.0	3.0	0.0
<b>SUBTOTAL (6000) HEALTH CARE OPERATIONS</b>	<b>34,167</b>	<b>38,903</b>	<b>45,672</b>	<b>50,718</b>	<b>5,046</b>	<b>35.7</b>	<b>21.5</b>	<b>27.0</b>	<b>27.0</b>	<b>0.0</b>

**Table HT0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(8000) HEALTH CARE REFORM AND INNOVATION</b>										
(8002) Affordable Care Reform and Grants Development	8,527	9,142	12,010	15,825	3,814	8.6	7.0	7.0	7.0	0.0
(8010) HC Reform and Innovative Support Services	466	-244	1,140	1,164	24	2.4	0.8	2.0	2.0	0.0
<b>SUBTOTAL (8000) HEALTH CARE REFORM AND INNOVATION</b>	<b>8,993</b>	<b>8,899</b>	<b>13,151</b>	<b>16,989</b>	<b>3,838</b>	<b>11.0</b>	<b>7.8</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>3,062,328</b>	<b>3,223,861</b>	<b>3,232,350</b>	<b>3,580,017</b>	<b>347,666</b>	<b>334.1</b>	<b>268.5</b>	<b>354.0</b>	<b>354.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Health Care Finance operates through the following 9 divisions:

**Health Care Delivery Management (HCDM)** – ensures that quality services and practices pervade all activities that affect the delivery of health care to beneficiaries served by the District's Medicaid, Children's Health Insurance Program (CHIP), and Alliance programs. HCDM accomplishes this through informed benefit design; use of prospective, concurrent and retrospective utilization management; ongoing program evaluation; and the application of continuous quality measurement and improvement practices in furnishing preventive, acute, and chronic/long-term care services to children and adults through DHCF's managed care contractors and institutional and ambulatory fee-for-service providers.

This division contains the following 5 activities:

- **Managed Care Management** – provides oversight, evaluation, and enforcement of contracts with organizations managing the care and service delivery of Medicaid and Alliance beneficiaries, along with providing oversight and enrollment of eligible beneficiaries;
- **Preventive and Acute Care (Children's Health Services)** – develops, implements, and monitors policies, benefits and practices for children's health care services, including HealthCheck/EPSTDT, CHIP, and the Immigrant Children's Program;
- **Division of Quality and Health Outcomes** – continuously improves the quality (safe, effective, patient-centered, timely, efficient, and equitable services) of health care delivered by programs administered by DHCF; and ensures that quality and performance improvement principles and practices pervade all the components and activities that impact the delivery and outcomes of health care services to patients served by the District's Medicaid, CHIP, and Alliance programs;
- **Division of Clinicians, Pharmacy and Acute Provider Services** – develops, implements, and oversees the programming for primary and specialty providers, hospitals, and other acute and preventive care services; and manages the non-emergency transportation contract; and
- **Health Care Delivery Management Support Services** – provides administrative support functions to the Health Care Delivery Management division.

**Long-Term Care Administration (LTCA)** – provides oversight and monitoring of programs targeted to the elderly, persons with physical disabilities, and persons with intellectual and developmental disabilities. Through program development and day-to-day operations, the LTCA also ensures access to needed cost-effective, high-quality extended and long-term care services for Medicaid beneficiaries residing in home and community-based or institutional settings. The office also provides contract management of the long-term care supports and services contract.

This division contains the following 4 activities:

- **Long-Term Care Support Services** – provides administrative support functions to the Long-Term Care division;
- **Oversight** – provides quality assurance (including compliance with six Centers for Medicare and Medicaid Services (CMS) assurances) and outcomes, oversight and audits/site visits, and corrective action plans;
- **Operations** – provides day-to-day operations to ensure service delivery for both providers and beneficiaries; issue resolutions, ensuring timeliness of prior authorizations; training and technical assistance to providers; provider readiness; and compliant triage and resolution; and
- **Intake and Assessment** – oversees nurse unit responsible for access to Long Term Care Services and Support Assessments (LTCSS) including Delmarva assessments, Qualis Health Level of Care reviews, coordination with Aging and Disability Resource Center (ADRC), and Intellectual or Developmental Disabilities (IDD) acuity level reviews/approvals.

**Health Care Policy and Planning** – maintains the Medicaid and CHIP state plans that govern eligibility, scope of benefits, and reimbursement policies for the District's Medicaid and CHIP programs; develops policy for the Health Care Alliance program and other publicly funded health care programs that are administered or monitored by DHCF based on sound analysis of local and national health care and reimbursement policies and strategies; and ensures coordination and consistency among health care and reimbursement policies developed by the various divisions within DHCF. The division also designs and conducts research and evaluations of health care programs.

This division contains the following 4 activities:

- **Policy Unit Management (Regulation and Policy Management)** – maintains the Medicaid State Plan, which governs the eligibility, scope of benefits, and reimbursement policies of the Medicaid and CHIP programs; creates State Plan Amendments, waivers, and regulations that form the foundation of Medicaid policy and programs administered or monitored by DHCF; and ensures the coordination and consistency of health care and reimbursement policies developed by various divisions within DHCF;
- **Data Analysis (Division of Analytics and Policy Research)** – gathers information, analyzes data, and evaluates all activities related to multiple District-wide components of Medicaid, CHIP, the Alliance, and future healthcare delivery systems, including data collection systems; and designs and conducts research and evaluation of health care programs, studying their impacts on beneficiaries, providers, plans, and other partners and customers, designing and assessing potential improvements, and developing new measurement tools;
- **Member Management (Eligibility Policy)** – serves as liaison to District and federal agencies regarding eligibility-related matters; ensures collaboration and coordination between the agencies and facilitates compliance by the Department of Human Services' Economic Security Administration with DHCF eligibility policy; interprets federal and state eligibility rules and regulation; establishes eligibility policies and criteria for the Medicaid and CHIP programs, as well as the Health Care Alliance and the Immigrant Children's Program; interprets and helps draft legislative changes, rules and regulations for the District regarding eligibility requirements; and manages the Optional State Supplement Payment Program for eligible District of Columbia residents residing in an adult foster care home; and
- **Health Care Policy and Planning Support (Health Care Policy and Research Support)** – provides administrative support functions to the Health Care Policy and Planning Administration.

**DCAS Project Management Administration** – has responsibility to design, develop, implement and manage the DC Access System (DCAS), which is an integrated eligibility system for all health and human services for the District. In addition, this administration is responsible for supporting the functionality and funding for all components of DCAS and their seamless interface with the Health Benefits Exchange and Department of Human Services program components.

This division contains the following 4 activities:

- **Program Management** – manages all operational and functional activities related to the DCAS project;
- **Project Management** – manages all project management and functional activities related to the DCAS project;
- **Organizational Change** – manages all historical, current, and forecasted project initiatives associated with Organization Change Management; and
- **Information Technology** – manages the operational tasks and maintenance for the DCAS project.

**Health Care Finance** – provides provider payments for the following provider types: Medicaid providers, public providers, and Health Care Alliance providers.

This division contains the following 3 activities:

- **Medicaid Provider Payment** – provides payment to Medicaid providers;
- **Medicaid Public Provider Payment** – provides payment to Medicaid public providers; and
- **Alliance Provider Payment** – provides payment to Alliance providers.

**Health Care Operations** – ensures the division of programs that pertain to the payment of claims and manages the fiscal agent contract, the administrative contracts, systems, and provider enrollment and requirements. The office provides contract management of the Pharmacy Benefits Manager, the Quality Improvement Organization contract, and the Medicaid Management Information System (MMIS) Fiscal Intermediary contract as well as additional administrative contracts.

This division contains the following 3 activities:

- **Medicaid Information Systems (Claims Management)** – oversees MMIS operations; systems requests; member services, including member out-of-pocket reimbursements; Consolidated Omnibus Budget Reconciliation Act (COBRA) payments; third-party liability processing; and processing of financial transactions. The division also manages all internal and external data requests and data involving agency audits (local and federal), as well as MMIS training for all DHCF employees and system security;
- **Division of Public and Private Provider Services** – manages the Administrative Services Organization contract, provider enrollment and recruitment, and internal and external provider services and inquiries. The office also maintains positive ongoing coordination and continuity with all public provider agencies of the District of Columbia government to enhance each agency’s understanding of Medicaid reimbursement policies; is the accountable office within DHCF for implementation of policy that directly impacts other District agencies that serve as Medicaid providers; identifies opportunities to improve the reimbursement procedures of each agency; and works closely with these agencies to review federal policy to ensure that federal reimbursement is being maximized and compliance assured through claims processing and through program development; and
- **Health Care Operations Support (Health Care Operations Support Services)** – provides administrative support functions to the Health Care Operations division.

**Health Care Reform and Innovation (HCRIA)** – identifies, validates, and disseminates information about new health care models and payment approaches serving Medicaid beneficiaries with the goal of enhancing health care quality, improving care and outcomes, promoting health equity, and enhancing the value and

efficiency of DHCF programs. The division creates and tests new delivery system and payment models among providers in the District and builds collaborative learning networks to facilitate innovation, implement effective practices, and facilitate technology improvements to support delivery system re-design and improvement.

This division contains the following 2 activities:

- **Affordable Care Reform and Grants Development** – develops and executes strategies for payment and delivery system reform in the District, including developing, implementing, and monitoring health reform activities as well as developing demonstration projects and grants to support various value-based purchasing and practice transformation strategies; and
- **Health Care Reform and Innovative Support Services** – is responsible for advancing the use of information technology among health care providers in the District. These activities include HCRIA’s responsibility to design, develop, implement, and sustain Health Information Exchange (HIE) activities. HIE’s infrastructure provides the technology, processes, and operations needed to facilitate exchange of health information between health stakeholders. HCRIA’s Health Information Technology (HIT) program offers incentives, outreach, and technical assistance to drive the adoption and use of Certified Electronic Health Records Technology by District health care providers. The program aligns with CMS’s Meaningful Use framework.

**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 Health Care Finance has no division structure changes in the FY 2021 approved budget.

**FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type**

Table HT0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table HT0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>830,016</b>	<b>139.9</b>
Removal of One-Time Costs	Multiple Programs	-6,221	-6.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>823,795</b>	<b>133.9</b>
Increase: To support the costs of pre-existing programmatic initiatives	Health Care Finance	15,257	0.0
Increase: To align resources with operational spending goals	Multiple Programs	5,986	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	755	1.8
Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	-86	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-5,950	0.0
Enhance: To support increase enrollment due to the COVID-19 pandemic, and State Plan Personal Care services (one-time)	Health Care Finance	54,034	0.0
Enhance: To support the DCAS system (one-time)	DCAS Program Management Administration	4,296	0.0
Enhance: To support the enhanced living wage rate (one-time)	Agency Management	1,400	0.0



**Table HT0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Enhance: To support the exchange electronic advance directive (one-time)	Health Care Reform and Innovation	485	0.0
Reduce: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-344	0.0
Reduce: To recognize savings in personal services	Multiple Programs	-681	0.0
Reduce/Shift: To realize programmatic cost savings in nonpersonal services	Health Care Finance	-30,662	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>868,284</b>	<b>135.7</b>
Enhance: To support the costs associated with the DC Healthcare Alliance Program Recertification Simplification Amendment Act of 2017	Health Care Finance	4,585	0.0
Enhance: To support the costs associated with the DC Healthcare Alliance Program Recertification Simplification Amendment Act of 2017 (one-time)	Health Care Finance	1,585	0.0
Enhance: To support DCAS adjustments associated with the implementation of the DC Healthcare Alliance Recertification Simplification Amendment Act of 2017 (one-time)	DCAS Program Management Administration	500	0.0
Transfer-In: Produce Rx program from the Department of Health	Health Care Reform and Innovation	250	0.0
Reduce: To recognize savings in travel expenses	Multiple Programs	-41	0.0
Transfer-Out: To establish the Medicaid Reserve agency	Health Care Finance	-17,540	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>857,623</b>	<b>135.7</b>
<b>DEDICATED TAXES: FY 2020 Approved Budget and FTE</b>		<b>81,532</b>	<b>5.5</b>
Increase: To align budget with projected revenues	Multiple Programs	12,121	0.0
Enhance: To align budget with projected revenues	Health Care Finance	2,225	0.0
Shift: From Local funds	Health Care Finance	2,317	0.0
<b>DEDICATED TAXES: FY 2021 Mayor's Proposed Budget</b>		<b>98,195</b>	<b>5.5</b>
No Change		0	0.0
<b>DEDICATED TAXES: FY 2021 District's Approved Budget</b>		<b>98,195</b>	<b>5.5</b>
<b>FEDERAL GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>77</b>	<b>0.0</b>
Increase: To align budget with projected grant awards	Multiple Programs	5,991	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>6,068</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>6,068</b>	<b>0.0</b>
<b>FEDERAL MEDICAID PAYMENTS: FY 2020 Approved Budget and FTE</b>		<b>2,209,118</b>	<b>188.8</b>
Increase: To align the budget with projected federal Medicaid Reimbursements	Multiple Programs	332,964	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,309	2.8
Reduce: To align the budget with projected federal Medicaid Reimbursements	Multiple Programs	-29,646	0.0
<b>FEDERAL MEDICAID PAYMENTS: FY 2021 Mayor's Proposed Budget</b>		<b>2,513,745</b>	<b>191.6</b>
Transfer-Out: To establish the Medicaid Reserve agency	Health Care Finance	-40,927	0.0
<b>FEDERAL MEDICAID PAYMENTS: FY 2021 District's Approved Budget</b>		<b>2,472,819</b>	<b>191.6</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>4,028</b>	<b>15.6</b>
Increase: To align budget with projected revenues	Multiple Programs	2,569	1.9
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>6,597</b>	<b>17.5</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>6,597</b>	<b>17.5</b>
<b>INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>107,580</b>	<b>4.3</b>
Increase: To align budget with projected revenues	Multiple Programs	31,136	-0.5
<b>INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>138,716</b>	<b>3.7</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget</b>		<b>138,716</b>	<b>3.7</b>
<b>GROSS FOR HT0 - DEPARTMENT OF HEALTH CARE FINANCE</b>		<b>3,580,017</b>	<b>354.0</b>

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

## **FY 2021 Approved Budget Changes**

The Department of Health Care Finance's (DHCF) approved FY 2021 gross budget is \$3,580,016,534, which represents a 10.8 percent increase over its FY 2020 approved gross budget of \$3,232,350,185. The budget is comprised of \$857,622,717 in Local funds, \$98,195,140 in Dedicated Taxes, \$6,067,676 in Federal Grant funds, \$2,472,818,580 in Federal Medicaid Payments, \$6,596,710 in Special Purpose Revenue funds, and \$138,715,711 in Intra-District funds.

### **Recurring Budget**

The FY 2021 Budget for DHCF includes a reduction of \$6,220,802 and 6.0 Full-Time Equivalents (FTEs) across multiple divisions to account for the removal of one-time funding appropriated in FY 2020. The funding was comprised of \$3,780,802 to support the DC Access System Operations and Maintenance contract; \$1,350,000 to support physician supplemental payments; \$840,000 to support Indirect Cost Recovery expenditures; and \$250,000 to support the Community Based Social Determinants of Health Initiatives Act.

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

**Increase:** The Department of Health Care Finance's (DHCF) proposed Local funds budget submission includes an increase of \$15,256,519 within the Health Care Finance division to support the impact of utilization and enrollment increases on payments to Medicaid and Alliance managed care organizations and providers. A proposed net increase of \$5,986,412 across multiple divisions in nonpersonal services will primarily be used to support the DC Access System (DCAS). DHCF's proposed Local funds budget also includes an increase of \$755,130 and 1.8 Full-Time Equivalents (FTEs) across multiple divisions in personal services. These funds will support salary, steps, Fringe Benefits, and the reallocation of 3.4 FTEs from temporary to permanent.

A proposed increase of \$12,120,715 in Dedicated Tax funds across several divisions will align the budget with projected revenues to support personal service costs and agency initiatives. This adjustment is primarily due to increased projections from the Nursing Home Quality of Care and Healthy DC funds to increase subsidies in the Health Care Finance division.

In Federal Grant funds, a proposed increase of \$5,990,869 aligns the budget with projected grant awards. These funds will be used for projected salary, steps, and Fringe Benefit costs of existing personnel as well as subsidies for District residents. DHCF provides services that are eligible for reimbursement from Federal Medicaid Payments. The proposed budget submission includes an increase in this fund of \$332,964,223 in nonpersonal services, and \$1,309,097 and 2.8 FTEs in projected salary and Fringe Benefit costs.

A proposed increase of \$2,568,826 and 1.9 FTEs in the budget submission for Special Purpose Revenue funds is attributed primarily to a projected increase in the Medicaid Collections Third Party Liability fund. In Intra-District funds, there is a proposed increase of \$31,135,680, along with the reduction of 0.5 FTE across multiple divisions. DHCF has signed Memoranda of Understanding (MOUs) with District agencies to provide a variety of services, including services to Medicaid-eligible consumers and support for beneficiaries with severe mental illnesses.

**Decrease:** A net Local funds savings of \$85,637 has been identified across multiple divisions is the result of fixed costs estimates provided by the Department of General Services and the Office of the Chief Technology Officer for Energy, Telecommunications, Rent, Security Services, and Occupancy. Cost saving measures put in place will allow the agency to realize a Local funds savings of \$5,950,376 across multiple divisions in Contractual Services.

**Enhance:** DHCF will receive Local funds enhancements in FY 2021. A one-time enhancement to the Health Care Finance division in the amount of \$54,033,652 will be used as follows: \$35,080,177 will support increased enrollment in healthcare services due to increased unemployment from the COVID-19 pandemic, \$17,603,475 will support State Plan Personal Care Services utilization, and \$1,350,000 will support physicians supplemental payments.

In Local funds, the agency will also receive a one-time enhancement in the amount of \$4,296,000 to support DCAS, a state-of-the-art health and human services integrated eligibility system. Additional one-time enhancements include \$1,400,000 in the Agency Management division for grants to support enhancing the compensation of Direct Support Professionals working in Intellectual Development Disabilities Waiver programs, and \$485,000 in the Health Care Reform and Innovation division to support the exchange of electronic advance directive forms among healthcare providers.

In Dedicated Tax funds, enhancements in the amount of \$2,225,429 in the Health Care Finance division includes \$480,000 from the Stevie Sellows fund to support an increase in supplemental payments to ICFs, which will assist in enhancing the compensation of Direct Support Professionals working in those facilities.

**Reduce:** The agency will save \$344,091 in nonpersonal services adjustments, including reductions to supplies, travel, and software acquisitions, and \$681,350 in personal services adjustments across multiple divisions in Local funds.

**Reduce/Shift:** The budget proposal includes several adjustments within the Health Care Finance division to realize a savings of \$30,662,024 in Local funds. This includes cancelling planned quality incentive payments for certain provider-types, aligning projections based on recent information, and a shift of \$2,317,333 to Dedicated Taxes.

The corresponding adjustments to Federal Medicaid Payments for all Local funds reductions is reflected as a net decrease of \$29,645,949 across multiple divisions.

### **District's Approved Budget**

**Enhance:** DHCF's Local funds budget includes an increase of \$4,584,823 and a one-time increase of \$1,584,561 to support the costs associated with the DC Healthcare Alliance Program Recertification Simplification Amendment Act of 2017. This act requires DC HealthCare Alliance program enrollees to complete a face-to-face interview requirement with a qualified community health organization once a year. It also allows Alliance enrollees to complete any additional required interviews for recertification by phone with the Department of Human Services. An additional one-time increase of \$500,000 will be made to the DCAS Program Management Administration division to support adjustments required of recertification efforts for the DC Healthcare Alliance.

**Transfer-In:** DHCF will receive \$250,000 in Local funds for the Health Care Reform and Innovation division from the Department of Health. This funding will support the Produce Rx program, which allows medical professionals to prescribe fresh fruit to patients that suffer from diet-related chronic illnesses.

**Reduce:** DHCF will save \$40,726 in Local funds in travel expenses across multiple divisions.

**Transfer-Out:** The Medicaid Reserve agency will be established in FY 2021. It will operate under the direction of DHCF to improve transparency of the increased funding to support additional program enrollment from the economic downturn the COVID19 outbreak caused. This action resulted in the transfer out of \$17,540,089 in Local funds and \$40,926,873 in Federal Medicaid Payments.

## Agency Performance Plan\*

The Department of Health Care Finance (DHCF) has the following strategic objectives for FY 2021:

### 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 access to comprehensive healthcare services for District residents.
2. Ensure the delivery of high quality healthcare services to District residents.
3. Deter fraud, waste, and abuse by promoting integrity throughout the Medicaid program.
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 access to comprehensive healthcare services for District residents. (4 Activities)

Activity Title	Activity Description	Type of Activity
Eligibility	Based on the Federal guidelines for Medicaid and local laws for the Alliance program, DHCF provides healthcare to District residents according to the criteria of the programs offered. This requires the agency to create State Plans and rules that define the qualifications, along with working with other District agencies to ensure that qualified applicants are granted access to these healthcare programs.	Daily Service
DC Access System (DCAS)	DHCF is charged with implementing and overseeing a single, streamlined, no-wrong door eligibility and enrollment system for all health and human services assistance programs being offered by the District of Columbia.	Key Project
Benefits	DHCF establishes and administers healthcare benefits for DC residents primarily through two delivery systems: managed care and Fee-for-service (FFS). The benefit design is detailed through the Medicaid State Plan, waiver applications, rules, laws and transmittals.	Daily Service
Eligibility and Enrollment System	DHCF is charged with implementing and overseeing a single, streamlined, no-wrong door eligibility and enrollment system for all health and human services assistance programs being offered by the District of Columbia.	Daily Service

## 2. Ensure the delivery of high quality healthcare services to District residents. (2 Activities)

Activity Title	Activity Description	Type of Activity
Claims Processing	As beneficiaries utilize services with physicians, clinics, pharmacies, and hospitals, payments are remitted by those providing the services to DHCF for processing and payment. Federal regulations and local laws require prompt payment of claims submitted, so DHCF must first verify the eligibility of the beneficiary, the Medicaid enrollment of the provider, and the validity of the service being provided.	Daily Service
Provider Enrollment and Screening	In order to receive payments for services provided to Medicaid and Alliance patients, physicians, clinics, pharmacies, hospitals and other providers must first apply to be a qualified provider. DHCF screens providers to minimize future unscrupulous activities. Once enrolled, provider information is retained and utilized to accept and process future claims.	Daily Service

## 3. Deter fraud, waste, and abuse by promoting integrity throughout the Medicaid program. (1 Activity)

Activity Title	Activity Description	Type of Activity
Program Integrity	The DHCF promotes the integrity of Medicaid through audits, policy review and identification and monitoring of program vulnerabilities. These efforts are conducted on a daily basis by implementing proper policies and procedures as well as the development and implementation of a strategic plan and quality assurance.	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 access to comprehensive healthcare services for District residents. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Participation rate among Medicaid and CHIP eligible children ages 0 through 18 in the District of Columbia	No	94.5%	95%	98.3%	95%	95%
Percent of District residents covered by Medicaid	No	37.2%	35%	35.9%	35%	35%
Percent of Medicaid renewals as a result of the passive renewal process	No	72.2%	70%	82.9%	70%	70%
Percent of children, ages 1 – 20 years, enrolled in the Medicaid program (Fee-for-Service and Managed Care) with 90 days of continuous enrollment that received preventive dental services during the fiscal year	No	56%	62%	Data Forthcoming	62%	62%

**1. Provide access to comprehensive healthcare services for District residents. (5 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of children, ages 1-20 years, enrolled in the Medicaid program (Fee-for-Service and Managed Care) with 90 days of continuous enrollment that received a routine well-child examination during the fiscal year	No	63%	72%	Data Forthcoming	72%	72%

**2. Ensure the delivery of high quality healthcare services to District residents. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Reduce hospital admissions of Medicaid Managed Care enrollees due to health conditions that may have been prevented through appropriate outpatient care	No	17.4%	10%	Data Forthcoming	10%	10%
Reduce hospital discharges of Medicaid Managed Care enrollees that were followed by a readmission for any diagnosis within 30 days	No	27.6%	10%	Data Forthcoming	10%	10%
Reduce potentially preventable Emergency Department visits by Medicaid Managed Care enrollees that may have been avoided or appropriately treated at a lower level of care	No	9.2%	10%	Data Forthcoming	10%	10%

**3. Deter fraud, waste, and abuse by promoting integrity throughout the Medicaid program. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Number of referrals to the Medicaid Fraud Control Unit or other agencies for criminal or civil resolution	No	18	14	15	14	14

**4. Create and maintain a highly efficient, transparent, and responsive District government. (12 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of invoices processed accurately and in compliance with the Prompt Payment Act	No	98.4%	98%	97.6%	98%	98%

## 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. Claims Processing

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Percent of procurement process completed for the acquisition of a new Medicaid Management Information System (MMIS) that will be a multi-payor claims adjudication system for Medicaid and other DC Government programs that process medical claims	No	20%	-70%	-70%

### 2. Provider Enrollment and Screening

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of newly enrolled providers	No	2347	10,034	3864
Number of re-enrolled providers	No	1081	811	1019

### 3. Eligibility

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
A minimum of three (3) policy training sessions conducted per quarter for DHCF, sister agencies and other external stakeholders on eligibility related policies and procedures to ensure staff and community partners receive the training needed to accurately	No	25	23	17

### 4. Program Integrity

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Conduct Investigations based on complaints data analysis, input from internal and external partners, and other indications of abnormal or suspect claims	No	144	188	98
Conduct liaison, education, and training with other DHCF divisions, outside agencies, providers, and other groups in support of program integrity mission	No	89	189	134
Conduct Surveillance and Utilization Review Section (SURS) audits based on data analysis, input from internal and external partners, and other indications of abnormal or suspect claims	No	386	233	173
Number of adjusted/overtaken/upheld/partial payment/resolved/reversed/written-off cases among commercial consumers served by the Ombudsman (appeals and grievances)	No	241	126	215
Number of non-commercial consumers served by Ombudsman (to include Medicare, Medicaid, Alliance, and DC Health Link)	No	9010	11,004	11,301

## 5. Benefits

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of beneficiaries receiving a conflict free assessment for long-term care services and supports	No	4768	7026	10,037
Number of District residents covered by Alliance (Year End)	No	15,318	16,240	15,619
Number of District residents covered by Medicaid (Year End)	No	258,482	252,346	252,346
Number of Elderly and Persons with Disabilities Waiver (EPDW) beneficiaries enrolled in services My Way	No	258	1410	2980
Percent of District residents insured	No	96.1%	96.2%	96.8%
Produce and disseminate three (3) data snapshots to share utilization and spending patterns with external stakeholders and the general public	No	3	2	2

### Performance Plan End Notes:

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>



# Department of Human Services

www.dhs.dc.gov  
Telephone: 202-671-4200

**Table JA0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$515,208,050	\$564,252,797	\$590,326,349	\$609,933,995	3.3
FTEs	1,098.0	1,168.7	1,322.5	1,314.3	-0.6
CAPITAL BUDGET	\$62,163,605	\$67,213,260	\$54,489,400	\$5,777,000	-89.4
FTEs	3.0	2.0	0.0	0.0	N/A

The mission of the District of Columbia Department of Human Services (DHS) is to empower every District resident to reach their full potential by providing meaningful connections to work opportunities, economic assistance, and supportive services.

## Summary of Services

The mission of DHS is achieved via the following agency programs:

**Agency Management/Office of the Director:** provides executive management, policy direction, strategic and financial planning, human capital management, information technology, capital programs, legislative and community relations, and performance management. The Office of Program Review, Monitoring, and Investigation includes agency risk management, fraud investigation, homeless shelter monitoring, and a quality control division.

**Economic Security Administration(ESA):** determines and maintains eligibility for cash, food, child care, and medical benefits. ESA also, through a Two Generational approach, administers the Temporary Assistance for Needy Families (TANF) and Supplemental Nutritional Assistance Program (SNAP) Employment and Training programs, which provide employment and training-related activities designed to improve long-term employability and achieve sustaining income.

**Family Services Administration (FSA):** helps individuals and families experiencing homelessness, low-income people, adults at-risk for abuse or neglect, teenage parents, youth, troubled families, and refugees to become gradually stable and fully self-sufficient through an array of social services, assessments, and case-management and crisis-intervention services.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table JA0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table JA0-2**

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>Appropriated Fund</b>												
<b>GENERAL FUND</b>												
Local Funds	362,995	375,404	400,124	419,714	19,590	4.9	547.3	649.5	694.7	731.1	36.4	5.2
Special Purpose Revenue Funds	1,482	-627	1,000	1,000	0	0.0	1.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>364,476</b>	<b>374,778</b>	<b>401,124</b>	<b>420,714</b>	<b>19,590</b>	<b>4.9</b>	<b>548.3</b>	<b>649.5</b>	<b>694.7</b>	<b>731.1</b>	<b>36.4</b>	<b>5.2</b>
<b>FEDERAL RESOURCES</b>												
Federal Grant Funds	135,908	173,141	168,822	169,294	472	0.3	361.1	370.6	426.1	416.5	-9.6	-2.2
Federal Medicaid Payments	11,931	13,653	17,423	16,562	-862	-4.9	171.6	128.9	180.7	145.7	-35.1	-19.4
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>147,840</b>	<b>186,794</b>	<b>186,246</b>	<b>185,856</b>	<b>-390</b>	<b>-0.2</b>	<b>532.7</b>	<b>499.5</b>	<b>606.8</b>	<b>562.2</b>	<b>-44.6</b>	<b>-7.4</b>
<b>INTRA-DISTRICT FUNDS</b>												
Intra-District Funds	2,892	2,681	2,957	3,364	408	13.8	17.0	19.7	21.0	21.0	0.0	0.0
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>2,892</b>	<b>2,681</b>	<b>2,957</b>	<b>3,364</b>	<b>408</b>	<b>13.8</b>	<b>17.0</b>	<b>19.7</b>	<b>21.0</b>	<b>21.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>515,208</b>	<b>564,253</b>	<b>590,326</b>	<b>609,934</b>	<b>19,608</b>	<b>3.3</b>	<b>1,098.0</b>	<b>1,168.7</b>	<b>1,322.5</b>	<b>1,314.3</b>	<b>-8.2</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table JA0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table JA0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	53,826	79,762	79,513	101,989	22,476	28.3
12 - Regular Pay - Other	25,852	4,849	22,927	1,307	-21,620	-94.3
13 - Additional Gross Pay	593	1,508	5	21	16	315.7
14 - Fringe Benefits - Current Personnel	19,387	21,093	25,750	25,679	-71	-0.3
15 - Overtime Pay	2,763	3,331	13	1	-13	-94.2
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>102,420</b>	<b>110,542</b>	<b>128,208</b>	<b>128,996</b>	<b>788</b>	<b>0.6</b>

**Table JA0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Percentage Change*</b>
20 - Supplies and Materials	600	543	620	513	-107	-17.3
30 - Energy, Communication and Building Rentals	1,139	768	719	2,576	1,856	258.2
31 - Telecommunications	1,671	1,621	1,665	1,728	63	3.8
32 - Rentals - Land and Structures	21,284	19,893	19,613	24,882	5,269	26.9
34 - Security Services	4,388	3,442	3,686	5,008	1,323	35.9
35 - Occupancy Fixed Costs	1,781	2,006	2,371	7,044	4,673	197.1
40 - Other Services and Charges	7,200	4,492	4,426	5,241	815	18.4
41 - Contractual Services - Other	16,523	9,711	11,368	12,082	714	6.3
50 - Subsidies and Transfers	357,140	409,578	416,837	421,301	4,464	1.1
70 - Equipment and Equipment Rental	1,062	1,656	812	562	-251	-30.9
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>412,789</b>	<b>453,710</b>	<b>462,118</b>	<b>480,938</b>	<b>18,820</b>	<b>4.1</b>
<b>GROSS FUNDS</b>	<b>515,208</b>	<b>564,253</b>	<b>590,326</b>	<b>609,934</b>	<b>19,608</b>	<b>3.3</b>

\*Percent change is based on whole dollars.

**FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity**

Table JA0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table JA0-4**

(dollars in thousands)

<b>Division/Program and Activity</b>	<b>Dollars in Thousands</b>					<b>Full-Time Equivalents</b>				
	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Personnel	1,336	1,459	1,565	1,751	185	9.9	34.7	12.0	14.0	2.0
(1017) Labor Management Partnership	136	111	137	142	5	0.9	0.9	1.0	1.0	0.0
(1030) Property Management	2,059	1,406	1,451	1,520	69	3.8	4.2	6.5	6.5	0.0
(1040) Information Technology	26,482	15,397	18,067	18,802	735	77.4	51.5	79.5	66.3	-13.2
(1055) Risk Management	5,587	6,913	6,865	7,152	287	45.2	48.5	59.0	61.0	2.0
(1060) Legal Services	1,186	1,268	1,377	1,389	13	8.1	6.4	9.0	9.0	0.0
(1080) Communications	627	626	673	734	62	5.0	3.9	6.0	6.0	0.0
(1085) Customer Service	989	52	65	58	-7	0.8	0.7	1.0	1.0	0.0
(1090) Performance Management	3,178	3,295	3,627	4,164	538	18.1	17.0	23.0	25.0	2.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>41,579</b>	<b>30,527</b>	<b>33,827</b>	<b>35,712</b>	<b>1,885</b>	<b>169.2</b>	<b>167.8</b>	<b>197.0</b>	<b>189.8</b>	<b>-7.2</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budget Operations	816	837	1,275	1,020	-255	4.5	2.7	5.0	5.0	0.0
(120F) Accounting Operations	3,623	2,082	2,038	2,093	54	20.7	13.2	17.0	17.0	0.0
(130F) ACFO	232	237	272	279	7	0.9	0.9	1.0	1.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>4,672</b>	<b>3,157</b>	<b>3,585</b>	<b>3,392</b>	<b>-193</b>	<b>26.1</b>	<b>16.9</b>	<b>23.0</b>	<b>23.0</b>	<b>0.0</b>

**Table JA0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(2000) ECONOMIC SECURITY ADMINISTRATION</b>										
(2011) Burial Assistance	218	336	438	438	0	0.0	0.0	0.0	0.0	0.0
(2012) General Assistance for Children	664	758	725	725	0	0.0	0.0	0.0	0.0	0.0
(2013) Interim Disability Assistance	4,516	4,677	3,346	3,345	-1	0.9	0.9	0.0	0.0	0.0
(2020) Temporary Asst to Needy Families (TANF)	15,529	26,937	6,653	1,405	-5,248	0.0	0.0	0.0	0.0	0.0
(2021) Cash Assistance (TANF)	61,014	88,550	83,668	96,997	13,330	0.0	0.0	0.0	0.0	0.0
(2022) Job Opportunity and Training (TANF)	17,423	19,988	28,563	27,686	-877	0.0	0.0	0.0	0.0	0.0
(2024) Supplemental Food Assistance	1,070	1,222	1,155	1,155	0	0.0	0.0	0.0	0.0	0.0
(2030) Case Management	14,928	16,511	21,913	20,979	-934	154.3	175.0	181.0	181.0	0.0
(2040) Eligibility Determination Services	64,926	66,843	72,499	75,733	3,234	462.8	486.4	554.0	561.0	7.0
(2055) Monitoring and Quality Assurance	4,505	4,167	5,843	5,610	-233	41.4	39.3	51.0	52.0	1.0
(2065) Early Education Subsidy Transfer	36,973	36,960	36,973	36,973	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) ECONOMIC SECURITY ADMINISTRATION</b>	<b>221,766</b>	<b>266,949</b>	<b>261,775</b>	<b>271,047</b>	<b>9,271</b>	<b>659.4</b>	<b>701.6</b>	<b>786.0</b>	<b>794.0</b>	<b>8.0</b>
<b>(5000) FAMILY SERVICES</b>										
(5010) Adult Protective Services	2,887	3,064	2,491	0	-2,491	20.4	21.0	17.8	0.0	-17.8
(5013) Homeless Prevention	0	0	6,360	6,314	-46	0.0	0.0	0.0	0.0	0.0
(5014) Emergency Rental Assistance (ERAP)	0	0	7,873	14,023	6,150	0.0	0.0	0.0	0.0	0.0
(5020) Domestic Violence Services	2,030	2,018	2,018	2,024	6	0.0	0.0	0.0	0.0	0.0
(5021) Transitional Housing Youth	0	0	9,862	10,457	595	0.0	0.0	0.0	0.0	0.0
(5022) Youth Services	19,416	24,365	10,657	10,482	-175	74.9	88.8	92.0	93.0	1.0
(5023) Homeless Service Continuum - Youth	0	0	1,656	588	-1,069	0.0	0.0	1.0	1.0	0.0
(5024) Permanent Supportive Housing - Youth	0	0	3,732	3,732	0	0.0	0.0	0.0	0.0	0.0
(5026) Transitional Age Youth Shelter	0	0	1,980	1,980	0	0.0	0.0	0.0	0.0	0.0
(5027) Rapid Rehousing - Youth	0	0	1,200	1,200	0	0.0	0.0	0.0	0.0	0.0
(5028) Rapid Rehousing - Individuals (RRH-I)	0	0	6,182	6,182	0	0.0	0.0	0.0	0.0	0.0
(5029) Rapid Rehousing - Families (RRH-F)	0	0	22,850	32,090	9,240	0.0	0.0	0.0	0.0	0.0
(5032) Permanent Supportive Housing	0	0	6,835	5,131	-1,703	0.0	0.0	0.0	0.0	0.0
(5034) Permanent Supportive Housing - Individuals	0	0	26,012	25,928	-84	0.0	0.0	12.0	13.0	1.0
(5035) Permanent Supportive Housing - Families	0	0	17,361	18,531	1,170	0.0	0.0	0.0	1.0	1.0
(5037) Homeless Services Continuum - Families	121,705	122,635	55,669	56,917	1,248	59.0	67.7	71.0	69.0	-2.0
(5038) Homeless Services Continuum-Individuals	45,715	54,524	23,711	23,434	-277	50.1	54.8	58.0	66.0	8.0
(5039) Homeless Services Continuum - General	39,570	41,703	66,839	63,175	-3,664	12.4	24.5	34.5	34.2	-0.2
(5040) Refugee Resettlement	1,869	1,590	2,353	2,135	-218	2.0	1.9	2.2	2.2	0.0
(5060) Strong Families	2,510	2,983	3,061	2,960	-100	18.9	18.4	22.0	22.0	0.0
(5090) Community Services Block Grant	11,262	12,080	12,208	12,270	62	5.6	5.4	6.0	6.0	0.0
(5095) Subsidy Transfer	229	229	229	229	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (5000) FAMILY SERVICES</b>	<b>247,195</b>	<b>265,190</b>	<b>291,139</b>	<b>299,783</b>	<b>8,644</b>	<b>243.2</b>	<b>282.4</b>	<b>316.5</b>	<b>307.5</b>	<b>-9.0</b>

**Table JA0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(5100) TARGETED SERVICES PROGRAM</b>										
(5120) Disability Services/MRDDA	0	-1,570	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (5100) TARGETED SERVICES PROGRAM</b>	<b>0</b>	<b>-1,570</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>0.0</b>
<b>(9960) YR END CLOSE</b>										
No Activity Assigned	-4	0	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (9960) YR END CLOSE</b>	<b>-4</b>	<b>0</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>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>515,208</b>	<b>564,253</b>	<b>590,326</b>	<b>609,934</b>	<b>19,608</b>	<b>1,097.8</b>	<b>1,168.7</b>	<b>1,322.5</b>	<b>1,314.3</b>	<b>-8.2</b>

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

**Note:** For more detailed information regarding the approved funding for the activities within this agency’s programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Human Services operates through the following 4 divisions:

**Economic Security Administration (ESA)** – determines and maintains eligibility and the amount of assistance for cash, food, child care, and medical benefits. ESA also, through a Two Generational approach, administers the those receiving Temporary Assistance for Needy Families (TANF) and Supplemental Nutritional Assistance Program (SNAP), Employment and Training (SNAP E&T) programs, which provide employment and training-related activities designed to improve long-term employability and achieve sustaining income.

This division contains the following 11 activities:

- **Burial Assistance** – provides assistance to low-income families who need help with funeral expenses;
- **General Assistance for Children** – provides financial assistance to eligible individuals caring for unrelated children under the age of 18;
- **Interim Disability Assistance (IDA)** – provides temporary financial assistance to those who are unable to work due to a disability and who have a high probability of receiving federal Supplemental Security Income (SSI). IDA payments are issued until SSI eligibility is approved or denied, after which the IDA payment ends;
- **Temporary Assistance for Needy Families (TANF)** – provides financial assistance to eligible families individuals with children under the age of 19, so that they can meet their basic needs, while supporting entire family through a Two Generational approach in providing supportive services aimed at building and transition to economic self-sufficiency;
- **Cash Assistance (TANF)** – provides financial assistance to eligible individuals with children under the age of 19, so that they can meet their basic needs and transition to economic self-sufficiency;
- **Job Opportunity and Training (TANF)** – provides employment readiness, job placement, coordination and skill development training, and educational enrichment to eligible individuals so that they can be socially and economically self-reliant;

- **Supplemental Food Assistance (Local)** – provides locally funded food assistance to the District’s Supplemental Nutritional Assistance Program (SNAP) recipients. This assistance is provided to District residents who receive the minimum SNAP benefits to increase the food supplement to \$30 per month;
- **Case Management** – provides diagnostic, evaluation, and plan development services to consumers in order to determine the needs and plan the treatment and other related services and supports needed. Coordinates treatment and services to remediate barriers to employment and assists with securing other financial supports, such as Program on Work Employment and Responsibility (POWER) and SSI. This activity includes the Office of Work Opportunity and the Food Stamp Employment and Training Programs;
- **Eligibility Determination Services** – provides program eligibility determination services to individuals of the District of Columbia for services for which they qualify;
- **Monitoring and Quality Assurance** – provides internal monitoring of ESA’s compliance with federal and District laws and court orders; identifies, investigates, and reports customer fraud in obtaining assistance; and addresses the accurate and timely determination of eligibility and administration of benefits; and
- **Early Education Subsidy Transfer** – provides funding to the Office of the State Superintendent of Education for subsidized child care for the children of TANF-eligible families.

**Family Services Administration (FSA)** – helps homeless individuals and families, low-income people, adults at-risk for abuse or neglect, teenage parents, troubled families, and refugees to become gradually stable and fully self-sufficient through an array of social services and assessments; and provides case-management and crisis-intervention services.

This division contains the following 21 activities:

- **Homeless Prevention** – This activity includes programs for families, individuals and youth experiencing an imminent risk of homelessness that provide stabilizing services and resources aimed at preventing housing loss. Services offered may include diversion and mediation services, case management and/or care coordination, referrals to partners, rental assistance and other limited financial assistance;
- **Emergency Rental Housing** – The Emergency Rental Assistance program helps low-income District residents who are facing housing emergencies, or at imminent risk for homelessness. A housing emergency is when immediate action is needed to avoid homelessness, to re-establish a home, or to prevent eviction from a home;
- **Domestic Violence Services** – provides protection, emergency shelter, and crisis intervention services to victims of domestic violence so that they can seek immediate relief from harm;
- **Transitional Housing Youth** – provides transitional housing and case management supports for up to 24 months for youth ages eighteen to twenty-four who are experiencing or at risk of experiencing homelessness;
- **Youth Services** – provides integrated services for vulnerable at-risk youth through the programs listed below. In addition to case management and crisis intervention, youth programs has the authority to travel with participants for enrichment opportunities.
  - **Alternatives to the Court Experience (ACE)**, the sole youth diversion program in Washington, DC, offers individually tailored and clinically appropriate services to youth up to 17 years old and families as alternatives to arrest and prosecution. ACE’s goal is to reduce recidivism, reengage youths in school, and improve overall youth functioning;
  - **Parent and Adolescent Support Services (PASS)**, which works with youth up to the age of 17 years old who have committed status offense (mainly truancy) by conducting comprehensive youth assessments and providing intensive case management and linkages to other supportive services;
  - **Teen Parent Assessment Program (TPAP)**, which provides case management and support services to teen parents age 17 and under who receive TANF or self-refer to the program. TPAP’s goal is to move program participants towards self-sufficiency through completion of their high school or GED program; and

- o **Strengthening Teens Enriching Parents (STEP)**, which works with youth up to 17 years old who are reported missing to the police. Case managers provide outreach to assess why the youth has left home and together with the family, implement services with community partners – particularly Sasha Bruce – and other District agencies to reduce the likelihood of future missing persons reports, and increase family stability.
- **Homeless Services Continuum - Youth** – Provides emergency and ongoing housing support and services, including street outreach and drop-in services, to help youth who are experiencing homelessness or at risk of experiencing homelessness transition into or maintain permanent affordable housing;
- **Permanent Supportive Housing - Youth** – the Extended Transitional Housing program (ETH) provides housing support and wrap-around services to youth with a high level of need that require long-term housing supports and intensive case management and other services;
- **Transitional Age Youth Shelter** – provides emergency housing and supportive services to youth ages eighteen to twenty-four experiencing or at risk of experiencing homelessness;
- **Rapid Rehousing - Youth** – provides access to permanent housing with the use of temporary financial supports and case management assistance for up to 12 months;
- **Rapid Rehousing - Individuals** – the Rapid Re-housing for Individuals Program provides access to permanent housing with the use of temporary financial supports and case management assistance for up to 12 months;
- **Rapid Rehousing - Families** – the Family Rehousing and Stabilization Program (FRSP) supports District residents who are experiencing homelessness or at imminent risk of experiencing homelessness to achieve stability in permanent housing through individualized and time-limited assistance. FRSP offers a wide range of supports that are responsive to participant needs including: individualized case management services, housing identification, connection to mainstream and community-based resources and financial assistance;
- **Permanent Supportive Housing - General** – the Shelter Plus Care program is a HUD federally funded housing voucher program that provides long-term rental assistance to chronically homeless individuals and families;
- **Permanent Supportive Housing - Individuals** – the Permanent Supportive Housing program provides long-term permanent housing to eligible chronically homeless individuals at imminent risk of becoming homeless and need intensive case management. Eligibility is based on VI-SPDAT Assessment or Full SPDAT Assessment score with PSH recommendation;
- **Permanent Supportive Housing - Families** – the Permanent Supportive Housing program provides long-term permanent housing to eligible chronically homeless families who are at risk of becoming homeless and need intensive case management. Eligibility is based on VI-SPDAT Assessment or Full SPDAT Assessment score with PSH recommendation;
- **Homeless Services Continuum - Families** – services include intake at the Virginia Williams Family Resource Center, crisis intervention and prevention, emergency and temporary shelter, transitional housing, rapid rehousing, and permanent supportive housing to families in the District of Columbia who are homeless or at risk of homelessness;
- **Homeless Services Continuum - Individuals** – services include outreach and coordinated entry, crisis intervention and prevention, services targeted to veterans, day center, low barrier shelter, temporary shelter, transitional housing, rapid rehousing, and permanent supportive housing to individuals in the District of Columbia who are homeless or at risk of homelessness;
- **Homeless Services Continuum - General** – provides security, food, management, emergency rental assistance, housing navigation, fixed costs (for shelter and housing facilities), supplies, equipment, and administrative support for the activities listed under the Homeless Continuum;
- **Refugee Resettlement** – provides social services, cash, and medical assistance to eligible refugees and their families through sub-grant arrangements with community-based non-profit agencies;
- **Strong Families** – provides comprehensive service delivery through case management and support services to families who are experiencing significant social, emotional, or other crises in order to de-escalate and help stabilize the family;

- **Community Services Block Grant** – provides assistance to low-income residents through a network of community action agencies and other neighborhood-based organizations in order to reduce poverty, revitalize low-income communities, and empower low-income families and individuals to become self-reliant; and
- **Subsidy Transfer** – provides child care benefits for low-income families.

**Agency Management/Office of the Director** – provides executive management, policy direction, strategic and financial planning, human capital management, information technology, capital programs, legislative and community relations, and performance management. The Office of Program Review, Monitoring, and Investigation includes agency risk management, fraud investigation, internal affairs, homeless shelter monitoring, and a quality control division.

**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 on Human Services has no division structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table JA0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table JA0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>400,124</b>	<b>694.7</b>
Removal of One-Time Costs	Multiple Programs	-12,234	-24.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>387,890</b>	<b>670.7</b>
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	8,703	0.0
Increase: To align resources with operational spending goals	Multiple Programs	72	0.0
Decrease: To realize savings in nonpersonal services	Multiple Programs	-23,876	0.0
Shift/Increase: To support additional FTE(s)	Multiple Programs	6,362	46.4
Transfer-Out/Reduce: Adult Protective Services and other programs	Multiple Programs	-3,770	0.0
Enhance: To fund FRSP (\$11.1m), ERAP (\$2.0m), Emergency Family Shelters (\$2.0m), Transitional Age Youth Shelters (\$1.3m) (one-time)	Family Services	16,391	0.0
Enhance: TANF Cash Assistance program (one-time)	Multiple Programs	10,000	0.0
Enhance: To support Short-term Family Housing operating cost	Family Services	7,800	3.0
Enhance: To support Homeward DC	Family Services	1,521	1.0
Reduce: To realize savings in nonpersonal services	Multiple Programs	-57	0.0
Reduce: To align Fixed Costs with proposed estimates	Multiple Programs	-119	0.0
Reduce: Vacancy Savings	Economic Security Administration	-685	0.0
Reduce: TANF COLA and Power program	Economic Security Administration	-4,200	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>406,032</b>	<b>721.1</b>
Enhance: To support several initiatives: ERAP (\$3.5m); Homeless Street Outreach (\$1.8m); Project Reconnect (\$1.2m) (one-time)	Family Services	6,508	0.0
Enhance: To support the Emergency Rental Assistance Program (ERAP)	Family Services	3,765	0.0



**Table JA0-5**

(dollars in thousands)

<b>DESCRIPTION</b>	<b>DIVISION/PROGRAM</b>	<b>BUDGET</b>	<b>FTE</b>
Enhance: To support PSH for individuals and families, and reflect the elimination of vacant positions	Family Services	1,489	2.0
Enhance: To provide extended transitional housing for LGBTQ youth who are experiencing homelessness	Family Services	600	0.0
Enhance: To support the DC Healthcare Alliance Program Recertification Simplification Amendment Act of 2017 and reflect the elimination of vacant positions (\$30K one-time)	Economic Security Administration	544	8.0
Enhance: To support a wrap-around workforce development program for transgender youth	Family Services	500	0.0
Enhance: To support DHS' Homeless Street Outreach	Family Services	275	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>419,714</b>	<b>731.1</b>
<b>FEDERAL GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>168,822</b>	<b>426.1</b>
Increase: To align resources with operational spending goals	Multiple Programs	3,226	0.0
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	2,611	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	191	-9.6
Decrease: Reduction in projected TANF carryover	Multiple Programs	-5,556	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>169,294</b>	<b>416.5</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>169,294</b>	<b>416.5</b>
<b>FEDERAL MEDICAID PAYMENTS: FY 2020 Approved Budget and FTE</b>		<b>17,423</b>	<b>180.7</b>
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	1,989	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-277	0.0
Shift/Decrease: To align personal services and Fringe Benefits with projected revenues	Multiple Programs	-2,574	-35.1
<b>FEDERAL MEDICAID PAYMENTS: FY 2021 Mayor's Proposed Budget</b>		<b>16,562</b>	<b>145.7</b>
No Change		0	0.0
<b>FEDERAL MEDICAID PAYMENTS: FY 2021 District's Approved Budget</b>		<b>16,562</b>	<b>145.7</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>1,000</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>1,000</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>1,000</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>2,957</b>	<b>21.0</b>
Increase: To align resources with operational spending goals	Multiple Programs	303	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	104	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>3,364</b>	<b>21.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget</b>		<b>3,364</b>	<b>21.0</b>
<b>GROSS FOR JA0 - DEPARTMENT OF HUMAN SERVICES</b>		<b>609,934</b>	<b>1,314.3</b>

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

**FY 2021 Approved Budget Changes**

The Department of Human Services' (DHS) approved FY 2021 gross budget is \$609,933,995, which represents a 3.3 percent increase over its FY 2020 approved gross budget of \$590,326,349. The budget is comprised of \$419,713,591 in Local funds, \$169,294,054 in Federal Grant funds, \$16,561,911 in Federal Medicaid Payment funds, \$1,000,000 in Special Purpose Revenue funds, and \$3,364,439 in Intra-District funds.

## Recurring Budget

The FY 2021 budget for DHS includes a reduction of \$12,234,317 and 24.0 Full-Time-Equivalent (FTE) positions to account for the removal of one-time funding appropriated in FY 2020. This funding was comprised of \$3,801,613 to support costs associated with Indirect Cost Recovery, \$2,999,990 to support the Rapid Rehousing program, \$2,127,714 to support Homeless Street Outreach programs, \$1,320,000 to support the housing to Transitional Age Youth, \$1,115,000 to fund the Emergency Rental Assistance Program (ERAP), \$870,000 to support Federal City Shelter security enhancements.

## Mayor's Proposed Budget

The Department of Human Services' (DHS) overriding mission is to empower every District resident to reach their full potential by providing meaningful connection to work opportunities, economic assistance, and supportive services. DHS' FY 2021 budget proposal reflects the following priorities: developing an effective system of care for families who experience homelessness; developing an effective crisis response system for unaccompanied adults who experience homelessness; supporting TANF participants to improve their economic stability and well-being; improving the customer experience at DHS service centers; and implementing a system of services and supports for youth.

**Increase:** DHS' proposed Local funds budget includes an increase of \$8,703,113 across multiple divisions to account for projected Fixed Cost estimates. This adjustment includes \$4,673,050 for Occupancy; \$1,975,221 for Energy; \$1,322,569 for Security Services; \$669,239 for Rentals; and \$63,034 for Telecommunications costs. Additionally, the proposed Local budget reflects an increase of \$72,389 primarily in the Agency Management division to support the agency's operational goals for the D.C. Access System (DCAS).

In Federal Grant funds, DHS proposes a net increase of \$3,226,493, due primarily to Memorandum of Understanding (MOU) agreements with the Department of Health Care Finance (DHCF) to support DCAS. DHS also proposes an increase of \$2,610,590 for Rental costs. In addition, the agency's proposal for personal services is increased by \$190,917 to reflect adjustments to salaries and Fringe benefits. This adjustment includes a net reduction of 9.6 FTEs to reflect a transfer to the Department of Aging and Community Living (DACL).

DHS' proposed budget for Federal Medicaid Payments supports an increase of \$1,989,410 to cover projected Rental costs.

DHS' Intra-District budget projects a net increase of \$303,293 due to a MOU with DHCF for cost related to DCAS, in addition to a propose increase to personal services by \$104,319 across multiple divisions to align the budget with projected costs.

**Decrease:** DHS' Local funds budget proposal reflects a net decrease of \$23,876,085 across multiple programs. The reduction is primarily driven by three factors: cost savings of \$11,523,567 in various grants and contracts in the Homeless Services division; a reallocation of \$8,703,113 to fund projected increases in various Fixed-Cost commodities; and a reduction of \$2,466,994 in Subsidies and Transfers to align the personal services budget. DHS' Federal Grant funds proposal reflects a decrease of \$5,556,071 to reflect reduced projected carryover of TANF funding.

DHS' Federal Medicaid Payments budget proposal includes a decrease of \$276,949 to align the budget with Fixed Cost estimates.

**Shift/Increase:** DHS' Local funds budget proposal is increased by \$6,362,259 and 46.4 FTEs across multiple divisions. This adjustment is primarily due to the reallocation of \$2,560,646 and 23 positions from the agency's Federal Medicaid Payments to the Local funds budget. The additional funding and FTE increase is attributed to various personal services adjustments to align the budget with projected revenues and to account for career ladder promotions, step increases, and Fringe Benefits.

**Shift/Decrease:** DHS Federal Medicaid Payments budget proposal is decreased by \$2,574,005 and 35.1 FTEs primarily due to the reallocation of 23 positions to the agency's Local funds budget and 2 positions to Federal Grant funds. The remaining 10 positions were eliminated because of a change in the DCAS cost allocation plan.

**Enhance:** DHS' Local funds budget proposes several new initiatives totaling \$16,390,800 in the Family Services division, including \$11,070,800 to provide one-time funding for the Family Rehousing and Stabilization Program (FRSP); \$4,000,000 in one-time funding to support two initiatives - \$2,000,000 for the Emergency Rental Assistance Program (ERAP) and \$2,000,000 to support hotel costs for the homeless - and \$1,320,000 in one-time funding to support transitional age youth shelters, related to a reduction in the recurring budget for the same purpose. In addition, the Local funds proposal includes \$10,000,000 in one-time funding for the TANF Cash Assistance program, \$7,800,000 to support Short-Term Family Housing operating cost, and \$1,520,872 to support the Homeward DC program.

**Reduce:** DHS' Local funds budget proposal includes reductions of \$57,237 in nonpersonal services to reflect various cost-saving adjustments and \$118,728 in Fixed Costs to properly align the budget for auto fuel and electricity costs. Further reductions of \$684,976 across multiple divisions align the personal services budget with projected costs, which includes a vacancy savings adjustment. In the Economic Security Administration division, the agency proposes a reduction of \$4,200,000, of which \$2,100,000 is for TANF cost-of-living adjustments, and \$2,100,000 is to the Program On Work Employment and Responsibility (POWER).

**Transfer-Out/Reduce:** In Local funds, DHS budget proposal reflects the following combination of transfers and reductions totaling of \$3,769,747. This adjustment includes \$1,886,291 for the transfer of staff, functions, and responsibilities for the Adult Protective Services (APS) program to DACL; a reduction of \$1,320,000 in support for transitional age youth shelters, which is replaced by one-time funding as noted above; a reduction of \$375,000 to reflect cost savings to for pre-teen birth prevention; \$168,456 for the transfer of funding to support outreach activities in the Mayor's Office of Asian and Pacific Islander Affairs; and \$20,000 for the transfer of funds for the Deputy Mayor for Health and Human Services' Inter-Agency Council on Homelessness (ICH) Consumer Stipend.

### **District's Approved Budget**

**Enhance:** DHS' approved budget includes an increase of \$6,508,000 to support several one-time initiatives in the Family Services division to address homelessness for families, individuals, and youth in the District. These initiatives include: \$3,500,000 to support the Emergency Rental Assistance Program (ERAP); \$1,808,000 to support Homeless Street Outreach; and \$1,200,000 for Project Reconnect. The agency's approved Local funds budget also includes a \$3,765,054 increase in recurring funding for ERAP. Additionally, a net increase of \$1,488,884 and 2.0 FTEs reflects support for Permanent Supportive Housing (PSH) for individuals and families in the Family Services division. The adjustment for PSH includes an increase of \$1,634,803 and 4.0 FTEs for 160 units housing and an unrelated reduction of \$145,918 and 2.0 vacant FTEs. To address the need for transitional housing for LGBTQ youth experiencing homelessness, the Local funds budget reflects an increase of \$600,000 in the Family Services division. In the Economic Security Administration division, the Local funds budget reflects a net increase of \$544,369 and 8.0 FTEs. This adjustment includes an increase of \$727,887 (including \$30,000 one-time) and 11.0 FTEs to support the DC Healthcare Alliance Program Recertification Simplification Amendment Act of 2017 and an unrelated reduction of \$213,519 and 3.0 vacant positions. In the Family Services division, an increase of \$500,000 supports a wrap-around workforce development program for transgender youth. Lastly, Local funding of \$275,000 is approved to support the Homeless Street Outreach program.

## Agency Performance Plan\*

The Department of Human Services (DHS) has the following strategic objectives for FY 2021:

### 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 an effective crisis response system for unaccompanied adults who experience homelessness.
2. Develop an effective system of care for families who experience homelessness.
3. Implement a system of services and supports for youth, parenting youth and their families
4. Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being.
5. Improve the customer experience at DHS service centers.
6. Safeguard and improve the quality of life for vulnerable adults.
7. 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. Develop an effective crisis response system for unaccompanied adults who experience homelessness. (1 Activity)

Activity Title	Activity Description	Type of Activity
Homeless Services Continuum- Individuals	The Family Services Administration provides a continuum of services to individuals experiencing homelessness or at risk of homelessness, so that they can access temporary shelter and obtain and/or maintain sustainable housing. The continuum of services includes outreach, coordinated entry, low barrier shelter, diversion and rapid exit from shelter, rapid rehousing, day programs, meal programs, targeted affordable housing and permanent supportive housing. FSA also provides targeted support for Veterans experiencing homelessness as well as resources and services during hypothermia and cold emergency alerts.	Daily Service

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#### 2. Develop an effective system of care for families who experience homelessness. (1 Activity)

Activity Title	Activity Description	Type of Activity
Homeless Services Continuum- Families	The Family Services Administration provides a continuum of services to families experiencing homelessness or at risk of homelessness, so that they can obtain and/or maintain improved housing. The continuum of family services includes centralized intake and eligibility assessment at the Virginia Williams Family Resource Center, prevention services, emergency shelter, rapid rehousing, housing navigation and permanent supportive housing.	Daily Service

**3. Implement a system of services and supports for youth, parenting youth and their families (1 Activity)**

Activity Title	Activity Description	Type of Activity
Youth-Focused Diversion Services	<p>DHS, Family Services Administration (FSA), Youth Services Division (YSD) provides youth-focused services through the following programs:</p> <ul style="list-style-type: none"> <li>• Parent and Adolescent Support Services (PASS), which works with youth up to the age of 17 years old who have committed status offenses (mainly truancy) by conducting comprehensive youth assessments and providing intensive case management and linkages to other supportive services.</li> <li>• PASS Crisis and Stabilization Team (PCAST), provides crisis assessment, intervention, and stabilization services to youth and their families that are referred to the Parent and Adolescent Support Services Program (PASS). Staff provide outreach, advocacy and coordination of services while engaging community resources. In addition, PCAST works to enhance coping skills and empower youth and their families to achieve stability.</li> <li>• Functional Family Therapy (FFT) is an intensive, short term intervention/preventive service that offers in-home family counseling designed specifically to address status-offending behaviors and juvenile delinquency from a relational/ family-based perspective. FFT services target adolescents who are experiencing a high level of conflict in the home, exposure to domestic violence, truancy, curfew violations, running away, and substance abuse. In addition, FFT services are also used as part of the homeless youth prevention services. FFT sessions are held at least once per week for 3-6 months; every session includes all key members of the family. FFT therapists use a national FFT evidence-based model to work with the referred youth and families. This model assesses family behaviors that have contributed to the youth's delinquent behavior, modifies strained family communication, improves parenting skills, and generalizes changes to community contexts and relationships.</li> <li>• Alternatives to the Court Experience (ACE), the sole diversion program in Washington, DC, which offers individually tailored and clinically-appropriate services to youth up to 17 years old and families as alternatives to arrest and prosecution. ACE's goal is to reduce recidivism, reengage youths in school, and improve overall youth functioning</li> <li>• The Teen Parent Assessment Program (TPAP), which provides case management and support services to teen parents ages 17 and under who receive TANF or self-refer to the program. TPAP's goal is to move program participants towards self-sufficiency through completion of their high school or GED program.</li> <li>• Strengthening Teens Enriching Parents (STEP), which works with youth up to 17 years old who are</li> </ul>	Daily Service

(Continued on next page)

**3. Implement a system of services and supports for youth, parenting youth and their families (1 Activity)**

Activity Title	Activity Description	Type of Activity
	<p>reported missing to the police. Case managers provide outreach to assess why the youth has left home and together with the family, implement services with community partners--particularly Sasha Bruce--and other District agencies to reduce the likelihood of future missing persons reports, and increase family stability.</p> <ul style="list-style-type: none"> <li>• Homeless Youth Services works with youth up to 24 years old who are experiencing homelessness—or at risk of experiencing homelessness—connect with services to reunite them with their family and resolve family conflicts. Community organizations provide services such as drop-in centers, street outreach and housing.</li> </ul>	

**4. Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. (1 Activity)**

Activity Title	Activity Description	Type of Activity
TANF and FSET Case Management and Employment Assistance	<p>The Economic Security Administration provides case management and employment assistance through the Temporary Assistance for Needy Families (TANF) Education and Employment Program and Supplemental Nutrition Assistance Program (SNAP) Employment and Training Program, which provide a range of services that are designed to promote long-term employability and sustainable income.</p>	Daily Service

**5. Improve the customer experience at DHS service centers. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Eligibility Determination and Enrollment Support	<p>The Economic Security Administration provides eligibility determination and enrollment support for Federal and District cash, food, child care, and medical benefits. These include:</p> <ul style="list-style-type: none"> <li>• Temporary Assistance for Needy Families (TANF), which provides temporary income support assistance for low income families while helping them improve their long-term employability and achieve family-sustaining income;</li> <li>• Supplemental Nutrition Assistance Program (SNAP), which is designed to provide supplemental nutrition assistance to individuals and families in need, and support their return to long-term employability;</li> <li>• District of Columbia Interim Disability Assistance program, which provides assistance to Supplemental Security Income (SSI) applicants pending SSI determination;</li> <li>• District of Columbia’s child care subsidy program; and</li> <li>• Federal and District medical assistance programs, including Medicaid, Children’s Health Insurance Program (CHIP), and the D.C. Healthcare Alliance Program..</li> </ul>	Daily Service

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

Activity Title	Activity Description	Type of Activity
Agency Management/Performance Management	The Office of the Director provides executive management, policy direction, strategic and financial planning, human capital management, information technology, capital programs, legislative and community relations, legal guidance, and performance management. The Office of Program Review, Monitoring, and Investigation includes agency risk management, fraud investigation, homeless shelter monitoring and a quality control division.	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 an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Average length of time (days) experiencing homelessness (individuals)	No	113	150	175	No Target Set	No Target Set
Individuals becoming homeless for the first time	No	6933	4800	3428	No Target Set	No Target Set
Percent of individuals returning to homelessness within 6- 12 months	No	6.8%	5%	7.5%	No Target Set	No Target Set

**2. Develop an effective system of care for families who experience homelessness. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Average length of time (days) experiencing homelessness (families)	No	350	250	281	No Target Set	No Target Set
Families becoming homeless for the first time	No	415	800	605	No Target Set	No Target Set
Percent of families returning to homelessness within 6- 12 months	No	1.6%	3%	2.1%	No Target Set	No Target Set

**3. Implement a system of services and supports for youth, parenting youth and their families (7 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of teen parents receiving services from TPAP who are enrolled in an educational or vocational training program and are meeting the requirements of the Educational component of their Individual Responsibility Plan (IRP)	No	76%	75%	63.8%	75%	75%

### 3. Implement a system of services and supports for youth, parenting youth and their families (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of teen parents receiving services from the Teen Parent Assessment Program (TPAP) who do not have additional pregnancies	No	99%	85%	85.1%	85%	85%
Percent of youth engaged in PASS, ACE, and Strengthening Teens Enriching Parents (STEP) who show improved functioning at closure as indicated by declines in their Child and Adolescent Functional Assessment Scale (CAFAS) scores	No	80.8%	85%	86.4%	85%	85%
Percent of youth engaged in the Alternatives to Court Experience (ACE), Parent and Adolescent Support Services (PASS), and Strengthening Teens Enriching Parents (STEP) programs who complete the programs without additional legal involvement	No	90.8%	85%	88.9%	85%	85%
Percent of youth who completed the ACE, PASS and STEP programs and show improvement in school attendance when truancy is an issue at the time of referral	No	47%	60%	42.3%	60%	60%
Youth Diverted from Shelter Placement	No	8	16	31	16	16
Youth Shelter Exits to Permanency	No	50	8	23	8	8

### 4. Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Number of New Education or Training Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	No	10	10	28.7	10	10
Number of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	No	15.2	18	9	18	18
Percent of Newly Employed Customers Earning a DC Living Wage	No	33.5%	35%	41.8%	35%	35%
Percent of TANF Employment Program Participants Who Participated in Eligible Activities	No	18.5%	25%	16%	25%	25%

### 5. Improve the customer experience at DHS service centers. (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Call Center: Abandonment Rate	No	50.2%	40%	62%	40%	40%
Call Center: Average Wait Time (Minutes)	No	16	12	23.8	12	12



## 5. Improve the customer experience at DHS service centers. (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
SNAP Application Timely Processing Rate (applications processed within 7 days for e-SNAP and 30 days for regular SNAP)	No	95.4%	95%	95.5%	95%	95%
SNAP Error Rate	No	14.5%	10%	15.7%	10%	10%
Service Center Average Wait Time in Lobby (minutes)	No	113	110	122.5	110	110
Service Center Average Wait Time in non-Lobby (days)	No	6.5	7	5	7	7
Service Center Same Day Completion Rate (Percent of Lobby Cases)	No	84.8%	85%	85%	85%	85%

## 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. Youth-Focused Diversion Services

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Average monthly placements of youth experiencing homelessness placed through the coordinated entry system	No	14	13.8	16
Number of teen parents served by the Teen Parent Assessment Program (TPAP)	No	47	51	47
Number of youth served by the Parent and Adolescent Support Services Program (PASS)	No	456	498	444
Number of youth served in the Alternatives to the Court Experience Program (ACE)	No	767	693	778

### 2. Homeless Services Continuum- Families

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Average monthly census in family shelter	No	872	670	534
Number of family households experiencing homelessness (annual)	No	1753	1545	1537
Number of family households experiencing homelessness, January Point-in-Time (PIT)	No	1166	924	815
Number of housing placements annually (family households)	No	471	621	788

### 3. Homeless Services Continuum- Individuals

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Average monthly housing placements (Individuals experiencing homelessness)	No	142	188	116
Average monthly housing placements (Veterans)	No	94	115	47
Number of homeless Veterans, Point-in-Time (PIT)	No	285	302	292

### 3. Homeless Services Continuum- Individuals

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	No	1470	1586	1374
Number of individuals experiencing homelessness (annual)	No	11,334	12,343	11,096
Number of individuals experiencing homelessness, January Point-in-Time (PIT)	No	3583	3770	3875

### 4. TANF and FSET Case Management and Employment Assistance

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Average Number of Families Entering TANF (Per Month)	No	304	402	346
Average Number of Families Exiting TANF (Per Month)	No	641	413	350
Average TANF Caseload (Per Month)	No	New in 2018	11,651	12,544
Number of Families Re-certified for TANF Eligibility (Per Month)	No	New in 2018	605	644
Total Number of Adults Receiving TANF Cash Benefits (Monthly Average)	No	12,052	9551	11,036
Total Number of Children Receiving TANF Cash Benefits (Monthly Average)	No	24,059	19,547	22,248
Total Number of Work-Eligible TANF Customers (Monthly Average)	No	9619	8118	9380

### 5. Eligibility Determination and Enrollment Support

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month)	No	36,375	37,128	32,615
Call Center: Average Number of Calls Served (Per Month)	No	New in 2018	18,321	12,348
Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month)	No	New in 2018	15,315	14,987
Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month)	No	New in 2018	259,558	259,356
Medical Assistance: Number of Medicaid Applications	No	4982	3518	10,613
Medical Assistance: Number of Medicaid Applications that are Approved	No	5489	3564	10,940
Service Centers: Average Daily Number of Client Visits at Service Centers, Including Lobby Cases (Per Month)	No	New in 2018	779	831
Service Centers: Average Daily Number of Non-lobby Cases at Service Centers (Per Month)	No	New in 2018	581	558
SNAP: Average SNAP Caseload (Per Month)	No	71,743	68,828	65,447
SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month)	No	3354	3340	3081
SNAP: Number of New Households Approved for SNAP and Receiving SNAP Benefits (Per Month)	No	New in 2018	2514	2350
SNAP: Number of SNAP Applications (Monthly Average)	No	4813	3367	3205

#### Performance Plan End Notes:

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>

# Department on Disability Services

www.dds.dc.gov  
Telephone: 202-730-1700

**Table JM0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$171,511,750	\$179,380,927	\$190,391,284	\$193,549,107	1.7
FTEs	428.5	409.6	428.0	428.0	0.0
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Department on Disability Services (DDS) is to provide innovative, high-quality services that enable people with disabilities to lead meaningful and productive lives as vital members of their families, schools, workplaces, and communities in every neighborhood in the District of Columbia.

## Summary of Services

The Department on Disability Services (DDS) is composed of two administrations that oversee and coordinate services for residents with disabilities through a network of private and not-for-profit providers. Support for the two services administrations is provided by agency management.

The Developmental Disabilities Administration (DDA) ensures that residents with intellectual disabilities receive the services and supports they need to lead self-determined and valued lives in the community. DDA achieves this through the delivery of outreach and service coordination services; the development and management of a provider network delivering community residential, day, vocational, employment, and individual and family support services; and the operation of a comprehensive quality management program.

The Rehabilitation Services Administration (RSA) delivers vocational rehabilitation services focusing on employment and training activities that allow persons with disabilities to experience a greater quality of life by obtaining, sustaining and advancing in employment, economic self-sufficiency, and independence. RSA provides employment marketing and placement services, vocational rehabilitation, and independent living services.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table JM0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table JM0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>													
Local Funds	121,586	123,037	138,251	131,048	-7,203	-5.2		202.5	199.4	211.9	208.3	-3.6	-1.7
Special Purpose Revenue Funds	7,169	12,504	7,710	14,755	7,044	91.4		0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>128,756</b>	<b>135,541</b>	<b>145,961</b>	<b>145,803</b>	<b>-159</b>	<b>-0.1</b>		<b>202.5</b>	<b>199.4</b>	<b>211.9</b>	<b>208.3</b>	<b>-3.6</b>	<b>-1.7</b>
<b>FEDERAL RESOURCES</b>													
Federal Grant Funds	29,290	29,514	31,880	33,233	1,354	4.2		195.0	178.0	182.1	179.7	-2.4	-1.3
Federal Medicaid Payments	13,196	14,017	12,501	14,513	2,013	16.1		31.0	32.2	34.0	40.0	6.0	17.6
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>42,486</b>	<b>43,532</b>	<b>44,380</b>	<b>47,746</b>	<b>3,366</b>	<b>7.6</b>		<b>226.0</b>	<b>210.2</b>	<b>216.1</b>	<b>219.7</b>	<b>3.6</b>	<b>1.7</b>
<b>INTRA-DISTRICT FUNDS</b>													
Intra-District Funds	270	308	50	0	-50	-100.0		0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>270</b>	<b>308</b>	<b>50</b>	<b>0</b>	<b>-50</b>	<b>-100.0</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>171,512</b>	<b>179,381</b>	<b>190,391</b>	<b>193,549</b>	<b>3,158</b>	<b>1.7</b>		<b>428.5</b>	<b>409.6</b>	<b>428.0</b>	<b>428.0</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table JM0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table JM0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	31,960	32,450	36,522	36,364	-158	-0.4
12 - Regular Pay - Other	1,008	753	1,272	921	-351	-27.6
13 - Additional Gross Pay	401	222	47	47	0	0.0
14 - Fringe Benefits - Current Personnel	7,720	7,836	9,108	8,980	-129	-1.4
15 - Overtime Pay	427	466	120	120	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>41,516</b>	<b>41,728</b>	<b>47,070</b>	<b>46,432</b>	<b>-638</b>	<b>-1.4</b>

**Table JM0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Percentage Change*</b>
20 - Supplies and Materials	98	97	113	113	0	0.0
30 - Energy, Communication and Building Rentals	0	2	7	4	-2	-33.9
31 - Telecommunications	352	362	374	351	-23	-6.1
32 - Rentals - Land and Structures	4,707	5,072	5,345	5,250	-95	-1.8
34 - Security Services	279	230	234	337	104	44.3
35 - Occupancy Fixed Costs	25	9	139	74	-66	-47.1
40 - Other Services and Charges	4,743	6,405	5,234	5,808	574	11.0
41 - Contractual Services - Other	2,374	2,202	2,148	2,146	-3	-0.1
50 - Subsidies and Transfers	117,260	123,131	129,474	132,779	3,305	2.6
70 - Equipment and Equipment Rental	158	144	253	256	3	1.3
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>129,996</b>	<b>137,653</b>	<b>143,321</b>	<b>147,117</b>	<b>3,796</b>	<b>2.6</b>
<b>GROSS FUNDS</b>	<b>171,512</b>	<b>179,381</b>	<b>190,391</b>	<b>193,549</b>	<b>3,158</b>	<b>1.7</b>

\*Percent change is based on whole dollars.

**FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity**

Table JM0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table JM0-4**

(dollars in thousands)

<b>Division/Program and Activity</b>	<b>Dollars in Thousands</b>					<b>Full-Time Equivalents</b>				
	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Personnel	687	595	871	865	-6	6.8	5.8	7.0	6.0	-1.0
(1015) Training and Employee Development	699	813	786	811	25	3.0	4.7	5.0	6.0	1.0
(1020) Contracts and Procurement	443	381	478	491	13	0.0	0.0	0.0	0.0	0.0
(1030) Property Management	6,292	5,914	6,399	5,587	-812	9.0	7.7	7.0	6.0	-1.0
(1040) Information Technology	1,571	1,846	2,100	2,187	87	8.7	8.6	9.0	9.0	0.0
(1060) Legal Services	1,062	1,189	1,178	1,174	-5	7.4	7.9	8.0	8.0	0.0
(1090) Performance Management	3,114	4,409	3,755	3,916	161	20.9	19.4	25.0	27.0	2.0
(1120) Consumer Rights and Protection	214	2	0	0	0	2.0	1.9	0.0	0.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>14,082</b>	<b>15,149</b>	<b>15,568</b>	<b>15,032</b>	<b>-536</b>	<b>57.9</b>	<b>56.0</b>	<b>61.0</b>	<b>62.0</b>	<b>1.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS PROGRAM</b>										
(110F) Budget Operations	321	348	391	383	-8	2.9	2.8	3.0	3.0	0.0
(120F) Accounting Operations	586	487	559	567	8	4.9	4.8	5.0	5.0	0.0
(130F) Associate Chief Financial Officer	291	294	380	386	6	1.8	2.0	2.0	2.0	0.0
(140F) Agency Fiscal Officer	566	535	579	497	-83	2.0	1.9	2.0	2.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS PROGRAM</b>	<b>1,763</b>	<b>1,664</b>	<b>1,909</b>	<b>1,833</b>	<b>-76</b>	<b>11.6</b>	<b>11.5</b>	<b>12.0</b>	<b>12.0</b>	<b>0.0</b>

**Table JM0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(6000) DEVELOPMENTAL</b>										
<b>DISABILITIES ADMIN</b>										
(6035) DDA Service Planning and Coordination	39,524	34,862	39,168	36,765	-2,403	100.3	94.1	101.0	107.0	6.0
(6060) Quality Assurance	10,592	14,407	12,451	12,960	509	41.4	49.3	55.0	52.0	-3.0
(6080) DDA Consumer Resources and Operations	74,367	81,129	86,879	92,246	5,367	42.2	26.6	27.0	26.0	-1.0
<b>SUBTOTAL (6000)</b>										
<b>DEVELOPMENTAL DISABILITIES ADMIN</b>	<b>124,484</b>	<b>130,399</b>	<b>138,499</b>	<b>141,971</b>	<b>3,472</b>	<b>183.9</b>	<b>170.0</b>	<b>183.0</b>	<b>185.0</b>	<b>2.0</b>
<b>(7000) REHABILITATION SERVICES</b>										
(7025) RSA Vocational Rehabilitation Services	16,180	16,890	16,696	16,883	187	67.2	78.1	79.5	79.5	0.0
(7030) RSA Blind and Visual Impairment Services	2,908	2,962	3,384	3,152	-232	18.8	12.6	12.5	10.5	-2.0
(7060) Quality Assurance	626	606	779	710	-69	6.9	6.8	6.0	6.0	0.0
(7090) RSA Operations	1,054	894	1,059	927	-132	19.8	12.6	11.0	10.0	-1.0
<b>SUBTOTAL (7000)</b>										
<b>REHABILITATION SERVICES</b>	<b>20,768</b>	<b>21,352</b>	<b>21,918</b>	<b>21,672</b>	<b>-246</b>	<b>112.6</b>	<b>110.0</b>	<b>109.0</b>	<b>106.0</b>	<b>-3.0</b>
<b>(8000) DISABILITY DETERMINATION DIVISION</b>										
(8055) Disability Determination Services	10,419	10,818	12,497	13,041	544	62.6	62.1	63.0	63.0	0.0
<b>SUBTOTAL (8000) DISABILITY DETERMINATION DIVISION</b>	<b>10,419</b>	<b>10,818</b>	<b>12,497</b>	<b>13,041</b>	<b>544</b>	<b>62.6</b>	<b>62.1</b>	<b>63.0</b>	<b>63.0</b>	<b>0.0</b>
<b>(9960) YR END CLOSE</b>										
(9961) Yr End Close	-4	0	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (9960) YR END CLOSE</b>	<b>-4</b>	<b>0</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>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>171,512</b>	<b>179,381</b>	<b>190,391</b>	<b>193,549</b>	<b>3,158</b>	<b>428.5</b>	<b>409.6</b>	<b>428.0</b>	<b>428.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 on Disability Services (DDS) operates through the following 5 divisions:

**Developmental Disabilities Administration (DDA)** – provides individualized services, supports, and life planning to individuals with intellectual and developmental disabilities so that they may lead self-determined and valued lives in the community.

This division contains the following 3 activities:

- **DDA Service Planning and Coordination** – provides services to qualified individuals by coordinating available resources and opportunities in the community through the development of Individual Service Plans (ISPs), advocating for quality services to promote healthy and productive lifestyles for each

person, completing monitoring activities to ensure the delivery of services and supports, completing all intake activities for new applicants, and coordinating activities carried out in D.C. Superior Court;

- **Quality Assurance** – examines and improves internal and external service delivery systems by conducting external provider reviews to ensure performance so that standards, federal and local regulations, quality frameworks issued by the Centers for Medicare and Medicaid Services (CMS), national best practices, and court mandates are met. Quality Assurance also includes functional responsibility for incident management and enforcement, rights and advocacy, CMS and Evans performance analysis, and reporting and mortality review; and
- **DDA Consumer Resources and Operations** – manages the human care provider network and administrative functions for DDA including budget compliance, service and billing authorization, and residential portfolio management; operates the Home and Community Based Services Waiver including provider enrollment, provision of technical assistance, and service authorization; and manages benefits and personal funds.

**Rehabilitation Services** – assists persons with physical, cognitive, and emotional disabilities to achieve a greater quality of life by obtaining and sustaining employment, economic self-sufficiency, and independence.

This division contains the following 4 activities:

- **RSA Vocational Rehabilitation Services** – assesses, plans, develops, and provides vocational rehabilitation services to individuals with disabilities to enable them to prepare for, maintain, and advance in integrated, competitive employment; and provides services to businesses, including recruitment and job placement for people with disabilities and training for employers on issues related to hiring and maintaining employees with disabilities;
- **RSA Blind and Visual Impairment Services** – provides services to people with disabilities to help them live as independently as possible in the community. Services include advocacy, independent living skills training, information and referral, peer support, and transition – from secondary school to post-secondary activities and from nursing homes;
- **Quality Assurance** – provides monitoring and compliance reviews of internal and external operations and agencies, ensuring that RSA customers receive quality services that meet local and federal regulations; and
- **RSA Operations** – manages the human care provider network that serves RSA clients, provides oversight to the Randolph Sheppard Vending Facility Program, and processes payments for service providers.

**Disability Determination Services** – administers Social Security Disability Insurance and Supplemental Security Income eligibility determinations in conjunction with the federal Social Security Administration.

**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 on Disability Services has no division structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table JM0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table JM0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>138,251</b>	<b>211.9</b>
Removal of One-Time Costs	Multiple Programs	-1,093	-10.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>137,158</b>	<b>201.9</b>
Increase: To support the costs of pre-existing programmatic initiatives	Multiple Programs	889	0.0
Increase: To align Fixed Costs with proposed estimates	Agency Management	260	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	232	6.4
Enhance: To support the Medicaid Waiver Growth Factor (one-time)	Developmental Disabilities Admin	3,061	0.0
Enhance: To support residential services	Developmental Disabilities Admin	271	0.0
Reduce: To align Fixed Costs with proposed estimates	Multiple Programs	-1	0.0
Reduce: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-293	0.0
Reduce: To align resources with operational spending goals	Multiple Programs	-10,528	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>131,048</b>	<b>208.3</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>131,048</b>	<b>208.3</b>
<b>FEDERAL GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>31,880</b>	<b>182.1</b>
Increase: To align budget with projected grant awards	Multiple Programs	2,204	0.0
Decrease: To recognize savings in personal services	Multiple Programs	-58	-2.4
Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	-792	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>33,233</b>	<b>179.7</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>33,233</b>	<b>179.7</b>
<b>FEDERAL MEDICAID PAYMENTS: FY 2020 Approved Budget and FTE</b>		<b>12,501</b>	<b>34.0</b>
Increase: To align the budget with projected federal Medicaid reimbursements	Multiple Programs	1,439	0.0
Increase: To support additional FTE(s)	Multiple Programs	574	6.0
<b>FEDERAL MEDICAID PAYMENTS: FY 2021 Mayor's Proposed Budget</b>		<b>14,513</b>	<b>40.0</b>
No Change		0	0.0
<b>FEDERAL MEDICAID PAYMENTS: FY 2021 District's Approved Budget</b>		<b>14,513</b>	<b>40.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>7,710</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Developmental Disabilities Admin	3,377	0.0
Increase: To support the Maintenance of Persons program	Multiple Programs	3,667	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>14,755</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>14,755</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>50</b>	<b>0.0</b>
Decrease: To align budget with projected revenues	Rehabilitation Services	-50	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget</b>		<b>0</b>	<b>0.0</b>
<b>GROSS FOR JM0 - DEPARTMENT ON DISABILITY SERVICES</b>		<b>193,549</b>	<b>428.0</b>

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



## **FY 2021 Approved Budget Changes**

The Department on Disability Services' (DDS) approved FY 2021 gross budget is \$193,549,107, which represents a 1.7 percent increase over its FY 2020 approved gross budget of \$190,391,284. The budget is comprised of \$131,048,076 in Local funds, \$33,233,191 in Federal Grant funds, \$14,513,225 in Federal Medicaid Payments, and \$14,754,614 in Special Purpose Revenue funds.

### **Recurring Budget**

The FY 2021 budget for DDS includes a reduction of \$1,093,000 and 10.0 Full-Time Equivalents (FTEs) to account for the removal of one-time funding appropriated in FY 2020 to partially support activities covered by indirect cost recovery funding.

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

**Increase:** DDS proposes a Local funds increase of \$888,556 across multiple divisions to support the cost of pre-existing programmatic initiatives. These funds will support the Development Disabilities Administration Waiver and the increase in cost of residential services provided by the agency. Also in Local funds, a net increase of \$259,620 in the Agency Management division is the result of fixed costs estimates provided by the Department of General Services for Rent, Security, and Energy. The proposed Local funds budget for personal services costs includes a net increase of \$231,946 and 6.4 Full-Time Equivalents (FTEs) across multiple divisions to align the budget with projected salary and fringe benefit expenditures. DDS will also reallocate 2.2 FTEs from part-time to full-time.

In Federal Grant funds, a proposed increase of \$2,204,039 aligns the budget with projected grant awards that will primarily be used in the Rehabilitation Services division. The proposed budget submission for Federal Medicaid Payments includes an increase of \$1,438,571, which aligns the budget with projected reimbursements for Medicaid-eligible services provided by DDS, and a net increase of \$574,033 and 6.0 FTEs, which will support salary and Fringe Benefit adjustments.

The DDA division is expecting an increase of \$3,377,331 in Special Purpose Revenue funds, which will be used in the form of subsidies to support the cost of care for non-Medicaid clients, and \$3,666,992 to support the cost of the Maintenance of Persons program across multiple divisions.

**Decrease:** In Federal Grant funds, adjustments in personal services will result in a decrease of \$57,983 and 2.4 FTEs across multiple divisions, and a decrease of \$792,455 aligns the proposed budget with fixed cost estimates. The proposed budget also includes a decrease of \$49,677 in Intra-District funds in the Rehabilitation Services division related to the Memorandum of Understanding with the Office of Disability Rights.

**Enhance:** The Local funds proposed budget includes a one-time increase of \$3,061,000 to support the Medicaid Waiver Growth Factor, and an additional \$271,000 will be used to support residential services in the Developmental Disabilities Administration division.

**Reduce:** DDS will realize additional savings in Local funds across multiple divisions. A savings of \$1,084 will be made to align fixed costs with revised estimates; a savings of \$293,084 will align personal services and Fringe Benefits with projected costs; and a savings of \$10,527,983 is primarily related to the Intellectual Developmental Disabilities Waiver, Maintenance of Persons, and Vocational Rehabilitation services.

### **District's Approved Budget**

**No Change:** The Department on Disability Services' budget reflects no change from the Mayor's proposed budget to the District's approved budget.

## Agency Performance Plan\*

The Department on Disability Services (DDS) has the following strategic objectives for FY 2021:

### 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 direct services and supports leading to the full inclusion of people with disabilities in the District.
2. Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction.
3. Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction.
4. Operate effective systems of continuous quality assurance and improvement to ensure the provider network is in compliance with District policies and regulations, ensures health and safety and mitigates risks.
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 high quality direct services and supports leading to the full inclusion of people with disabilities in the District. (5 Activities)

Activity Title	Activity Description	Type of Activity
Waiver	Department on Disability Services will continue to implement the District’s approved Statewide Transition Plan for the Medicaid Home and Community Based Services Intellectual and Developmental Disability waiver to achieve and sustain compliance with the federal Home and Community Based Services Settings Rule. This is required by Centers for Medicare & Medicaid Services to maintain funding for the waiver program and furthers Department on Disability Services’ vision of leading a person-centered system that supports opportunities for employment and community inclusion for all people with intellectual and developmental disabilities.	Key Project
Advancing Employment	Provide supports to assist people with disabilities to prepare for, secure, regain, retain, or advance in employment and live as independently as possible in the community. This includes the provision of pre-employment transition services to high school students with disabilities (i.e., career planning, work readiness training, counseling on post secondary options, work based learning experiences and peer mentoring).	Key Project

**1. Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District. (5 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Vocational Rehabilitation (VR), Supported Employment (SE), and Independent Living (IL) Services	The Vocational Rehabilitation (VR) program provides vocational and rehabilitative services to individuals with disabilities to help them prepare for, secure, regain, retain, or advance in employment and live as independently as possible in the community.	Daily Service
Blind and Visual Impairment Services	Provide vocational rehabilitation and independent living services to people who are blind; includes provision of supports to licensed vendors in the Randolph Sheppard Blind Facilities Program, and entrepreneurial program in which people who are blind operate vending facilities in Federal and District buildings.	Daily Service
Consumer Resources	The array of home and community-based services offered under the DDA HCBS waiver or local funds for people with intellectual and developmental disabilities to live, work, and lead healthy lives.	Daily Service

**2. Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction. (4 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
DDA Service Planning and Coordination	This division plans, coordinates and facilitates the provision of quality services; reviews the implementation and delivery of services and supports identified in the ISP and advocates for the person and his/her family.	Daily Service
Disability Determination Services	The District's Disability Determination Division processes claims for Social Security Disability Insurance determinations.	Daily Service
Vocational Rehabilitation Counselors	The Vocational Rehabilitation (VR) program provides vocational and rehabilitative services to individuals with disabilities to help them prepare for, secure, regain or retain employment.	Daily Service
New case management system	Work with DHCF and DCOA to implement a new intake case management system for DDA.	Key Project

**3. Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction. (4 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
DDS Transition Plan	Department on Disability Services will continue to implement the District's approved Statewide Transition Plan for the Medicaid Home and Community Based Services Intellectual and Developmental Disability waiver to achieve and sustain compliance with the federal Home and Community Based Services Settings Rule. This is required by Centers for Medicare and Medicaid Services to maintain funding for the waiver program and furthers Department on Disability Services' vision of leading a person-centered system that supports opportunities for employment and community inclusion for all people with intellectual and developmental disabilities.	Key Project

**3. Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction. (4 Activities)**

Activity Title	Activity Description	Type of Activity
PCT Training	Person-centered thinking (PCT) is a philosophy behind service provision that supports positive control and self-direction of people’s own lives. DDS is working to implement person-centered thinking through training sessions and other agency wide initiatives.	Key Project
Operations	Responsible for provider relations, contract monitoring and processing of payments for all DDS services.	Daily Service
Consumer Resources and Operations	Personnel providing technical assistance and training to provider community on best practice, management of HCBS waiver operations and provision of clinical services, supports and monitoring.	Daily Service

**4. Operate effective systems of continuous quality assurance and improvement to ensure the provider network is in compliance with District policies and regulations, ensures health and safety and mitigates risks. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Quality Assurance (DDS)	Maintain a system of quality assurance that ensures the safety and well-being of people with intellectual and developmental disabilities and identify possible barriers to service provisions within the provider community. Monitor internal and external provisions of services to ensure compliance with regulations and polices, and provisions in contracts with agency. Develop and update policies and procedures and ensure timely submission of all federal reports.	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 direct services and supports leading to the full inclusion of people with disabilities in the District. (6 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Average entry level wages for people who remained gainfully employed for 90 or more days	No	\$15.8	\$14	\$16.1	\$15	\$15
Percentage decrease in number of people receiving supports from DDA in facility-based day programs (determined by the number of authorized units)	No	11%	5%	2.7%	5%	5%
Percentage increase in the number of people supported by DDA receiving integrated day/vocational services over prior year	No	-4.6%	5%	42.7%	5%	5%

**1. Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District. (6 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percentage of high school students ages 16-22 with disabilities who receive at least one pre-employment transition service each school year.	No	77.8%	75%	72.5%	75%	75%
Percentage of people placed by RSA that remained employed for 90 calendar days or more.	No	610%	Data Forthcoming	546%	46%	46%
Percentage variance in HCBS expenditures versus budget forecast	No	6.8%	20%	Data Forthcoming	20%	20%

**2. Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction. (5 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Median Number of Days to Complete the Initial ISP	No	39	90	36	90	90
Percentage of ISPs that are completed before the ISP effective date	No	98.6%	86%	99.5%	86%	86%
Percentage of NCI measures for which DDS is at or above the national average	No	55.2%	55%	50%	55%	55%
Percentage of People with a Level of Need (LON) assessment completed before the ISP meeting date	No	90.4%	86%	96%	86%	86%
Percentage of indicators that demonstrate compliance with vocational rehabilitation (VR) regulations and policies (based on monthly case reviews)	No	87.1%	85%	88.4%	85%	86%

**3. Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percentage of Healthcare Management Plans that meet published standards	No	83.5%	86%	90.1%	86%	86%
Percentage of settings that meet HCBS settings requirements	No	94.1%	86%	100%	86%	86%

**4. Operate effective systems of continuous quality assurance and improvement to ensure the provider network is in compliance with District policies and regulations, ensures health and safety and mitigates risks. (5 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percentage of Community Rehabilitation Programs (CRP) that meet HCA standards	No	98.1%	85%	88.2%	85%	86%
Percentage of Investigations that are completed within 45 Days	No	96.9%	86%	99.6%	86%	86%

**4. Operate effective systems of continuous quality assurance and improvement to ensure the provider network is in compliance with District policies and regulations, ensures health and safety and mitigates risks. (5 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percentage of applicable waiver providers currently receiving an annual certification	No	92%	86%	100%	86%	86%
Percentage of people with restrictive interventions who have an approved Behavior Support Plan (BSP)	No	97.7%	86%	95%	86%	86%
Percentage of reported issues that are resolved on-time	No	89.4%	86%	90.4%	86%	86%

**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. DDA Service Planning and Coordination**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
DDA Applications for Services	No	163	175	207
DDA Clients Served	No	2367	2450	2491
DDA Serious Reportable Incidents (SRIs) Requiring Investigation	No	1237	1307	1229

**2. Disability Determination Services**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
DDD Determinations	No	625	595	26,286

**3. Vocational Rehabilitation (VR), Supported Employment (SE), and Independent Living (IL) Services**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
RSA Clients Served	No	7276	6594	5268
RSA Referrals	No	3124	2500	4191
RSA Transition Referrals	No	796	725	713

**4. Consumer Resources**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
DDA Prior Authorizations processed	No	10,039	10,650	8523

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**5. Quality Assurance (DDS)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
DDA Provider Certification Reviews (PCR) Conducted	No	92	106	96

**Performance Plan End Notes:**

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>





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# Medicaid Reserve

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**Table DU0-1**

<b>Description</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Approved</b>	<b>FY 2021 Approved</b>	<b>% Change from FY 2020</b>
OPERATING BUDGET	\$0	\$0	\$0	\$58,466,962	N/A
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The Medicaid Reserve will serve to improve the transparency of Medicaid funds that are required to support enrollment in healthcare services and related expenses, due to increased unemployment associated with the Coronavirus Disease 2019 (hereafter referred to as COVID-19) pandemic. COVID-19 is a mild to severe respiratory illness that can spread from person to person.

### **Summary of Services**

The Medicaid Reserve, a financial account, will operate under the direction of the Department of Health Care Finance (DHCF). The agency will properly track expenses that are directly related to the COVID-19 pandemic to increase transparency. Local funds will be made available to expand DC Healthcare Alliance and telehealth reforms if DHCF experiences lower-than-projected Medicaid enrollment.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table DU0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table DU0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>												
Local Funds	0	0	0	17,540	17,540	N/A	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,540</b>	<b>17,540</b>	<b>N/A</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>FEDERAL RESOURCES</b>												
Federal Medicaid Payments	0	0	0	40,927	40,927	N/A	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,927</b>	<b>40,927</b>	<b>N/A</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>0</b>	<b>0</b>	<b>0</b>	<b>58,467</b>	<b>58,467</b>	<b>N/A</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table DU0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table DU0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
50 - Subsidies and Transfers	0	0	0	58,467	58,467	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58,467</b>	<b>58,467</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58,467</b>	<b>58,467</b>	<b>N/A</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table DU0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table DU0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) MEDICAID RESERVE</b>										
(1100) Medicaid Reserve	0	0	0	58,467	58,467	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) MEDICAID RESERVE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58,467</b>	<b>58,467</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58,467</b>	<b>58,467</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Medicaid Reserve operates through the following program:

**Medicaid Reserve** – tracks expenses associated with Medicaid enrollment and Medicaid services directly related to COVID-19.

### Program Structure Change

The Medicaid Reserve is a new agency in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table DU0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table DU0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>0</b>	<b>0.0</b>

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**Table DU0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Create: To support operational requirements (one-time)	Medicaid Reserve	17,540	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>17,540</b>	<b>0.0</b>
<b>FEDERAL MEDICAID PAYMENTS: FY 2020 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL MEDICAID PAYMENTS: FY 2021 Mayor's Proposed Budget</b>		<b>0</b>	<b>0.0</b>
Create: To align the budget with projected federal Medicaid Reimbursements	Medicaid Reserve	40,927	0.0
<b>FEDERAL MEDICAID PAYMENTS: FY 2021 District's Approved Budget</b>		<b>40,927</b>	<b>0.0</b>
<b>GROSS FOR DU0 - MEDICAID RESERVE</b>		<b>58,467</b>	<b>0.0</b>

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

**FY 2021 Approved Budget Changes**

The Medicaid Reserve's approved FY 2021 gross budget is \$58,466,962. The budget is comprised of \$17,540,089 in Local funds and \$40,926,873 in Federal Medicaid Payments.

**District's Approved Budget**

**Create:** The Medicaid Reserve agency, newly established in Fiscal Year 2021, will operate under the direction of the Department of Health Care Finance to track expenses that are directly related to the COVID-19 pandemic. The approved budget is comprised of \$17,540,089 in Local funds and \$40,926,873 in Federal Medicaid Payments.

# Not-For-Profit Hospital Corporation Subsidy

**Table HX0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$28,593,836	\$34,260,773	\$22,137,445	\$15,000,000	-32.2
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The Not-For-Profit Hospital Corporation Subsidy provides a direct payment to the Not-For-Profit Hospital Corporation (NFPHC). The NFPHC is an independent District instrumentality, created by legislation adopted by the Council of the District of Columbia to hold the land, improvements, and equipment of the hospital known as United Medical Center.

The agency's FY 2021 approved budget is presented in the following tables:

## **FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type**

Table HX0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table HX0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>GENERAL FUND</b>													
Local Funds	28,594	34,261	22,137	15,000	-7,137	-32.2	0.0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>28,594</b>	<b>34,261</b>	<b>22,137</b>	<b>15,000</b>	<b>-7,137</b>	<b>-32.2</b>	<b>0.0</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>28,594</b>	<b>34,261</b>	<b>22,137</b>	<b>15,000</b>	<b>-7,137</b>	<b>-32.2</b>	<b>0.0</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table HX0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table HX0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
50 - Subsidies and Transfers	28,594	34,261	22,137	15,000	-7,137	-32.2
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>28,594</b>	<b>34,261</b>	<b>22,137</b>	<b>15,000</b>	<b>-7,137</b>	<b>-32.2</b>
<b>GROSS FUNDS</b>	<b>28,594</b>	<b>34,261</b>	<b>22,137</b>	<b>15,000</b>	<b>-7,137</b>	<b>-32.2</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table HX0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table HX0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) NOT-FOR-PROFIT HOSPITAL CORP. SUBSIDY</b>										
(1100) Not-For-Profit Hospital Corporation Subsidy	28,594	34,261	22,137	15,000	-7,137	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) NOT-FOR-PROFIT HOSPITAL CORP. SUBSIDY</b>	<b>28,594</b>	<b>34,261</b>	<b>22,137</b>	<b>15,000</b>	<b>-7,137</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>28,594</b>	<b>34,261</b>	<b>22,137</b>	<b>15,000</b>	<b>-7,137</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Not-For-Profit Hospital Corporation Subsidy operates through the following program:

**Not-For-Profit Hospital Corporation Subsidy** – provides a direct payment to the Not-For-Profit Hospital Corporation.

## Program Structure Change

The Not-For-Profit Hospital Corporation Subsidy has no program structure changes in the FY 2021 approved budget.

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## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table HX0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

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### Table HX0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>22,137</b>	<b>0.0</b>
Removal of One-Time Costs	Not-For-Profit Hospital Corporation Subsidy	-7,137	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>15,000</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>15,000</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>15,000</b>	<b>0.0</b>
<b>GROSS FOR HX0 - NOT-FOR-PROFIT HOSPITAL CORPORATION SUBSIDY</b>		<b>15,000</b>	<b>0.0</b>

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

## FY 2021 Approved Budget Changes

The Not-for-Profit Hospital Corporation Subsidy's approved FY 2021 gross budget is \$15,000,000, which represents a 32.2 percent decrease from its FY 2020 approved gross budget of \$22,137,445. The budget is comprised entirely of Local funds.

### Recurring Budget

The FY 2021 budget for the Not-For-Profit Hospital Corporation Subsidy includes a reduction of \$7,137,445 to account for the removal of one-time funding appropriated in FY 2020 to support the Hospital's operational needs.

### Mayor's Proposed Budget

**No Change:** The Not-For-Profit Hospital Corporation Subsidy's proposed budget reflects no change from the FY 2020 approved budget to the FY 2021 Mayor's proposed budget.

### District's Approved Budget

**No change:** The Not-For-Profit Hospital Corporation Subsidy's approved budget reflects no change from the Mayor's proposed budget to the District's approved budget.





# Office of the Deputy Mayor for Health and Human Services

www.dmhhs.dc.gov  
Telephone: 202-727-7973

Table HG0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$1,714,074	\$2,528,205	\$1,877,957	\$2,115,940	12.7
FTEs	11.8	13.8	11.8	12.8	8.5
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Office of the Deputy Mayor for Health and Human Services (DMHHS) is to support the Mayor in coordinating a comprehensive system of benefits, goods, and services across multiple agencies to ensure that children, youth, and adults with and without disabilities can lead healthy, meaningful, and productive lives.

## Summary of Services

The Office provides leadership for policy and planning; government relations; and communication and community relations for the agencies under its jurisdiction, including:

1. Child and Family Services Agency (CFSA)
2. Department of Behavioral Health (DBH)
3. Department on Disability Services (DDS)
4. Department of Health (DC Health)
5. Department of Health Care Finance (DHCF)
6. Department of Human Services (DHS)
7. Department of Aging and Community Living (DACL)

The Office manages three special initiatives: Age-Friendly DC and the Interagency Council on Homelessness, and Thrive by Five DC.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table HG0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table HG0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>												
Local Funds	1,714	1,763	1,878	2,116	238	12.7	11.8	11.8	11.8	12.8	1.0	8.5
<b>TOTAL FOR GENERAL FUND</b>	<b>1,714</b>	<b>1,763</b>	<b>1,878</b>	<b>2,116</b>	<b>238</b>	<b>12.7</b>	<b>11.8</b>	<b>11.8</b>	<b>11.8</b>	<b>12.8</b>	<b>1.0</b>	<b>8.5</b>
<b>INTRA-DISTRICT FUNDS</b>												
Intra-District Funds	0	765	0	0	0	N/A	0.0	2.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>0</b>	<b>765</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>0.0</b>	<b>2.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>1,714</b>	<b>2,528</b>	<b>1,878</b>	<b>2,116</b>	<b>238</b>	<b>12.7</b>	<b>11.8</b>	<b>13.8</b>	<b>11.8</b>	<b>12.8</b>	<b>1.0</b>	<b>8.5</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table HG0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table HG0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	1,260	1,391	1,435	1,533	99	6.9
12 - Regular Pay - Other	92	45	66	0	-66	-100.0
13 - Additional Gross Pay	4	45	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	191	221	258	264	6	2.3
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>1,546</b>	<b>1,702</b>	<b>1,759</b>	<b>1,797</b>	<b>38</b>	<b>2.2</b>
20 - Supplies and Materials	14	8	31	36	5	16.9
31 - Telecommunications	27	28	25	32	7	29.1
40 - Other Services and Charges	51	745	25	34	8	33.1
41 - Contractual Services - Other	58	38	38	197	159	418.5
50 - Subsidies and Transfers	0	0	0	20	20	N/A
70 - Equipment and Equipment Rental	19	7	0	0	0	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>168</b>	<b>826</b>	<b>119</b>	<b>319</b>	<b>200</b>	<b>168.2</b>
<b>GROSS FUNDS</b>	<b>1,714</b>	<b>2,528</b>	<b>1,878</b>	<b>2,116</b>	<b>238</b>	<b>12.7</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table HG0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table HG0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) AGENCY MANAGEMENT</b>										
(1090) Performance Management Activity	1,546	1,638	1,596	1,636	40	11.8	11.8	10.8	11.8	1.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>1,546</b>	<b>1,638</b>	<b>1,596</b>	<b>1,636</b>	<b>40</b>	<b>11.8</b>	<b>11.8</b>	<b>10.8</b>	<b>11.8</b>	<b>1.0</b>
<b>(2000) HUMAN SUPPORT SERVICES</b>										
(2010) Agency Oversight and Support	168	886	119	319	200	0.0	2.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) HUMAN SUPPORT SERVICES</b>	<b>168</b>	<b>886</b>	<b>119</b>	<b>319</b>	<b>200</b>	<b>0.0</b>	<b>2.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(3000) THRIVE BY FIVE COORDINATING COUNCIL</b>										
(3010) Thrive by Five Coordinating Council	0	0	163	162	-2	0.0	0.0	1.0	1.0	0.0
<b>SUBTOTAL (3000) THRIVE BY FIVE COORDINATING COUNCIL</b>	<b>0</b>	<b>0</b>	<b>163</b>	<b>162</b>	<b>-2</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>(9220) OFFICE OF THE DEPUTY MAYOR FOR HSS-PCARD</b>										
(9221) Office of the Deputy Mayor for HSS-PCard	0	4	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (9220) OFFICE OF THE DEPUTY MAYOR FOR HSS-PCARD</b>	<b>0</b>	<b>4</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>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>1,714</b>	<b>2,528</b>	<b>1,878</b>	<b>2,116</b>	<b>238</b>	<b>11.8</b>	<b>13.8</b>	<b>11.8</b>	<b>12.8</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Health and Human Services operates through the following 3 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.

**Human Support Services** – supports the agency's mission to provide oversight and support for all citywide health and human services-related policies, activities, and initiatives under its jurisdiction, by;

- Developing and supporting policies and programs to improve the delivery of services by government agencies and contracted providers;
- Coordinating inter-agency activities and initiatives;

- Identifying opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes; and
- Ensuring compliance with local and federal mandates.

**Thrive by Five Coordinating Council** – a group of cabinet-level leaders, organizations serving children, advocates and parents that collaborate to drive progress on initiatives that improve outcomes for mothers, infants and children from birth to age five (5) in the District.

### Program Structure Change

The Office of the Deputy Mayor for Health and Human Services has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table HG0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

### Table HG0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>1,878</b>	<b>11.8</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>1,878</b>	<b>11.8</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	38	1.0
Decrease: To partially offset projected adjustments in personal services costs	Human Support Services	-20	0.0
Enhance: To support the Sobering Centers study (one-time)	Human Support Services	100	0.0
Enhance: To support operational requirements	Human Support Services	100	0.0
Transfer-In: From DHS to support the ICH Consumer Stipend	Human Support Services	20	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>2,116</b>	<b>12.8</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>2,116</b>	<b>12.8</b>
<b>GROSS FOR HG0 - OFFICE OF THE DEPUTY MAYOR FOR HEALTH AND HUMAN SERVICES</b>		<b>2,116</b>	<b>12.8</b>

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

### FY 2021 Approved Budget Changes

The Office of the Deputy Mayor for Health and Human Services' (DMHHS) approved FY 2021 gross budget is \$2,115,940, which represents a 12.7 percent increase over its FY 2020 approved gross budget of \$1,877,957. The budget is comprised entirely of Local funds.

### Recurring Budget

The Office of the Deputy Mayor for Health and Human Services' budget reflects no change from the FY 2020 approved to the FY 2021 recurring budget.

### Mayor's Proposed Budget

**Increase:** DMHHS' proposed Local funds budget includes a net increase of \$38,224 and 1.0 FTE, primarily in Agency Management program, to reflect projected costs for salaries and Fringe Benefits.

**Decrease:** The proposed Local Funds budget contains a net decrease of \$20,224 in Human Support Services program to partially offset projected adjustments in personal services.

**Enhance:** The budget proposal includes a one-time enhancement increase of \$100,000 in Human Support Services program, to support a study to show sobering centers could be implemented throughout the city. The proposed budget for DMHHS also includes a Local fund enhancement of \$99,983, within the Human Support Services program to support operational requirements, primarily in Contractual Services.

**Transfer-In:** The proposed Local funds budget includes an increase of a \$20,000 in stipend to support the Inter-agency Council on Homelessness in the Human Support Services program, which supports the needs of individuals and families who are homeless or at imminent risk of becoming homeless.

### **District's Approved Budget**

**No Change:** The Office of the Deputy Mayor for Health and Human Services' budget reflects no change from the Mayor's proposed budget to the District's approved budget.

## Agency Performance Plan\*

The Office of the Deputy Mayor for Health and Human Services has the following strategic objectives for FY 2021:

### 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 direction, guidance, and oversight of DMHHS cluster agencies to facilitate the coordination of interagency activities, eliminate redundancies, leverage resources, create economies of scale, and improve outcomes.
2. Oversee the management of DMHHS led inter-agency programs to develop shared outcomes and improve the delivery and coordination of supports and services across government on identified policies and goals.
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 direction, guidance, and oversight of DMHHS cluster agencies to facilitate the coordination of interagency activities, eliminate redundancies, leverage resources, create economies of scale, and improve outcomes. (7 Activities)**

Activity Title	Activity Description	Type of Activity
Legislation and Council Relations	Review and approval of all HHS Cluster agencies’ legislative requests and coordinate with Mayor’s Office of Policy and Legislative Affairs (OPLA) and DC Council on legislative-related matters.	Daily Service
Rulemaking	Review and approval of all HHS Cluster agencies’ rulemaking requests.	Daily Service
Budget	Support to HHS Cluster agencies regarding budget needs and priorities to ensure agency and Mayoral priorities.	Daily Service
Inter-agency and special initiatives	Ongoing broad oversight of, and support to, HHS Cluster agencies across special and/or inter-agency initiatives.	Daily Service
Agency Support	Assist agencies with getting through roadblocks impeding their ability to carry out their mission effectively.	Daily Service
Policy Recommendations	Recommend policies and programs using data evidence and best practices to meet the health and human service needs of District residents.	Daily Service
Communications	Support the Executive Office of the Mayor Communications and HHS Cluster agency Public Information Officers (PIOs) with the efficient collection and distribution of information within and outside of government.	Daily Service

**2. Oversee the management of DMHHS led inter-agency programs to develop shared outcomes and improve the delivery and coordination of supports and services across government on identified policies and goals. (8 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Interagency Council on Homelessness (ICH)	Oversee and facilitate the implementation of Homeward DC and Solid Foundations DC, the District's Plans to make homelessness rare, brief, and non-recurring (for adults and unaccompanied youth, respectively).	Daily Service
Age-Friendly DC	Oversee and facilitate the implementation of Age-Friendly DC Strategic Plan, the District's Plan to make DC an inclusive urban environment that encourages active and healthy living.	Daily Service
Short-term Family Housing	Oversee and facilitate the inter-agency collaboration to build and/or renovate identified short-term family housing sites in each ward of the city by 2018 and thereby close DC General.	Key Project
Thrive by Five	Oversee and facilitate the development and implementation of the Thrive by Five Coordinating Council.	Daily Service
New Hospital	Oversee and facilitate the interagency collaboration to a comprehensive strategy to build a new hospital on the Saint Elizabeths East campus and a high-quality integrated health care system east of the Anacostia river.	Key Project
Encampments	Oversee and facilitate the inter-agency encampment protocol response.	Daily Service
Emergency Response	Oversee and facilitate the HHS Cluster interagency emergency response.	Daily Service
Low Barrier Shelter Development	Oversee and facilitate the interagency collaboration on low barrier shelters and other related projects, including shelter renovations and replacements.	Daily Service

**3. Create and maintain a highly efficient, transparent, and responsive District government. (2 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Performance Planning	Review and approve HHS Cluster agencies' performance plans to ensure improved outcomes, accurate information, and efficiencies at the agency-level.	Daily Service
Constituent Relations	Receive, track, and resolve health and human services-related constituent issues and concerns brought up to the attention of DMHHS.	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 direction, guidance, and oversight of DMHHS cluster agencies to facilitate the coordination of interagency activities, eliminate redundancies, leverage resources, create economies of scale, and improve outcomes. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of DMHHS Cluster agencies fiscal year key performance indicators either met or nearly met.	No	73.4%	85%	77.7%	85%	85%
Percentage of DMHHS Cluster agencies’ fiscal year strategic initiatives complete.	No	50.5%	85%	69.2%	85%	85.1%

### 2. Oversee the management of DMHHS led inter-agency programs to develop shared outcomes and improve the delivery and coordination of supports and services across government on identified policies and goals. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Number of strategic priorities adopted by the Thrive by Five Coordinating Council.	No	New in 2020	New in 2020	New in 2020	New in 2020	Data Forthcoming
Percent of action items in progress or accomplished under Homeward DC	No	90%	95%	95%	95%	95%
Percent of strategies progress or accomplished on the Age-Friendly DC dashboard.	No	95%	95%	95%	95%	95%

### 3. Create and maintain a highly efficient, transparent, and responsive District government. (12 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of consent decrees where progress is made on meeting exit criteria	No	100%	100%	100%	100%	100%

## WORKLOAD MEASURES

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

### 1. Agency Support

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of health and human service cluster meetings	No	New in 2020	New in 2020	New in 2020
Number of one-on-one meetings held with agency directors.	No	New in 2020	New in 2020	New in 2020



## 2. Communications

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of media interviews conducted.	No	New in 2020	New in 2020	New in 2020

## 3. Interagency Council on Homelessness (ICH)

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Interagency Council on Homelessness Full Council and Subcommittee Meetings held	No	New in 2020	New in 2020	New in 2020

## 4. Age-Friendly DC

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Age-Friendly Task Force and Subcommittee Meetings held	No	New in 2020	New in 2020	New in 2020

## 5. Thrive by Five

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Thrive by Five Coordinating Council and Working Group Meetings held	No	New in 2020	New in 2020	New in 2020

## 6. Encampments

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of encampment engagement protocols conducted	No	New in 2020	New in 2020	New in 2020

## 7. Emergency Response

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of displacements of 10 or more people respond to by DMHHS and cluster agencies	No	New in 2020	New in 2020	New in 2020

## 8. Constituent Relations

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of constituent issues responded to	No	New in 2020	New in 2020	New in 2020

### Performance Plan End Notes:

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>





# **F. Operations and Infrastructure**



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# Alcoholic Beverage Regulation Administration

[www.abra.dc.gov](http://www.abra.dc.gov)  
Telephone: 202-442-4423

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Table LQ0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$7,580,273	\$7,945,049	\$9,127,758	\$10,615,389	16.3
FTEs	55.5	52.3	59.0	66.0	11.9
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

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 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table LQ0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table LQ0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>												
Local Funds	0	0	0	359	359	N/A	0.0	0.0	0.0	1.0	1.0	N/A
Dedicated Taxes	955	1,146	1,170	1,194	24	2.0	0.0	0.0	0.0	0.0	0.0	N/A
Special Purpose Revenue Funds	6,625	6,799	7,958	9,062	1,105	13.9	55.5	52.3	59.0	65.0	6.0	10.2
<b>TOTAL FOR GENERAL FUND</b>	<b>7,580</b>	<b>7,945</b>	<b>9,128</b>	<b>10,615</b>	<b>1,488</b>	<b>16.3</b>	<b>55.5</b>	<b>52.3</b>	<b>59.0</b>	<b>66.0</b>	<b>7.0</b>	<b>11.9</b>
<b>GROSS FUNDS</b>	<b>7,580</b>	<b>7,945</b>	<b>9,128</b>	<b>10,615</b>	<b>1,488</b>	<b>16.3</b>	<b>55.5</b>	<b>52.3</b>	<b>59.0</b>	<b>66.0</b>	<b>7.0</b>	<b>11.9</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table LQ0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table LQ0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	2,678	2,942	3,941	5,069	1,128	28.6
12 - Regular Pay - Other	1,703	1,620	1,116	860	-256	-22.9
13 - Additional Gross Pay	241	114	192	192	0	0.0
14 - Fringe Benefits - Current Personnel	996	1,034	1,163	1,364	201	17.3
15 - Overtime Pay	172	142	175	175	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>5,790</b>	<b>5,852</b>	<b>6,588</b>	<b>7,661</b>	<b>1,073</b>	<b>16.3</b>
20 - Supplies and Materials	79	114	111	134	23	20.9
31 - Telecommunications	81	85	85	84	-1	-1.5
40 - Other Services and Charges	326	440	484	544	60	12.4
41 - Contractual Services - Other	315	258	610	876	266	43.6
50 - Subsidies and Transfers	955	1,146	1,170	1,194	24	2.0
70 - Equipment and Equipment Rental	34	50	81	123	43	53.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>1,791</b>	<b>2,093</b>	<b>2,540</b>	<b>2,954</b>	<b>414</b>	<b>16.3</b>
<b>GROSS FUNDS</b>	<b>7,580</b>	<b>7,945</b>	<b>9,128</b>	<b>10,615</b>	<b>1,488</b>	<b>16.3</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table LQ0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 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 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) AGENCY MANAGEMENT</b>										
(1015) Training and Employee Development	12	38	39	29	-10	0.0	0.0	0.0	0.0	0.0
(1030) Property Management	406	388	604	562	-41	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	87	103	309	317	8	0.0	0.0	2.0	2.0	0.0
(1050) Financial Management	31	66	70	70	0	0.0	0.0	0.0	0.0	0.0
(1060) Legal	1,069	1,172	1,306	1,360	55	6.8	6.4	7.0	7.0	0.0
(1070) Fleet Management	53	46	91	92	1	0.0	0.0	0.0	0.0	0.0
(1080) Communications	291	280	343	394	52	2.9	2.8	3.0	3.0	0.0
(1085) Customer Service	81	91	112	195	83	1.0	0.9	1.0	2.0	1.0
(1087) Language Access	13	10	15	15	0	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	885	913	691	724	33	6.8	6.4	4.0	4.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>2,928</b>	<b>3,109</b>	<b>3,578</b>	<b>3,759</b>	<b>180</b>	<b>17.5</b>	<b>16.5</b>	<b>17.0</b>	<b>18.0</b>	<b>1.0</b>
<b>(2000) LICENSING</b>										
(2010) Licensing	961	1,092	1,258	1,333	75	10.7	10.1	13.0	13.0	0.0
<b>SUBTOTAL (2000) LICENSING</b>	<b>961</b>	<b>1,092</b>	<b>1,258</b>	<b>1,333</b>	<b>75</b>	<b>10.7</b>	<b>10.1</b>	<b>13.0</b>	<b>13.0</b>	<b>0.0</b>
<b>(3000) INVESTIGATIONS</b>										
(3010) Investigations	3,447	3,446	3,915	4,175	260	23.4	22.0	25.0	25.0	0.0
<b>SUBTOTAL (3000) INVESTIGATIONS</b>	<b>3,447</b>	<b>3,446</b>	<b>3,915</b>	<b>4,175</b>	<b>260</b>	<b>23.4</b>	<b>22.0</b>	<b>25.0</b>	<b>25.0</b>	<b>0.0</b>
<b>(5000) RECORDS MANAGEMENT</b>										
(5010) Records Management	243	298	376	392	16	3.9	3.7	4.0	4.0	0.0
<b>SUBTOTAL (5000) RECORDS MANAGEMENT</b>	<b>243</b>	<b>298</b>	<b>376</b>	<b>392</b>	<b>16</b>	<b>3.9</b>	<b>3.7</b>	<b>4.0</b>	<b>4.0</b>	<b>0.0</b>
<b>(6000) MEDICAL MARIJUANA</b>										
(6010) Medical Marijuana	0	0	0	956	956	0.0	0.0	0.0	6.0	6.0
<b>SUBTOTAL (6000) MEDICAL MARIJUANA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>956</b>	<b>956</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>6.0</b>	<b>6.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>7,580</b>	<b>7,945</b>	<b>9,128</b>	<b>10,615</b>	<b>1,488</b>	<b>55.5</b>	<b>52.3</b>	<b>59.0</b>	<b>66.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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.

**Medical Marijuana** – allows all qualifying patients to have the right to obtain and use marijuana for medical purposes when his or her primary physician has provided a written recommendation that bears his or her signature and license number. This recommendation must assert that the use of marijuana is medically necessary for the patient for the treatment of a qualifying medical condition or to mitigate the side effects of a qualifying medical treatment.

**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 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table LQ0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

### Table LQ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>0</b>	<b>0.0</b>
Transfer-In: To reflect the Medical Marijuana Program Administration Amendment Act of 2020	Medical Marijuana	359	1.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>359</b>	<b>1.0</b>



## Table LQ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>DEDICATED TAXES: FY 2020 Approved Budget and FTE</b>		<b>1,170</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Investigations	24	0.0
<b>DEDICATED TAXES: FY 2021 Mayor's Proposed Budget</b>		<b>1,194</b>	<b>0.0</b>
No Change		0	0.0
<b>DEDICATED TAXES: FY 2021 District's Approved Budget</b>		<b>1,194</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>7,958</b>	<b>59.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	793	1.0
Increase: To support nonpersonal services costs	Agency Management	10	0.0
Decrease: To align budget with projected revenues	Multiple Programs	-50	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>8,711</b>	<b>60.0</b>
Transfer-In: To reflect the Medical Marijuana Program Administration Amendment Act of 2020	Multiple Programs	597	5.0
Reduce: To align budget with projected revenues	Multiple Programs	-245	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>9,062</b>	<b>65.0</b>
<b>GROSS FOR LQ0 - ALCOHOLIC BEVERAGE REGULATION ADMINISTRATION</b>		<b>10,615</b>	<b>66.0</b>

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

### FY 2021 Approved Budget Changes

The Alcoholic Beverage Regulation Administration's (ABRA) approved FY 2021 gross budget is \$10,615,389, which represents a 16.3 percent increase over its FY 2020 approved gross budget of \$9,127,758. The budget is comprised of \$359,247 in Local funds, \$1,193,826 in Dedicated Taxes, and \$9,062,316 in Special Purpose Revenue funds.

#### Mayor's Proposed Budget

**Increase:** The Alcoholic Beverage Regulation Administration (ABRA) budget proposal in Dedicated Tax funds in the Investigation program includes an increase of \$23,826 to align the budget with projected resources to cover potential costs incurred for the Metropolitan Police Department's reimbursable details. In Special Purpose Revenue funds, ABRA's proposed budget includes an increase of \$793,012 and 1.0 Full-Time Equivalent (FTE) to support projected cost-of-living and other salary and Fringe Benefits adjustments. Additionally, the budget in the Agency Management program includes an increase of \$10,000 to support equipment purchases.

**Decrease:** ABRA's Special Purpose Revenue funds budget reflects a decrease of \$49,810 across multiple programs to align budget with projected revenues. This is reflected in lower anticipated costs for printing and decreases in OCTO's projected IT assessments.

#### District's Approved Budget

**Transfer In:** In accordance with the Medical Marijuana Program Administration Amendment Act of 2020, ABRA's Local funds budget is increased by \$359,247 and 1.0 Full Time Equivalent (FTE) and the Special Purpose Revenue funds budget is increased by \$596,725 and 5.0 FTE's.

**Reduce:** ABRA's FY 2021 approved budget reflects a reduction of \$245,368 in Special Purpose Revenue funds across multiple programs. This adjustment properly aligns the budget with projected revenues.

## Agency Performance Plan\*

Alcoholic Beverage Regulation Administration (ABRA) has the following objectives for FY 2021:

### 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.

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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. Educate licensees on the District's alcoholic beverage laws and regulations. (2 Activities)

Activity Title	Activity Description	Type of Activity
Daily Issuance of Licenses and Permits	This 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

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#### 2. Ensure that licensed establishments are in compliance with the ABC laws and regulations. (1 Activity)

Activity Title	Activity Description	Type of Activity
Conduct a minimum of two regulatory inspections or investigations at each licensed establishment.	Conducting thorough regulatory inspections for all licensed establishments.	Daily Service

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#### 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 the calendar year 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. Educate licensees on the District's alcoholic beverage laws and regulations. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Number of licensees and members of the public that received training from the Agency	No	233	75	328	100	100

### 2. Ensure that licensed establishments are in compliance with the ABC laws and regulations. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Amount of revenue generated by fines	No	\$481,100	\$400,000	\$545,200	\$400,000	\$400,000
Amount of revenue generated by licenses and permits	No	\$5,695,917	\$3,700,000	\$8,427,699	\$3,700,000	\$3,700,000
Number of establishments inspected to ensure compliance with underage drinking laws	No	1027	900	1198	900	900
Number of inspections, investigations, and monitoring activities	No	10,852	10,000	14,951	11,000	11,000
Percent of one-day and substantial change permits issued within 15 days or less	No	100%	90%	99.8%	90%	90%
Total number of citations issued	No	645	250	672	250	250

### 3. Engage in community outreach regarding the licensing process. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Number of community meetings attended to educate the community regarding the licensing process	No	88	20	72	40	40

## 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. Daily Issuance of Licenses and Permits

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of one-day and substantial change permits issued within 15 days or less	No	544	826	657

### 2. Renewal of Licenses and Permits

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of ABC licenses and permits renewed	No	3443	3451	3600

#### Performance Plan End Notes:

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>



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# Department of Consumer and Regulatory Affairs

www.dkra.dc.gov  
Telephone: 202-442-4400

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Table CR0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$57,153,612	\$59,956,141	\$67,843,913	\$73,715,960	8.7
FTEs	409.4	414.2	474.0	475.0	0.2
CAPITAL BUDGET	\$419,532	\$917,826	\$7,032,000	\$0	-100.0
FTEs	0.0	0.0	0.0	0.0	N/A

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 issues construction permits after reviews of construction documents to ensure compliance with building codes and zoning regulations. Construction activity, buildings, and rental housing establishments are inspected and housing code violations are abated, if necessary. To protect consumers, DCRA issues business and professional licenses, registers corporations, inspects weighing and measuring devices used for monetary profit, and issues special events permits.

In FY 2019, DCRA registered over 18,000 corporations, completed over 52,000 inspections, and issued over 59,000 permits, 51,000 business licenses, and 39,000 professional licenses.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table CR0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table CR0-2**

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>Appropriated Fund</b>												
<b>GENERAL FUND</b>												
Local Funds	23,150	24,821	27,502	27,539	37	0.1	152.4	181.0	204.0	203.5	-0.5	-0.2
Special Purpose												
Revenue Funds	33,976	34,631	40,342	46,029	5,686	14.1	257.0	233.2	270.0	270.5	0.5	0.2
<b>TOTAL FOR GENERAL FUND</b>	<b>57,126</b>	<b>59,452</b>	<b>67,844</b>	<b>73,567</b>	<b>5,723</b>	<b>8.4</b>	<b>409.4</b>	<b>414.2</b>	<b>474.0</b>	<b>474.0</b>	<b>0.0</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS</b>												
Intra-District Funds	27	504	0	149	149	N/A	0.0	0.0	0.0	1.0	1.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>27</b>	<b>504</b>	<b>0</b>	<b>149</b>	<b>149</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>	<b>1.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>57,154</b>	<b>59,956</b>	<b>67,844</b>	<b>73,716</b>	<b>5,872</b>	<b>8.7</b>	<b>409.4</b>	<b>414.2</b>	<b>474.0</b>	<b>475.0</b>	<b>1.0</b>	<b>0.2</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table CR0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table CR0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	28,571	33,584	36,288	41,855	5,567	15.3
12 - Regular Pay - Other	5,465	1,016	5,034	218	-4,816	-95.7
13 - Additional Gross Pay	421	660	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	7,736	7,898	10,541	10,487	-54	-0.5
15 - Overtime Pay	809	460	225	225	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>43,001</b>	<b>43,619</b>	<b>52,088</b>	<b>52,785</b>	<b>697</b>	<b>1.3</b>
20 - Supplies and Materials	330	202	401	540	140	34.9
31 - Telecommunications	52	100	0	209	209	N/A
40 - Other Services and Charges	2,745	5,647	3,641	5,813	2,172	59.7
41 - Contractual Services - Other	10,443	10,119	10,846	12,272	1,426	13.1
70 - Equipment and Equipment Rental	583	270	868	2,097	1,229	141.6
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>14,153</b>	<b>16,338</b>	<b>15,756</b>	<b>20,931</b>	<b>5,175</b>	<b>32.8</b>
<b>GROSS FUNDS</b>	<b>57,154</b>	<b>59,956</b>	<b>67,844</b>	<b>73,716</b>	<b>5,872</b>	<b>8.7</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table CR0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 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 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) ADMINISTRATIVE SERVICES</b>										
(1010) Personnel	539	538	793	772	-21	3.5	3.8	4.0	4.0	0.0
(1015) Training and Employee Development	129	88	163	117	-46	0.8	1.0	1.0	1.0	0.0
(1030) Property Management	672	669	930	1,411	481	2.5	3.9	4.0	4.0	0.0
(1040) Information Technology	6,510	6,358	8,348	9,160	812	22.3	23.9	26.0	26.0	0.0
(1055) Risk Management	111	120	136	129	-6	0.8	1.0	1.0	1.0	0.0
(1060) Legal	1,552	1,311	1,951	2,122	171	9.6	11.4	13.0	15.0	2.0
(1070) Fleet Management	623	311	315	314	-2	0.8	1.0	1.0	1.0	0.0
(1080) Communications	546	598	690	1,211	521	4.4	4.8	6.0	7.0	1.0
(1085) Customer Service	852	915	854	834	-20	11.2	11.1	10.0	10.0	0.0
(1090) Performance Management	2,285	2,744	2,749	2,520	-228	20.7	12.9	17.0	18.0	1.0
(1095) Internal Audit	0	0	0	250	250	0.0	0.0	0.0	2.0	2.0
<b>SUBTOTAL (1000) ADMINISTRATIVE SERVICES</b>	<b>13,820</b>	<b>13,652</b>	<b>16,929</b>	<b>18,841</b>	<b>1,912</b>	<b>76.9</b>	<b>74.6</b>	<b>83.0</b>	<b>89.0</b>	<b>6.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budget Operations	1,226	1,303	1,401	1,449	48	7.4	7.4	8.0	8.0	0.0
(120F) Accounting Operations	556	581	589	605	16	4.4	4.8	5.0	5.0	0.0
(130F) ACFO Operations	495	509	551	547	-4	2.5	2.9	3.0	3.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>2,277</b>	<b>2,393</b>	<b>2,541</b>	<b>2,600</b>	<b>60</b>	<b>14.3</b>	<b>15.0</b>	<b>16.0</b>	<b>16.0</b>	<b>0.0</b>
<b>(2000) PERMITTING</b>										
(2020) Plan Review	3,517	3,853	3,866	4,486	621	27.4	30.7	32.0	32.0	0.0
(2025) Homeowner Center	111	0	120	127	7	1.0	0.9	1.0	1.0	0.0
(2030) Development Ambassador	261	259	283	297	14	2.0	1.8	2.0	2.0	0.0
(2035) Green Building	2,018	1,890	2,415	2,728	313	9.0	10.6	12.0	13.0	1.0
(2050) Permits	2,330	2,977	2,481	2,400	-81	25.2	25.2	25.0	24.0	-1.0
(2060) Surveyor	839	1,006	1,116	1,144	29	8.1	8.5	9.0	9.0	0.0
<b>SUBTOTAL (2000) PERMITTING</b>	<b>9,077</b>	<b>9,985</b>	<b>10,281</b>	<b>11,183</b>	<b>902</b>	<b>72.7</b>	<b>77.6</b>	<b>81.0</b>	<b>81.0</b>	<b>0.0</b>
<b>(2500) EXPEDITED PERMITTING</b>										
(2520) Velocity	0	2,069	1,954	4,568	2,614	0.0	7.1	8.0	8.0	0.0
<b>SUBTOTAL (2500) EXPEDITED PERMITTING</b>	<b>0</b>	<b>2,069</b>	<b>1,954</b>	<b>4,568</b>	<b>2,614</b>	<b>0.0</b>	<b>7.1</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>
<b>(3000) ENFORCEMENT</b>										
(3020) Scheduling and Enforcement Unit	745	708	861	703	-158	6.8	6.8	9.0	7.0	-2.0
(3025) Vacant Property	711	652	833	988	155	8.0	6.2	8.0	9.0	1.0
(3045) Regulatory Investigations	1,052	2	0	0	0	8.8	0.0	0.0	0.0	0.0
(3050) Rehabilitation	3,902	2,108	2,811	3,592	781	23.4	27.0	32.0	32.0	0.0
<b>SUBTOTAL (3000) ENFORCEMENT</b>	<b>6,409</b>	<b>3,470</b>	<b>4,505</b>	<b>5,283</b>	<b>778</b>	<b>47.0</b>	<b>40.0</b>	<b>49.0</b>	<b>48.0</b>	<b>-1.0</b>

**Table CR0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(4000) INSPECTION</b>										
(3010) Building Inspections Division	3,890	4,088	4,239	4,868	629	37.0	35.3	40.0	40.0	0.0
(3080) Residential Inspections	2,816	2,765	2,982	3,232	250	34.5	35.4	35.0	36.0	1.0
(3095) Construction Compliance	1,389	1,462	1,685	1,578	-107	14.0	15.2	16.0	15.0	-1.0
<b>SUBTOTAL (4000) INSPECTION</b>	<b>8,094</b>	<b>8,315</b>	<b>8,905</b>	<b>9,678</b>	<b>772</b>	<b>85.5</b>	<b>86.0</b>	<b>91.0</b>	<b>91.0</b>	<b>0.0</b>
<b>(6000) ZONING AND CONSTRUCTION COMPLIANCE</b>										
(6010) Zoning Administrator	2,016	2,058	2,118	2,078	-39	15.6	15.8	17.0	17.0	0.0
<b>SUBTOTAL (6000) ZONING AND CONSTRUCTION COMPLIANCE</b>	<b>2,016</b>	<b>2,058</b>	<b>2,118</b>	<b>2,078</b>	<b>-39</b>	<b>15.6</b>	<b>15.8</b>	<b>17.0</b>	<b>17.0</b>	<b>0.0</b>
<b>(7000) LICENSING</b>										
(2065) Regulatory Investigations	155	1,269	3,465	3,502	37	2.0	10.5	29.0	29.0	0.0
(2070) Business Service Center	1,163	1,344	1,510	1,620	110	8.0	8.8	10.0	11.0	1.0
(2075) Consumer Protection	439	291	333	367	34	3.7	2.7	3.0	3.0	0.0
(2080) Corporation Division	2,916	3,337	3,919	4,227	308	20.7	18.7	21.0	21.0	0.0
(2090) License and Registration Renewal	3,029	2,743	2,667	2,454	-213	25.0	22.1	24.0	22.0	-2.0
(2095) Occupational and Professional Licensing	6,951	8,207	7,772	6,434	-1,339	30.0	28.3	33.0	31.0	-2.0
(7085) Weights and Measures	807	822	945	881	-64	8.0	7.1	9.0	8.0	-1.0
<b>SUBTOTAL (7000) LICENSING</b>	<b>15,460</b>	<b>18,014</b>	<b>20,611</b>	<b>19,484</b>	<b>-1,127</b>	<b>97.4</b>	<b>98.2</b>	<b>129.0</b>	<b>125.0</b>	<b>-4.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>57,154</b>	<b>59,956</b>	<b>67,844</b>	<b>73,716</b>	<b>5,872</b>	<b>409.4</b>	<b>414.2</b>	<b>474.0</b>	<b>475.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 8 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.

**Expedited Permitting** – allows the agency to assess additional fees to expedite building permit processing.

**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 3 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; and
- **Rehabilitation** – abates numerous housing and building code violations, processes abatement contracts, and collects unpaid abatement costs.

**Inspection** – 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 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;
- **Corporation Division** – 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 Regulatory Affairs has no division structure changes in the FY 2021 approved budget.

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## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table CR0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table CR0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>27,502</b>	<b>204.0</b>
Removal of One-Time Costs	Multiple Programs	-948	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>26,554</b>	<b>204.0</b>
Increase: To align resources with operational spending goals	Multiple Programs	1,325	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	459	-0.5
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	9	0.0
Enhance: To support operating Impact of Capital projects (one-time)	Administrative Services	1,090	0.0
Enhance: To support Kennedy Street Review Recommendation-customer complaint management system enhancement	Administrative Services	200	0.0

## Table CR0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Reduce: To adjust Zoning Compliance funding	Zoning and Construction Compliance	-34	0.0
Reduce: To adjust Rehabilitation under Enforcement funding	Enforcement	-51	0.0
Reduce: To adjust License and Registration Renewal funding	Licensing	-279	0.0
Reduce: To recognize savings in personal services	Administrative Services	-449	0.0
Reduce: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-1,200	0.0
Transfer-Out: To the Office on Asian and Pacific Islander Affairs	Administrative Services	-90	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>27,533</b>	<b>203.5</b>
Enhance: To support the Housing Conversion and Eviction Clarification Amendment Act of 2020 (one-time)	Administrative Services	10	0.0
Reduce: To recognize savings in out-of-town travel costs	Administrative Services	-5	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>27,539</b>	<b>203.5</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>40,342</b>	<b>270.0</b>
Increase: To align resources with operational spending goals	Multiple Programs	4,967	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	538	0.5
Increase: To align Fixed Costs with proposed estimates	Administrative Services	200	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>46,047</b>	<b>270.5</b>
Reduce: To recognize savings in out-of-town travel costs	Administrative Services	-18	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>46,029</b>	<b>270.5</b>
<b>INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Permitting	149	1.0
<b>INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>149</b>	<b>1.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget</b>		<b>149</b>	<b>1.0</b>
<b>GROSS FOR CR0 - DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS</b>		<b>73,716</b>	<b>475.0</b>

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

### FY 2021 Approved Budget Changes

The Department of Consumer and Regulatory Affairs' (DCRA) approved FY 2021 gross budget is \$73,715,960, which represents an 8.7 percent increase over its FY 2020 approved gross budget of \$67,843,913. The budget is comprised of \$27,538,607 in Local funds, \$46,028,609 in Special Purpose Revenue funds, and \$148,744 in Intra-District funds.

### Recurring Budget

The FY 2021 approved budget for DCRA includes a reduction of \$948,000 to account for the removal of one-time funding appropriated in FY 2020. This funding was comprised of \$848,000 to support the Document Digitization Project in the Licensing division and \$100,000 to support Information Technology services in accordance with Law 22-298 (Repeat Parking Violation Amendment Act of 2017).

### Mayor's Proposed Budget

**Increase:** In Local funds, the budget proposal includes an increase of \$1,324,828, primarily for professional services related to Information Technology and Outreach, and the centralization of supplies and equipment. An additional adjustment of \$459,018 supports projected salary, step, and Fringe Benefit increases. Included in this adjustment is a decrease of 0.5 FTE to reflect a shift from Local funds to Special Purpose Revenue funds in support of zoning-related duties. Another adjustment of \$9,000 aligns the budget proposal with Fixed Cost (Telecommunications) estimates from the Office Chief Technology Officer (OCTO).

In Special Purpose Revenue funds, the budget proposal includes \$4,966,826 to support projected costs primarily related to Expedited Plan Review Services, Information Technology, Equipment, and contractual costs. An increase of \$537,931 reflects projected salary, step, and Fringe Benefit adjustment costs and includes an increase of 0.5 FTE shifted from Local funds to support zoning duties. Furthermore, \$200,000 will align the budget proposal with Fixed Cost (Telecommunications) estimates from OCTO.

In Intra-District funds, the budget proposes an increase of \$148,744 and 1.0 FTE in the Permitting division to align the budget with projected costs related to a Memorandum of Understanding with the Department of Energy and Environment.

**Enhance:** In Local funds, DCRA's proposed budget reflects a one-time increase of \$1,089,992 in the Administrative Services division to fund the operating impact of capital projects which includes the maintenance of the Enterprise Customer Relationship Management system and other systems. In addition, the proposed Local funds budget also includes an increase of \$200,000 to support the Kennedy Street review recommendation to enhance the customer complaint management system.

**Reduce:** In Local funds, DCRA's proposed budget includes various reductions to centralize funding for supplies, some contractual services, and computer equipment costs. These reductions include \$34,024 to align funding in the Zoning and Construction Compliance division and \$50,884 in the Enforcement division to adjust the budget for Rehabilitation services. Additional reductions include \$278,921 in the Licensing division for professional licensing and examination services costs; \$448,942 in the Administrative Services division to reflect anticipated personal services savings; and a net reduction of \$1,200,231, primarily in the Administrative Services division, for Information Technology resources and contractual services costs.

**Transfer-Out:** In Local funds, DCRA's proposed budget includes a reduction of \$90,090 in the Administrative Services division to reflect the transfer of funding to the Office on Asian and Pacific Islander Affairs.

### **District's Approved Budget**

**Enhance:** In Local funds, DCRA's approved budget reflects a one-time increase of \$10,300 in the Administrative Services division to support the Housing Conversion and Eviction Clarification Amendment Act of 2020.

**Reduce:** In Local funds, DCRA's budget includes a decrease of \$5,000 to reduce costs related to out-of-town travel expenses. In Special Purpose Revenue funds, DCRA's budget accounts for a reduction of \$18,500 in the Administrative division to adjust the budget for out-of-town travel costs.

## Agency Performance Plan

The Department of Consumer and Regulatory Affairs has the following strategic objectives for FY 2021:

### 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 preserve safety and development in the District of Columbia.
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 timely and efficient processes to promote and improve the progression and business development in the District of Columbia. (1 Activity)

Activity Title	Activity Description	Type of Activity
Business, Occupational, and Professional Licensing, Corporations, and Compliance	Responsible for the review, issuance, and renewal of business, occupational and professional licenses within the District. Additional programmatic areas include the Corporations, Small Business Resource Center, Weights and Measurements Registrations, and Special Events and Vending business units. This includes Program Codes (7000, 2065, 2070, 2075, 2080, 2090, 2095, 7085).	Daily Service

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### 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. (1 Activity)

Activity Title	Activity Description	Type of Activity
Plan Review, Permit Issuance, Permit Center, Surveyor, and Green Building	Responsible for the review and issuance of Building Permits within the District, in addition to the operations of DCRA’s Permit Center. This includes Program Codes (2000, 2020, 2025, 2030, 2035, 2050, 2500, 2520, 2060).	Daily Service

**3. Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Office of Civil Infractions, Vacant Property, and Abatement	Coordinates issuance of civil infractions on behalf of DCRA, including collection of Liens and Fines that are imposed upon respondents, in addition to the inspections and compliance work conducted by the Vacant Property business unit. This includes Program Codes (3000, 3020, 3025, 3045, 3050).	Daily Service

**4. Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to preserve safety and development in the District of Columbia. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Illegal Construction, Property Maintenance and Permit-based Inspections	Ensures compliance with Building and Property Maintenance Codes within the District. This covers both Construction and Illegal Construction inspections, in addition to Property Maintenance (Housing), Proactive Housing and Third Party inspections. This includes Program Codes (4000, 3010, 3080, 3095).	Daily Service

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

Activity Title	Activity Description	Type of Activity
Human Resources, Fleet Management, Information Technology, Records, Customer Service, Legal, and Communications	Responsible for providing support to DCRA's operations, including Customer Service, Information Technology, HR, Legal, Communications, General Counsel and Contracting and Procurement. This includes Program Codes (1000, 1010, 1015, 1020, 1030, 1040, 1055, 1060, 1070, 1080, 1085, 1090).	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. (6 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of Basic Business License, Corporation, and Occupational and Professional Licensing transactions that are conducted online	No	64.9%	45%	68.9%	80%	80%
Percent of Business Licensees for which prescreening is required, that receive a regulatory investigation within 15 business days	No	New in 2020	New in 2020	New in 2020	New in 2020	85%

**1. Provide timely and efficient processes to promote and improve the progression and business development in the District of Columbia. (6 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Target</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Target</b>	<b>FY 2021 Target</b>
Percent of Consumer Protection cases closed within 30-days from date of complaint submission	No	New in 2020	New in 2020	New in 2020	New in 2020	85%
Percent of businesses applying online that receive their license within one (1) business day from the date of submission	No	83.9%	55%	81%	80%	80%
Percent of compliant businesses that have renewals processed within one (1) business day from the date of application receipt	No	85.5%	70%	87.1%	80%	80%
Percent of corporate registrations processed online, meeting the customer's request for expedited service of one (1) or three (3) business days	No	89.8%	85%	91%	85%	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. (5 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Target</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Target</b>	<b>FY 2021 Target</b>
Percent of Permit applications that are reviewed by PRC within 2-business days	No	New in 2019	90%	90.9%	90%	90%
Percent of Project Dox permit application re-reviews that are reviewed by DCRA within 15 business days of acceptance by agency	No	New in 2020	New in 2020	New in 2020	New in 2020	90%
Percent of Project Dox permit applications that are reviewed by DCRA within 30 business days of acceptance by the agency	No	85.9%	90%	94.3%	90%	90%
Percent of standard building plat requests completed within 3 business days	No	New in 2020	New in 2020	New in 2020	New in 2020	85%
Percentage of Solar Permits that are reviewed within 10 calendar days	No	New in 2020	New in 2020	New in 2020	New in 2020	90%

**3. Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing. (3 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Target</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Target</b>	<b>FY 2021 Target</b>
Percent of Notices of Infraction related customer inquiries that are resolved in one interaction with DCRA staff	No	New in 2019	65%	90.3%	80%	80%
Percent of Vacant Building Unit initial inspections completed within 38 business days from date of complaint submission	No	New in 2020	New in 2020	New in 2020	New in 2020	85%
Percent of exempted properties that are reinspected within 90 calendar days of receiving exempt status	No	24.8%	90%	84.7%	90%	90%

**4. Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to preserve safety and development in the District of Columbia. (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of Property Maintenance (Housing) Notices of Infraction (NOI) that are initiated within 2 business days following inspections where violations were observed.	No	New in 2020	New in 2020	New in 2020	New in 2020	90%
Percent of Property Maintenance (Housing) inspections that are completed within 15 business days from date of request	No	New in 2020	New in 2020	New in 2020	New in 2020	75%
Percent of construction inspections completed on date identified when scheduled	No	83.2%	90%	89.1%	90%	90%

**5. Create and maintain a highly efficient, transparent, and responsive District government. (13 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of Customer Relationship Management (CRM) cases that are resolved within 3 business days from date of receipt by the agency	No	New in 2020	New in 2020	New in 2020	New in 2020	95%
Percent of non-FOIA Records requests completed within 5 business days from date of receipt	No	New in 2020	New in 2020	New in 2020	New in 2020	85%

**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. Business, Occupational, and Professional Licensing, Corporations, and Compliance**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of applications submitted for new business licenses	No	11,380	11,464	11,365
Number of business compliance surveys conducted	No	4010	1628	316
Number of business licenses issued	No	23,413	34,145	31,438
Number of business licenses renewed	No	17,098	22,218	20,591
Number of Consumer Protection investigations conducted	No	584	4324	4194
Number of corporate entities registered	No	16,103	17,619	18,688
Number of customers serviced by the Small Business Resource Center (SBRC)	No	2473	2414	2442
Number of elevator certificates issued	No	4245	3337	4602
Number of other corporate filings registered	No	12,648	67,029	68,582
Number of professional licenses issued	No	10,801	10,406	11,108
Number of professional licenses renewed	No	16,745	34,778	28,234
Number of special events issued	No	123	99	111
Number of weighing and measuring devices approved	No	7720	6980	6809



## 2. Plan Review, Permit Issuance, Permit Center, Surveyor, and Green Building

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of addresses issued	No	320	368	262
Number of Certificates of Occupancy issued	No	3316	3483	3273
Number of permits issued	No	49,965	53,614	59,814
Number of plats prepared	No	11,431	6142	6049
Number of plats processed with expedited service	No	2714	2901	3004
Number of Sub-Divisions processed	No	400	415	392

## 3. Office of Civil Infractions, Vacant Property, and Abatement

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of buildings abated	No	2132	1104	821
Number of infraction notices issued	No	2022	1868	2799
Number of liens issued	No	175	75	1029
Number of vacant buildings surveyed	No	6588	7284	7569
Number of vacant lots abated	No	50	95	96
Vacant lots inspected	No	183	371	432

## 4. Illegal Construction, Property Maintenance and Permit-based Inspections

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of conveyances inspections conducted (elevators, man lifts, escalators, dumbwaiters)	No	225	423	419
Number of housing inspections conducted	No	11,510	12,226	7561
Number of illegal constructions inspections conducted	No	2584	2189	2850
Number of Inspections Conducted	No	New in 2020	New in 2020	New in 2020
Number of permit construction inspections conducted	No	22,248	24,290	25,481
Number of proactive inspections conducted	No	4252	3171	4618
Number of quality control inspections performed on third party inspections	No	514	535	427

## 5. Human Resources, Fleet Management, Information Technology, Records, Customer Service, Legal, and Communications

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of records requests completed by the Records Team	No	New in 2020	New in 2020	New in 2020

### Performance Plan End Notes:

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov/>.



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# Department of Energy and Environment

www.doe.dc.gov  
Telephone: 202-535-2600

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Table KG0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$108,663,988	\$129,901,408	\$182,667,187	\$142,554,477	-22.0
FTEs	338.4	372.3	448.0	452.5	1.0
CAPITAL BUDGET	\$17,265,525	\$15,292,734	\$25,900,000	\$4,555,000	-82.4
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Department of Energy and Environment (DOEE) is to improve the quality of life for the residents and natural inhabitants of the nation’s capital by protecting and restoring the environment, conserving our natural resources, mitigating pollution, increasing access to clean and renewable energy, and educating the public on ways to secure a sustainable future.

### Summary of Services

The agency’s core responsibilities include, but are not limited to, enforcing environmental regulations; monitoring and assessing environmental risks; developing energy and environmental policies; issuing permits; and providing residents and local businesses with funding, technical assistance, and information on initiatives designed to ensure a more resilient and sustainable city.

The agency’s FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table KG0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table KG0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>													
Local Funds	15,863	21,576	30,395	23,432	-6,963	-22.9		98.0	103.8	128.0	130.3	2.3	1.8
Special Purpose Revenue Funds	66,719	81,831	116,277	82,737	-33,540	-28.8		133.4	145.3	195.0	199.5	4.4	2.3
<b>TOTAL FOR GENERAL FUND</b>	<b>82,582</b>	<b>103,407</b>	<b>146,672</b>	<b>106,168</b>	<b>-40,503</b>	<b>-27.6</b>		<b>231.4</b>	<b>249.1</b>	<b>323.0</b>	<b>329.8</b>	<b>6.8</b>	<b>2.1</b>
<b>FEDERAL RESOURCES</b>													
Federal Payments	120	564	0	0	0	N/A		0.0	0.0	0.0	0.0	0.0	N/A
Federal Grant Funds	23,411	23,553	30,095	31,470	1,375	4.6		97.0	107.8	106.8	104.7	-2.0	-1.9
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>23,530</b>	<b>24,117</b>	<b>30,095</b>	<b>31,470</b>	<b>1,375</b>	<b>4.6</b>		<b>97.0</b>	<b>107.8</b>	<b>106.8</b>	<b>104.7</b>	<b>-2.0</b>	<b>-1.9</b>
<b>PRIVATE FUNDS</b>													
Private Grant Funds	392	126	3,486	2,292	-1,194	-34.2		0.0	1.1	3.2	3.8	0.6	19.5
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>392</b>	<b>126</b>	<b>3,486</b>	<b>2,292</b>	<b>-1,194</b>	<b>-34.2</b>		<b>0.0</b>	<b>1.1</b>	<b>3.2</b>	<b>3.8</b>	<b>0.6</b>	<b>19.5</b>
<b>INTRA-DISTRICT FUNDS</b>													
Intra-District Funds	2,160	2,252	2,414	2,624	210	8.7		10.0	14.3	15.0	14.2	-0.8	-5.6
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>2,160</b>	<b>2,252</b>	<b>2,414</b>	<b>2,624</b>	<b>210</b>	<b>8.7</b>		<b>10.0</b>	<b>14.3</b>	<b>15.0</b>	<b>14.2</b>	<b>-0.8</b>	<b>-5.6</b>
<b>GROSS FUNDS</b>	<b>108,664</b>	<b>129,901</b>	<b>182,667</b>	<b>142,554</b>	<b>-40,113</b>	<b>-22.0</b>		<b>338.4</b>	<b>372.3</b>	<b>448.0</b>	<b>452.5</b>	<b>4.5</b>	<b>1.0</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table KG0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table KG0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	16,701	19,322	24,581	25,021	440	1.8
12 - Regular Pay - Other	10,263	9,119	14,427	13,434	-993	-6.9
13 - Additional Gross Pay	154	169	0	583	583	N/A

**Table KG0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
14 - Fringe Benefits - Current Personnel	5,698	6,478	8,979	8,930	-49	-0.5
15 - Overtime Pay	1	22	10	18	8	85.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>32,817</b>	<b>35,110</b>	<b>47,997</b>	<b>47,986</b>	<b>-11</b>	<b>0.0</b>
20 - Supplies and Materials	332	330	516	572	56	10.9
31 - Telecommunications	37	38	125	129	4	3.2
34 - Security Services	0	0	0	0	0	N/A
40 - Other Services and Charges	11,122	5,869	25,332	7,970	-17,362	-68.5
41 - Contractual Services - Other	24,276	34,214	49,718	38,667	-11,051	-22.2
50 - Subsidies and Transfers	39,590	53,599	54,816	46,533	-8,283	-15.1
70 - Equipment and Equipment Rental	490	741	4,163	697	-3,466	-83.3
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>75,847</b>	<b>94,792</b>	<b>134,670</b>	<b>94,569</b>	<b>-40,101</b>	<b>-29.8</b>
<b>GROSS FUNDS</b>	<b>108,664</b>	<b>129,901</b>	<b>182,667</b>	<b>142,554</b>	<b>-40,113</b>	<b>-22.0</b>

\*Percent change is based on whole dollars.

**FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity**

Table KG0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table KG0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Personnel	263	72	642	695	53	5.5	5.8	6.0	6.0	0.0
(1015) Training and Employment Development	8	1	4	4	0	0.0	0.0	0.0	0.0	0.0
(1020) Contracting and Procurement	189	164	488	505	17	3.7	3.9	4.0	4.0	0.0
(1030) Property Management	365	189	648	673	25	5.5	5.7	6.0	6.0	0.0
(1040) Information Technology	552	485	1,091	1,096	5	5.4	5.6	8.0	8.0	0.0
(1050) Financial Management	0	240	0	0	0	0.0	0.0	0.0	0.0	0.0
(1055) Risk Management	18	32	207	62	-145	0.9	1.0	1.0	0.0	-1.0
(1060) Legal	1,382	1,509	2,019	1,997	-21	9.9	10.7	12.0	12.0	0.0
(1070) Fleet Management	40	36	150	365	215	0.0	0.0	0.0	0.0	0.0
(1085) Customer Service	65	68	123	131	8	0.9	1.0	1.0	1.0	0.0
(1090) Performance Management	1,277	1,118	2,009	2,588	579	11.7	11.9	12.8	16.0	3.2
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>4,159</b>	<b>3,914</b>	<b>7,382</b>	<b>8,116</b>	<b>734</b>	<b>43.4</b>	<b>45.5</b>	<b>50.8</b>	<b>53.0</b>	<b>2.2</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budget Operations	184	174	892	995	102	5.4	5.6	6.0	7.0	1.0
(120F) Accounting Operations	132	175	429	517	88	3.6	3.8	4.0	5.0	1.0
(130F) ACFO	65	105	444	444	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>381</b>	<b>454</b>	<b>1,765</b>	<b>1,955</b>	<b>190</b>	<b>9.0</b>	<b>9.4</b>	<b>10.0</b>	<b>12.0</b>	<b>2.0</b>

**Table KG0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(2000) NATURAL RESOURCES</b>										
(2030) Fisheries and Wildlife	3,063	3,280	3,472	3,540	68	19.4	20.3	21.2	21.8	0.5
(2065) Inspection and Enforcement	2,283	3,474	4,096	3,374	-722	0.0	24.1	30.0	31.0	1.0
(2070) Water Quality	4,929	7,864	8,351	7,478	-873	31.8	29.0	32.8	32.4	-0.5
(2080) Watershed Protection	7,756	15,252	15,330	13,033	-2,297	44.5	28.3	34.1	33.9	-0.2
(2090) Storm Water Administration	5,343	0	0	0	0	22.4	0.0	0.0	0.0	0.0
(2095) Regulatory Review	2,799	4,106	6,858	6,074	-784	0.0	28.9	37.8	39.9	2.1
<b>SUBTOTAL (2000) NATURAL RESOURCES</b>	<b>26,173</b>	<b>33,976</b>	<b>38,106</b>	<b>33,499</b>	<b>-4,607</b>	<b>118.2</b>	<b>130.6</b>	<b>156.0</b>	<b>159.0</b>	<b>3.0</b>
<b>(3000) ENVIRONMENTAL SERVICES</b>										
(3050) Toxic Substances	5,426	6,277	5,762	5,626	-136	36.0	37.2	43.8	44.0	0.2
(3080) Air Quality	3,407	4,247	8,562	7,656	-906	25.9	28.5	32.0	32.0	0.0
(3090) Lead-Safe and Healthy Housing	3,058	3,820	5,895	4,523	-1,372	21.8	26.4	31.0	29.0	-2.0
(3100) Rail Safety and Emergency Response	0	60	366	528	161	0.0	2.8	3.0	4.0	1.0
<b>SUBTOTAL (3000) ENVIRONMENTAL SERVICES</b>	<b>11,891</b>	<b>14,404</b>	<b>20,585</b>	<b>18,332</b>	<b>-2,254</b>	<b>83.7</b>	<b>95.0</b>	<b>109.8</b>	<b>109.0</b>	<b>-0.8</b>
<b>(5000) COMMUNITY RELATIONS</b>										
(5010) Community Relations	1,068	1,069	1,368	1,584	216	6.9	8.8	9.9	11.0	1.1
<b>SUBTOTAL (5000) COMMUNITY RELATIONS</b>	<b>1,068</b>	<b>1,069</b>	<b>1,368</b>	<b>1,584</b>	<b>216</b>	<b>6.9</b>	<b>8.8</b>	<b>9.9</b>	<b>11.0</b>	<b>1.1</b>
<b>(6000) ENERGY</b>										
(6010) Energy Efficiency and Conservation	3,909	4,910	7,525	8,028	503	9.0	10.5	12.0	11.0	-1.0
(6020) Energy Affordability	2,610	2,808	3,687	3,610	-77	22.6	22.6	25.8	25.0	-0.8
(6030) Energy Assistance Benefit Payments	15,141	17,983	15,781	15,133	-648	0.0	0.0	0.0	0.0	0.0
(6040) Utilities Management	40,114	0	0	0	0	23.4	0.0	0.0	0.0	0.0
(6050) Data And Benchmarking	0	23,320	50,393	30,652	-19,741	0.0	9.9	23.0	17.0	-6.0
(6060) Policy and Compliance	0	22,107	24,457	15,298	-9,159	0.0	13.4	14.0	16.0	2.0
(6070) CRIAC Relief Fund	0	2,089	5,143	502	-4,641	0.0	0.0	5.8	8.0	2.2
(6080) Lead Pipe Replacement	0	0	2,924	1,850	-1,074	0.0	0.0	1.0	1.0	0.0
<b>SUBTOTAL (6000) ENERGY</b>	<b>61,774</b>	<b>73,218</b>	<b>109,910</b>	<b>75,073</b>	<b>-34,837</b>	<b>54.9</b>	<b>56.4</b>	<b>81.6</b>	<b>78.0</b>	<b>-3.6</b>
<b>(7000) ENFORCEMENT AND ENVIRONMENTAL JUSTICE</b>										
(7010) Enforcement and Environmental Justice	427	431	581	608	28	7.2	6.5	6.0	6.0	0.0
<b>SUBTOTAL (7000) ENFORCEMENT AND ENVIRONMENTAL JUSTICE</b>	<b>427</b>	<b>431</b>	<b>581</b>	<b>608</b>	<b>28</b>	<b>7.2</b>	<b>6.5</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>
<b>(8000) GREEN ECONOMY</b>										
(8010) Green Economy	119	216	239	256	17	0.0	0.8	2.0	2.0	0.0
(8020) Green Jobs and Youth Programs	589	498	785	777	-8	3.2	4.8	7.0	6.5	-0.5
<b>SUBTOTAL (8000) GREEN ECONOMY</b>	<b>708</b>	<b>714</b>	<b>1,024</b>	<b>1,034</b>	<b>9</b>	<b>3.2</b>	<b>5.6</b>	<b>9.0</b>	<b>8.5</b>	<b>-0.5</b>
<b>(8500) URBAN SUSTAINABILITY</b>										
(8510) Urban Sustainability	2,083	1,723	1,945	2,352	407	11.8	14.4	15.0	16.0	1.0
<b>SUBTOTAL (8500) URBAN SUSTAINABILITY</b>	<b>2,083</b>	<b>1,723</b>	<b>1,945</b>	<b>2,352</b>	<b>407</b>	<b>11.8</b>	<b>14.4</b>	<b>15.0</b>	<b>16.0</b>	<b>1.0</b>

**Table KG0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(9000) PAYROLL CLEARING</b>										
No Activity Assigned	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (9000) PAYROLL CLEARING</b>	<b>0</b>	<b>-1</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>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>108,664</b>	<b>129,901</b>	<b>182,667</b>	<b>142,554</b>	<b>-40,113</b>	<b>338.4</b>	<b>372.3</b>	<b>448.0</b>	<b>452.5</b>	<b>4.5</b>

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

**Note:** For more detailed information regarding the approved funding for the activities within this agency’s programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Energy and Environment operates through the following 9 divisions:

**Natural Resources** – conserves, protects, and improves the soil, water, and living resources of the District of Columbia, and protects its aquatic resources from pollution and degradation.

This division contains the following 6 activities:

- **Air Quality** – develops, implements and enforces programs that protect the environmental health of District’s air quality through upholding local and national air quality laws and regulations. This includes maintaining a network of monitors for continuous assessment of air pollution; establishing targets for air pollution reduction; developing and implementing strategies to meet air quality standards; ensuring sources of air pollution meet their environmental obligations; reviewing proposed construction projects to ensure they comply with applicable laws and regulations; and conducting outreach, education and compliance assistance;
- **Fisheries and Wildlife** – develops, supports and implements programs for urban fish and wildlife conservation, protection, recreation, and sustainability;
- **Inspection and Enforcement** –protects the District’s water resources through enforcement of water pollution control laws and regulations;
- **Water Quality** – evaluates the health of the District’s waters and aquatic resources, establishes and enforces water quality standards, sets targets for pollution reduction, develops implementation strategies to meet standards, tracks and reports on restoration progress, and manages local and federal funds to achieve these goals;
- **Watershed Protection** – protects and restores the environmental health of the District’s watersheds by restoring streams and wetlands, providing incentives to control nonpoint source pollution, and conducting outreach and education; and
- **Regulatory Review** – reviews proposed construction projects in the District to ensure they comply with applicable laws and regulations to protect and restore health to District waterbodies and manages related programs, including the District’s flood risk management initiatives and mitigation programs such as the Stormwater Retention Credit Trading Program and In Lieu Fee Program.

**Environmental Services** – protects public health and the environment in areas related to air quality, hazardous waste, lead, pesticides, and underground storage of petroleum products.

This division contains the following 4 activities:

- **Toxic Substances** – protects human health and the environment from the potential hazards associated with toxic substances (pesticides), hazardous waste, underground storage of petroleum products, and the redevelopment of environmentally contaminated properties;
- **Air Quality** – ensures the implementation of, and compliance with, the District’s air quality laws;
- **Lead-Safe and Healthy Housing** – protects the health of District residents by monitoring lead safety throughout the District’s housing stock and by raising awareness of other residential environmental and safety hazards; and
- **Rail Safety and Emergency Response** – allows state participation in investigative and surveillance activities. The principal method of participation is by agreement with the Federal Rail Administration.

**Community Relations** – develops and implements successful communications, engagement, and outreach strategies and products that promote and advance the mission of the Department, while serving and engaging the residents and businesses of the District in a fair, transparent, and accessible manner.

**Energy** – is a single resource for energy efficiency and renewable energy programs, products and services for residential, commercial, institutional, and government sectors in the District of Columbia. The division develops energy-related policies and plans, and coordinates and facilitates the overall effort of the District government to achieve reliable, clean and affordable energy. The division also provides direct financial assistance and discounts to low-income residents to help offset their energy bills.

This division contains the following 7 activities:

- **Energy Efficiency and Conservation** – helps residents and businesses reduce their energy consumption by providing technical and financial assistance to help identify and install audit-recommended energy efficiency measures, provides financing solutions to help commercial property owners implement energy efficiency improvements, and educates District residents about the efficient and safe use of energy;
- **Energy Affordability** – assists low-income residents with their energy and utility bills, including emergency and non-emergency financial assistance and utility discounts;
- **Energy Assistance Benefit Payments** – identifies funding available for Low-Income Home Energy Assistance Program (LIHEAP) payments;
- **Data and Benchmarking** – administers the District of Columbia Sustainable Energy Utility contract, collects and manages energy building performance data, conducts research and analysis of energy data, develops record-keeping protocols, and conducts evaluation, measurement and verification of energy efficiency and renewable energy programs;
- **Policy and Compliance** – develops and recommends energy policies and programs that support greater deployment of renewable energy technologies, provides advice on utility rate cases, drafts the District’s comprehensive energy and energy assurance plans, conducts studies that support the development of energy goals, and recommends implementation strategies to help the District achieve effective management and use of present and future sources of energy;
- **CRIAC Relief Fund** – mitigates DC Water Clean Rivers Impervious Area Charge (CRIAC) costs to low- and moderate-income rate payers in the District. The CRIAC was developed in 2009 to pay for the Clean Rivers Program, a \$2.6 billion court-ordered mandate to reduce combined sewer overflows in the District. The CRIAC has increased every year and is projected to continue to increase annually until about 2027. This relief fund will help offset those charges; and
- **The Lead Pipe Replacement Assistance Program (LPRAP)** - provides assistance funds for the replacement of lead pipes on private property if the pipe in the public space is not lead.



**Enforcement and Environmental Justice** – develops and implements effective practices to support DOEE enforcement efforts. The office works directly with DOEE’s environmental enforcement programs by coordinating planning, providing training, developing standard procedures, and managing the civil infractions program. The office serves as the lead agency contact for enforcement matters involving Environmental Protection Agency Region 3.

**Green Economy** – drives growth of the green economy by encouraging green businesses, green buildings, and green jobs, and by pursuing the research and creation of market-based incentives that jointly promote environmental sustainability and economic development.

This division contains the following 2 activities:

- **Green Economy**– promotes environmentally progressive economic growth and development through the implementation of green building policies and the research and development of market-based strategies to encourage environmental sustainability; and
- **Green Jobs and Youth Programs** - provides environmental education, community outreach, hands-on field experience, and green job skills and professional development to District residents.

**Urban Sustainability** – develops innovative policies and programs to address sustainability, green building, climate change, equity, and sustainable materials management. The division also oversees the implementation of Sustainable DC, the District’s sustainability plan.

**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 Energy and Environment has no division structure changes in the FY 2021 approved budget.

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**FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type**

Table KG0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table KG0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>30,395</b>	<b>128.0</b>
Removal of One-Time Costs	Multiple Programs	-1,400	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>28,995</b>	<b>128.0</b>
Increase: To adjust the Contractual Services budget	Multiple Programs	727	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	480	1.3
Decrease: To align resources with operational spending goals	Multiple Programs	-1,120	0.0
Reduce: To realize savings in nonpersonal services	Multiple Programs	-109	0.0

**Table KG0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Reduce: To reduce Wildlife Rehabilitation Services	Natural Resources	-200	0.0
Reduce: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-728	-1.0
Reduce: To adjust the Contractual Services budget	Multiple Programs	-995	0.0
Reduce: To reduce CRIAC and Lead Pipe Replacement Assistance	Energy	-4,133	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>22,918</b>	<b>128.3</b>
Enhance: To support grants and soil testing for urban farmers (\$65K one-time), and to support the Urban Farming Land Lease Amendment Act	Multiple Programs	383	2.0
Enhance: To fund a competitive wildlife rehabilitation grant	Natural Resources	200	0.0
Enhance: To fund a feasibility study on the District withdrawing from the PJM capacity market (one-time)	Energy	100	0.0
Enhance: To support the Ivory and Horn Trafficking Prohibition Act	Natural Resources	93	1.0
Reduce: To align resources with operational spending goals	Multiple Programs	-262	-1.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>23,432</b>	<b>130.3</b>
<b>FEDERAL GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>30,095</b>	<b>106.8</b>
Increase: To align budget with projected grant awards	Multiple Programs	1,375	-2.0
<b>FEDERAL GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>31,470</b>	<b>104.7</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>31,470</b>	<b>104.7</b>
<b>PRIVATE GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>3,486</b>	<b>3.2</b>
Decrease: To align budget with projected grant awards	Multiple Programs	-1,194	0.6
<b>PRIVATE GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>2,292</b>	<b>3.8</b>
No Change		0	0.0
<b>PRIVATE GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>2,292</b>	<b>3.8</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>116,277</b>	<b>195.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	521	4.4
Decrease: To align budget with projected revenues	Multiple Programs	-11,542	0.0
Reduce: To align budget with projected grant awards	Natural Resources	-447	0.0
Reduce: To fund the Green Bank Authority	Energy	-22,000	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>82,809</b>	<b>199.5</b>
Reduce: To align budget with projected revenues	Multiple Programs	-72	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>82,737</b>	<b>199.5</b>
<b>INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>2,414</b>	<b>15.0</b>
Increase: To align budget with projected revenues	Multiple Programs	210	-0.8
<b>INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>2,624</b>	<b>14.2</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget</b>		<b>2,624</b>	<b>14.2</b>
<b>GROSS FOR KG0 - DEPARTMENT OF ENERGY AND ENVIRONMENT</b>		<b>142,554</b>	<b>452.5</b>

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

**FY 2021 Approved Budget Changes**

The Department of Energy and Environment's (DOEE) approved FY 2021 gross budget is \$142,554,477, which represents a 22.0 percent decrease from its FY 2020 approved gross budget of \$182,667,187. The budget is comprised of \$23,431,719 in Local funds, \$31,469,855 in Federal Grant funds, \$2,292,291 in Private Grant funds, \$82,736,762 in Special Purpose Revenue funds, and \$2,623,850 in Intra-District funds.

## **Recurring Budget**

The FY 2021 budget for DOEE includes a reduction of \$1,400,000 to account for the removal of one-time funding appropriated in FY 2020 for the following enhancements: \$1,000,000 to support the District's Clean Rivers Impervious Area Charge program; \$300,000 to support the purpose of identifying, mapping, and assessing District streams that produce or carry water; and \$100,000 to complete a study on the safety of synthetic materials as required by the Safe Fields and Playgrounds Act.

## **Mayor's Proposed Budget**

**Increase:** DOEE's Local funds budget proposal includes a net increase of \$727,343 in Contractual Services in the Environmental Services and Energy divisions. The budget proposal also reflects an increase of \$480,051 and 1.3 Full-Time Equivalents (FTEs) across multiple divisions to reflect adjustments in salary steps and Fringe Benefit costs.

In Federal Grant funds, the budget proposal includes an increase of \$1,375,048, including the reduction of 2.0 FTEs, primarily in the Environmental Services divisions, to align the budget with projected funding. In Special Purpose Revenue (SPR) funds, an increase of \$520,629 and 4.4 FTEs allows DOEE to properly fund salary steps and Fringe Benefit obligations.

In Intra-District funds, the budget proposal includes an increase of \$210,000, which includes a reduction of 0.8 FTE, to align the budget with projected revenues.

**Decrease:** DOEE's Local funds budget submission reflects a decrease of \$1,120,170, primarily in the Environment Services division, due to a reduction in equipment purchases and subsidies. In Private Grant funds, the budget proposal reflects a decrease of \$1,194,014, including 0.6 FTEs, to align the budget to projected funding.

In Special Purpose Revenue funds, DOEE's reflects a decrease of \$11,542,238 across multiple divisions and funds due to lower expenditure projections.

**Reduce:** The Department of Energy and Environment's proposed Local funds budget reflects a net reduction of \$108,835 in nonpersonal services, which is comprised of \$913 in equipment, \$11,587 in supplies, and \$96,335 in professional fees across multiple divisions. The proposed Local funds budget also reflects a reduction of \$200,000 in Wildlife Rehabilitation Services in the Natural Resources division.

In Local funds, the proposed budget also includes a net reduction in personal services of \$727,731, including 1.0 FTE, for adjustments to salary step, Fringe Benefits, and vacancy savings across all divisions. Additionally, the proposed budget reflects a reduction of \$995,000 in Contractual Services in the Environmental and Energy divisions. Lastly, the proposed budget includes a net reduction of \$4,132,577 in the Energy division, which is comprised of \$261,740 in the Lead Pipe Replacement Assistance program, which provides assistance for lead pipe replacement on private property, and \$3,870,837 in the Clean Rivers Impervious Area Charge (CRIAC) Relief fund.

In Special Purpose Revenue, the proposed budget reflects a reduction of \$446,729 in personal services to align with projected revenue. Lastly, the proposed budget reflects a reduction of \$22,000,000 in the Energy division. These funds will be made available to set up initial funding for the Green Finance Authority in FY 2021.

## **District's Approved Budget**

**Enhance:** DOEE's approved Local funds budget includes a net increase of \$383,053 across multiple divisions. Of this amount, \$196,600, of which \$64,600 is one-time, and 1.0 FTE will be used to issue grants to urban farmers and perform soil testing, and other adjustments of \$186,453 and 2.0 FTEs will support the Urban Farming Land Lease Amendment Act (B23-390).

The Natural Resources division increased by \$200,000 to support a competitive wildlife rehabilitation grant services for sick, injured, and orphaned native and naturalized wild animals. Additionally, the Local funds budget reflects a one-time increase of \$100,000 in the Energy division to perform a feasibility study on withdrawing from the PJM capacity market, which ensures long-term grid reliability by securing power needed to meet future energy demand. A further increase of \$93,000 and 1.0 FTE in one-time funding in the Natural Resources division will support hiring an inspector for the Ivory and Horn Trafficking Prohibition Act (B23-0034).

**Reduce:** DOEE's approved Local funds budget reflects a net decrease of \$262.073 and 1.0 FTE to realize programmatic cost savings in personal and nonpersonal services across multiple divisions.

The approved budget reflects a reduction of \$72,000 in Special Revenue funds to properly align the budget with projected revenues across multiple divisions.

## Agency Performance Plan\*

The Department of Energy and Environment (DOEE) has the following strategic objectives for FY 2021:

### 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. Conserve the natural environment and wildlife of the District, and restore and protect aquatic resources from pollution and degradation
2. Protect the public health of all District residents by improving the environment in areas related to air, soil, and indoor pollution
3. Reduce the energy burden on the District's most vulnerable and low income populations, reduce overall energy consumption, and increase the use of renewable energy generated in the District, and enhance reliability, resiliency and environmental performance of energy systems in the District.
4. Increase engagement with District residents and businesses in an equitable way to increase understanding and adoption of sustainability practices, and implement programs and policies that ensure the District remains a national and international leader in sustainability and climate change.
5. Administer efficient and effective environmental enforcement operations, strategies, and outreach that bring polluters into compliance with the District's environmental laws
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. Conserve the natural environment and wildlife of the District, and restore and protect aquatic resources from pollution and degradation (1 Activity)

Activity Title	Activity Description	Type of Activity
Natural resources services performed by agency	The DOEE Natural Resources Administration oversees fisheries and wildlife, water quality, watershed protection, and stormwater management in the District. It provides certification, review, and technical services to businesses, Federal and District government agencies, and District residents through licensing, inspections, monitoring, permitting, and technical assistance. It also provides natural resources education and outreach and demonstrates new technologies to protect natural resources.	Daily Service

**2. Protect the public health of all District residents by improving the environment in areas related to air, soil, and indoor pollution (1 Activity)**

Activity Title	Activity Description	Type of Activity
Environmental health services performed by agency	The DOEE Environmental Services Administration works to reduce hazards and contaminants in District land, air, water, and homes by certifying facilities and professional service providers, reviewing plans, issuing permits, conducting inspections, and recommending new policy directions. Specific programs include lead poisoning prevention, healthy homes, air quality, pesticides, hazardous waste, underground storage tanks, and contaminated site remediation.	Daily Service

**3. Reduce the energy burden on the District’s most vulnerable and low income populations, reduce overall energy consumption, and increase the use of renewable energy generated in the District, and enhance reliability, resiliency and environmental performance of energy systems in the District. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Energy services provided by agency	The DOEE Energy Administration provides advice and recommendations to the Mayor on current or impending energy related problems, and serves as the lead entity to develop and implement a comprehensive long-range District energy plan to achieve maximum effective management and use of present and future sources of energy. It administers energy efficiency and renewable energy programs that help District residents use less energy and generate on-site clean energy, and provides direct financial assistance and discounts to low-income residents to help off-set their energy bills.	Daily Service

**4. Increase engagement with District residents and businesses in an equitable way to increase understanding and adoption of sustainability practices, and implement programs and policies that ensure the District remains a national and international leader in sustainability and climate change. (1 Activity)**

Activity Title	Activity Description	Type of Activity
Sustainability and engagement activities performed by the agency	The DOEE Urban Sustainability Administration develops innovative policy and programming to address environmental challenges and increase sustainability in the District. It coordinates programs and communications with sister agencies, the Mayor’s office, and non-government stakeholders to promote widespread adoption of sustainable practices through implementation of the District’s Sustainable DC Plan, waste reduction initiatives, green building policy and programs, greenhouse gas emission reductions, and climate change resiliency planning.	Daily Service

**5. Administer efficient and effective environmental enforcement operations, strategies, and outreach that bring polluters into compliance with the District’s environmental laws (1 Activity)**

Activity Title	Activity Description	Type of Activity
Enforcement services performed by the agency	The DOEE Office of Enforcement and Environmental Justice develops and implements effective practices to support DOEE enforcement efforts. The office works directly with DOEE’s environmental enforcement programs by coordinating planning, providing training, developing standard procedures, and managing the civil infractions program. The office serves as the lead agency contact for enforcement matters involving U.S. Environmental Protection Agency (EPA) Region 3.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Operation services performed by the agency	Agency Support	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. Conserve the natural environment and wildlife of the District, and restore and protect aquatic resources from pollution and degradation (3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Number of trees planted by DOEE to help the District meet its goal of 40 percent tree canopy coverage by 2032	No	3052	2050	3238	2750	2750
Percent of District land retrofitted with green infrastructure that prevents stormwater runoff from becoming pollution	No	3.6%	3.8%	4.1%	3.8%	3.8%
Square footage of green roofs installed	No	516,348	225,000	616,566	300,000	300,000

**2. Protect the public health of all District residents by improving the environment in areas related to air, soil, and indoor pollution (5 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Compliance rate of selected, permitted minor sources, e.g., gas stations and drycleaners	No	79%	80%	84.8%	80%	80%
Compliance rate of underground storage tanks inspected	No	92%	85%	86.1%	85%	85%
Percent of properties with identified lead-based paint hazards that are issued an Enforcement Order or a Notice within 28 days of the property’s risk assessment	No	93.3%	90%	88.6%	90%	90%

**2. Protect the public health of all District residents by improving the environment in areas related to air, soil, and indoor pollution (5 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of National Emission Standards for Hazardous Air Pollutants (NESHAP) permits that receive an asbestos inspection	No	New in 2020	New in 2020	New in 2020	New in 2020	25%
Percent of children with a newly identified blood lead level of 5 µg/dL or greater, out of all District children less than six years old, who had a blood lead test during the fiscal year	No	0.6%	1%	0.4%	1%	1%

**3. Reduce the energy burden on the District’s most vulnerable and low income populations, reduce overall energy consumption, and increase the use of renewable energy generated in the District, and enhance reliability, resiliency and environmental performance of energy systems in the District.**

**(2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Compliance rate of energy benchmarking	No	91.2%	80%	95.9%	90%	90%
Number of low-income households receiving solar installations	No	364	500	8526	2000	2000

**4. Increase engagement with District residents and businesses in an equitable way to increase understanding and adoption of sustainability practices, and implement programs and policies that ensure the District remains a national and international leader in sustainability and climate change.**

**(2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of actions in the Sustainable DC Plan complete	No	27.3%	33%	32.9%	33%	33%
Percent of greenhouse gas emissions reduction from the 2006 baseline year to meet 2050 goal	No	29%	33%	30%	32%	32%

**5. Administer efficient and effective environmental enforcement operations, strategies, and outreach that bring polluters into compliance with the District’s environmental laws (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Air monitoring network performance- Percent of data captured for submitting to EPA's national air quality database	No	New in 2020	New in 2020	New in 2020	New in 2020	75%
Rate of Compliance with District Environmental Law Detected through Inspections	No	76.5%	75%	79.5%	75%	75%



## 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. Sustainability and engagement activities performed by the agency

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of businesses and institutions participating in sustainability pledges or challenges	No	130	130	826
Number of school visits, community meetings, and events where environmental and sustainability programs, activities, and initiatives are promoted	No	210	158	128
Number of social media posts and electronic communications containing environmental and sustainability engagement messaging	No	2029	1934	2900

### 2. Natural resources services performed by agency

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Aquatic Resources Education Center visitors	No	5592	5851	6647
Number of Bag Law inspections	No	555	552	553
Number of Food Service Ware inspections	No	309	293	310
Number of MS4 facilities inspected	No	106	90	113
Number of MS4 outfalls inspected	No	229	255	377
Number of rain gardens installed by RiverSmart Homes	No	122	151	89
Number of RiverSmart Homes audits performed	No	930	1037	1207
Number of Stormwater best management practices (BMPs) inspections	No	New in 2019	New in 2019	927
Number of stormwater management and erosion/sediment control inspections	No	4040	5089	6044

### 3. Environmental health services performed by agency

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of asbestos inspections conducted	No	Not Available	Data Forthcoming	Data Forthcoming
Number of contaminated site clean-ups under regulatory oversight in the District	No	22	23	27
Number of full-compliance evaluations of Title V facilities	No	19	20	20
Number of hazardous waste inspections conducted	No	240	105	91
Number of National Emission Standards for Hazardous Air Pollutants (NESHAP) permits processed	No	New in 2019	New in 2019	488
Number of open leaking UST remediation sites under regulatory oversight	No	148	149	145
Number of pesticide inspections conducted	No	79	77	76
Number of Significant Operational Compliance inspections of underground storage tanks conducted	No	86	52	84

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**4. Enforcement services performed by the agency**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Amount collected from fines and penalties	No	\$196,416	\$253,889.4	\$390,892.3
Number of Notices of Infraction processed	No	343	270	481

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**5. Energy services provided by agency**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of low-income households receiving CRIAC Relief	No	New in 2020	New in 2020	New in 2020
Number of low-income households receiving energy assistance	No	20,696	20,270	20,236
Number of low-income households receiving energy efficiency measures and services	No	624	502	360
Number of residents receiving assistance under the Lead Pipe Replacement Assistance Program	No	New in 2020	New in 2020	New in 2020

**Performance Plan End Notes:**

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>

# Department of For-Hire Vehicles

www.dfhv.dc.gov  
Telephone: 202-645-7300

Table TC0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$13,988,987	\$16,617,939	\$19,949,379	\$17,806,643	-10.7
FTEs	58.3	60.0	70.0	70.0	0.0
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Department of For-Hire Vehicles (DFHV) is to protect the public interest by regulating the vehicle-for-hire industry to allow the residents and visitors of the District of Columbia to have safe, affordable, and accessible transportation options.

## Summary of Services

The Department of For-Hire Vehicles provides licensing, adjudication, enforcement, and client services for approximately 100,000 drivers, over 60 taxicab companies/associations, and over 20 limousine companies, as well as District residents and visitors who use public and private vehicles-for-hire in the District of Columbia.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table TC0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

Table TC0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>Appropriated Fund</b>												
<b>GENERAL FUND</b>												
Local Funds	4,464	5,792	5,895	5,889	-6	-0.1	0.0	0.0	0.0	0.0	0.0	N/A
Special Purpose												
Revenue Funds	8,626	10,045	13,224	10,901	-2,323	-17.6	58.3	60.0	70.0	70.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>13,090</b>	<b>15,837</b>	<b>19,119</b>	<b>16,791</b>	<b>-2,329</b>	<b>-12.2</b>	<b>58.3</b>	<b>60.0</b>	<b>70.0</b>	<b>70.0</b>	<b>0.0</b>	<b>0.0</b>

**Table TC0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>INTRA-DISTRICT FUNDS</b>												
Intra-District Funds	899	781	830	1,016	186	22.4	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>												
	899	781	830	1,016	186	22.4	0.0	0.0	0.0	0.0	0.0	N/A
<b>GROSS FUNDS</b>	<b>13,989</b>	<b>16,618</b>	<b>19,949</b>	<b>17,807</b>	<b>-2,143</b>	<b>-10.7</b>	<b>58.3</b>	<b>60.0</b>	<b>70.0</b>	<b>70.0</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table TC0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table TC0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	4,497	5,044	5,701	6,598	897	15.7
12 - Regular Pay - Other	455	81	349	0	-349	-100.0
13 - Additional Gross Pay	158	208	35	35	0	0.0
14 - Fringe Benefits - Current Personnel	1,224	1,283	1,875	1,953	78	4.1
15 - Overtime Pay	41	61	75	75	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>6,375</b>	<b>6,677</b>	<b>8,035</b>	<b>8,662</b>	<b>626</b>	<b>7.8</b>
20 - Supplies and Materials	68	59	70	59	-11	-15.4
31 - Telecommunications	0	67	100	77	-23	-23.0
34 - Security Services	0	0	561	561	0	0.0
40 - Other Services and Charges	1,970	2,684	3,883	1,149	-2,735	-70.4
41 - Contractual Services - Other	0	62	150	10	-140	-93.3
50 - Subsidies and Transfers	5,394	6,947	7,008	7,261	254	3.6
70 - Equipment and Equipment Rental	181	122	142	28	-115	-80.6
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>7,614</b>	<b>9,941</b>	<b>11,914</b>	<b>9,145</b>	<b>-2,769</b>	<b>-23.2</b>
<b>GROSS FUNDS</b>	<b>13,989</b>	<b>16,618</b>	<b>19,949</b>	<b>17,807</b>	<b>-2,143</b>	<b>-10.7</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table TC0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table TC0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Personnel	129	159	142	254	112	0.8	0.8	1.0	2.0	1.0
(1015) Training and Education	0	16	27	15	-12	0.0	0.0	0.0	0.0	0.0
(1030) Property Management	78	81	87	656	569	0.8	0.8	1.0	1.0	0.0
(1040) Information Technology	1,045	2,009	2,319	1,195	-1,124	3.3	3.4	4.0	4.0	0.0
(1060) Legal	363	399	729	499	-229	2.5	2.5	4.0	3.0	-1.0
(1070) Fleet Management	53	43	42	44	2	0.0	0.0	0.0	0.0	0.0
(1080) Communications	9	9	10	5	-5	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	2,434	1,666	3,008	1,735	-1,273	9.9	9.3	10.0	11.0	1.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>4,109</b>	<b>4,382</b>	<b>6,363</b>	<b>4,403</b>	<b>-1,961</b>	<b>17.2</b>	<b>16.9</b>	<b>20.0</b>	<b>21.0</b>	<b>1.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budget Operations	130	137	155	165	10	0.8	0.8	1.0	1.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>130</b>	<b>137</b>	<b>155</b>	<b>165</b>	<b>10</b>	<b>0.8</b>	<b>0.8</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>(2000) OPERATIONS</b>										
(2010) Complaints	242	415	414	447	32	2.5	3.4	4.0	4.0	0.0
(2040) Account Management	392	403	421	447	26	2.5	2.5	3.0	3.0	0.0
(2050) Hearings and Conflict Resolution	107	116	329	375	46	1.6	1.7	3.0	3.0	0.0
(2060) Research	151	282	377	188	-189	0.0	0.0	2.0	1.0	-1.0
(2070) Audit	0	32	0	0	0	0.0	0.0	0.0	0.0	0.0
(2080) Grants	0	7,238	7,491	7,812	321	0.0	0.0	2.0	3.0	1.0
<b>SUBTOTAL (2000) OPERATIONS</b>	<b>892</b>	<b>8,487</b>	<b>9,032</b>	<b>9,269</b>	<b>237</b>	<b>6.6</b>	<b>7.6</b>	<b>14.0</b>	<b>14.0</b>	<b>0.0</b>
<b>(4000) FIELD COMPLIANCE AND ENFORCEMENT</b>										
(4010) Field Enforcement	2,477	2,416	2,944	2,675	-269	25.5	26.2	26.0	24.0	-2.0
<b>SUBTOTAL (4000) FIELD COMPLIANCE AND ENFORCEMENT</b>	<b>2,477</b>	<b>2,416</b>	<b>2,944</b>	<b>2,675</b>	<b>-269</b>	<b>25.5</b>	<b>26.2</b>	<b>26.0</b>	<b>24.0</b>	<b>-2.0</b>
<b>(7000) MARKETING AND OUTREACH</b>										
(7010) Marketing	173	332	388	218	-170	1.6	1.7	1.0	1.0	0.0
(7020) Outreach and Public Information	5,336	21	3	3	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (7000) MARKETING AND OUTREACH</b>	<b>5,509</b>	<b>353</b>	<b>391</b>	<b>221</b>	<b>-170</b>	<b>1.6</b>	<b>1.7</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>

**Table TC0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(8000) CLIENT SERVICES</b>										
(8010) Driver Service	736	691	898	898	0	5.8	5.9	7.0	8.0	1.0
(8020) Company Services	136	152	166	175	10	0.8	0.8	1.0	1.0	0.0
<b>SUBTOTAL (8000) CLIENT SERVICES</b>	<b>872</b>	<b>842</b>	<b>1,064</b>	<b>1,074</b>	<b>9</b>	<b>6.6</b>	<b>6.8</b>	<b>8.0</b>	<b>9.0</b>	<b>1.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>13,989</b>	<b>16,618</b>	<b>19,949</b>	<b>17,807</b>	<b>-2,143</b>	<b>58.3</b>	<b>60.1</b>	<b>70.0</b>	<b>70.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Department of For-Hire Vehicles operates through the following 6 programs:

**Operations** – provides complaint and conflict resolutions, research, audits, and company account management.

This program contains the following 5 activities:

- **Complaints** – documents complaints, investigates the validity of information, conducts resolution conferences to determine effective remedies, and prepares notices of infractions for unresolved complaints;
- **Account Management** – monitors the compliance of taxi and limousine companies, private vehicles for-hire, and dispatch services for adherence to Title 31 Regulations and identifies issues and solutions. This activity proactively advises clients on service updates and grant opportunities, ensures client records are accurate and updated in the system, ensure clients are satisfied with services being received, and reviews annual operating authority applications;
- **Hearings and Conflict Resolution** – conducts hearings adjudications, appeals, and any form of conflict resolution including mediation;
- **Research** – provides industry data, knowledge, and awareness of trends for the purpose of planning, assessment, and rulemaking; and
- **Grants** – provides grant opportunities, management, and oversight to further develop the for-hire industry, expand economic opportunity, encourage innovations, and improve transportation equity.

**Field Compliance and Enforcement** – provides enforcement, compliance, and oversight of public vehicle-for-hire companies; performs field inspections and issues notices of infractions; and conducts training courses for license applicants and refresher courses for existing license holders to ensure behavioral standards and adherence to District law and DFHV regulations.

**Marketing and Outreach** – provides updated facts pertaining to operations, rulemaking, and media through various communication platforms, including press releases, testimony and speech preparation, social media platforms, and website management; maintains awareness of the market; and coordinates the promotion of a positive public image.

This program contains the following 2 activities:

- **Marketing** – engages the public, directs communications with stakeholders through multiple channels, and promotes a positive brand association; and
- **Outreach and Public Information** – communicates with groups, organizations, and individuals to inform them of agency procedures and regulations and solicits feedback to enhance public awareness.

**Client Services** – provides customer services to passengers, drivers, and companies.

This program contains the following 2 activities:

- **Driver Service** – accepts applications for driver licensing and vehicle registration and issues new licenses and renewals; and
- **Company Services** – accepts and reviews operating authority applications, fleet licensing, and registered agent transactions.

**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.

### Program Structure Change

The Department of For-Hire Vehicles has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table TC0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table TC0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>5,895</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>5,895</b>	<b>0.0</b>
Reduce: To realize savings in nonpersonal services	Operations	-6	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>5,889</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>5,889</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>13,224</b>	<b>70.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	626	0.0
Increase: To support nonpersonal service costs	Agency Management	14	0.0
Decrease: To align Fixed Costs with proposed estimates	Agency Management	-10	0.0
Decrease: To align budget with projected revenues	Multiple Programs	-1,219	0.0
Reduce: To align budget with projected revenues	Multiple Programs	-1,713	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>10,922</b>	<b>70.0</b>
Reduce: To realize savings in nonpersonal services	Agency Management	-21	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>10,901</b>	<b>70.0</b>

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**Table TC0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>830</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Operations	186	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>1,016</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget</b>		<b>1,016</b>	<b>0.0</b>
<b>GROSS FOR TC0 - DEPARTMENT OF FOR-HIRE VEHICLES</b>		<b>17,807</b>	<b>70.0</b>

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

**FY 2021 Approved Budget Changes**

The Department of For-Hire Vehicles' (DFHV) approved FY 2021 gross budget is \$17,806,643, which represents a 10.7 percent decrease from its FY 2020 approved gross budget of \$19,949,379. The budget is comprised of \$5,889,397 in Local funds, \$10,901,246 in Special Purpose Revenue funds, and \$1,016,000 in Intra-District funds.

**Recurring Budget**

**No Change:** DFHV's budget reflects no change from the FY 2020 approved budget to the FY 2021 recurring budget.

**Mayor's Proposed Budget**

**Increase:** In Special Purpose Revenue funds, the budget proposal reflects changes to the FY 2021 revenue projection and other programmatic changes. The proposed budget includes an increase of \$626,280 in personal services across multiple programs to cover step and salary increases and other position changes. An adjustment of \$14,200 in the Agency Management program enables the agency to procure adequate supplies and materials for its operations.

In Intra-District funds, the budget proposal reflects an increase of \$186,000 in the Operations program to support a Memorandum of Understanding with the Mayor's Office of Veterans' Affairs for the Veterans' Transportation Services project.

**Decrease:** In Special Purpose Revenue funds, the budget proposal includes a reduction of \$10,000 in the Agency Management program to allow DFHV to adequately support the agency-managed Fixed Costs assessment from the Office of the Chief Technology Officer for Telecommunications services. A net decrease of \$1,218,717 among various programs primarily reflects professional services cost savings.

**Reduce:** The proposed Local funds budget for the Department of For-Hire Vehicles reflects a reduction of \$6,000 in the Operations program for nonpersonal services adjustments. An additional reduction of \$1,713,500 in Special Purpose Revenue funds aligns the budget with projected revenues for the Public Vehicles for Hire Consumer Service fund.

**District's Approved Budget**

**Reduce:** The approved Special Purpose Revenue funds budget for the Department of For-Hire Vehicles reflects a reduction of \$21,000 within the Agency Management division to properly align the budget for out-of-state travel with projected costs.



## Agency Performance Plan\*

The Department of For-Hire Vehicles (DFHV) has the following strategic objectives for FY 2021:

### 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 passengers have safe and excellent riding experiences.
2. Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry
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. Ensure passengers have safe and excellent riding experiences. (2 Activities)

Activity Title	Activity Description	Type of Activity
Field Enforcement/Company Audits	Field Enforcement/Company Audits	Daily Service
Complaints/Hearings and Conflict Resolution	Complaints/Hearings and Conflict Resolution	Daily Service

#### 2. Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry (2 Activities)

Activity Title	Activity Description	Type of Activity
Transportation Pilots and Programs/Technology Innovations	Transportation Pilots and Programs/Technology Innovations	Key Project
Outreach/Marketing	Outreach/Marketing	Key Project

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

Activity Title	Activity Description	Type of Activity
Driver/Company Service/Customer Service/Account Management	Driver/Company Service/Customer Service/Account 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. Ensure passengers have safe and excellent riding experiences. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of complaints processed on-time within 30 calendar days	No	99.4%	95%	100%	97%	98%

### 1. Ensure passengers have safe and excellent riding experiences. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of warnings to overall tickets issued by Vehicle Inspection Officers	No	87.2%	40%	110.3%	80%	90%

### 2. Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of licenses processed on-time within 10 calendar days	No	98.8%	92%	98.8%	95%	96%
Percent of operating authorities processed within 20 calendar days (an operating authority is a permit granted to taxicab companies, independent taxicabs, and limousine owners who desire to conduct business within the District)	No	Data Forthcoming	Data Forthcoming	Data Forthcoming	Data Forthcoming	90%

## 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. Field Enforcement/Company Audits

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of audits conducted	No	New in 2018	8	29
Number of safety and compliance inspections conducted	No	10,702	12,252	7966

### 2. Complaints/Hearings and Conflict Resolution

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of public complaints resolved	No	940	1130	1329
Number of public service announcements	No	New in 2018	53	42

### 3. Transportation Pilots and Programs/Technology Innovations

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of rides provided by DFHV transportation pilots and programs	No	New in 2020	New in 2020	New in 2020

### 4. Outreach/Marketing

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of people engaging in community outreach events	No	New in 2018	503,422	695,138

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**5. Driver/Company Service/Customer Service/Account Management**

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<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of company applications processed (taxicab/limo companies and other businesses)	No	161	112	87
Number of driver applications processed	No	7642	9174	6731
Number of lost-and-found items returned to passengers	No	362	232	197

**Performance Plan End Notes:**

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>



# Department of Insurance, Securities, and Banking

www.disb.dc.gov  
Telephone: 202-727-8000

Table SR0-1

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$22,657,262	\$21,113,119	\$28,045,358	\$32,557,303	16.1
FTEs	125.0	126.0	144.0	139.0	-3.5
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Department of Insurance, Securities, and Banking (DISB) is three-fold: (1) cultivate a regulatory environment that protects consumers and attracts and retains financial services firms to the District; (2) empower and educate residents on financial matters; and (3) support the development and expansion of small businesses by providing financing and other services.

## 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, appraisal management companies, student loan servicers, and consumer credit service organizations.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table SR0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table SR0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>													
Local Funds	150	0	0	0	0	N/A		0.0	0.0	0.0	0.0	0.0	N/A
Special Purpose Revenue Funds	21,814	20,497	27,773	32,285	4,512	16.2		125.0	126.0	144.0	139.0	-5.0	-3.5
<b>TOTAL FOR GENERAL FUND</b>	<b>21,963</b>	<b>20,497</b>	<b>27,773</b>	<b>32,285</b>	<b>4,512</b>	<b>16.2</b>		<b>125.0</b>	<b>126.0</b>	<b>144.0</b>	<b>139.0</b>	<b>-5.0</b>	<b>-3.5</b>
<b>FEDERAL RESOURCES</b>													
Federal Grant Funds	567	452	139	139	0	0.0		0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>567</b>	<b>452</b>	<b>139</b>	<b>139</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>0.0</b>	<b>N/A</b>
<b>PRIVATE FUNDS</b>													
Private Grant Funds	0	45	0	0	0	N/A		0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>0</b>	<b>45</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>0.0</b>	<b>N/A</b>
<b>INTRA-DISTRICT FUNDS</b>													
Intra-District Funds	128	119	133	133	0	0.0		0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>128</b>	<b>119</b>	<b>133</b>	<b>133</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>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>22,657</b>	<b>21,113</b>	<b>28,045</b>	<b>32,557</b>	<b>4,512</b>	<b>16.1</b>		<b>125.0</b>	<b>126.0</b>	<b>144.0</b>	<b>139.0</b>	<b>-5.0</b>	<b>-3.5</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table SR0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table SR0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	12,337	12,765	13,321	15,573	2,252	16.9
12 - Regular Pay - Other	320	146	368	105	-263	-71.5
13 - Additional Gross Pay	60	61	113	113	0	0.0

**Table SR0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Percentage Change*</b>
14 - Fringe Benefits - Current Personnel	2,698	2,722	3,234	3,452	218	6.7
15 - Overtime Pay	25	48	21	21	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>15,441</b>	<b>15,742</b>	<b>17,057</b>	<b>19,264</b>	<b>2,207</b>	<b>12.9</b>
20 - Supplies and Materials	52	74	98	104	5	5.1
31 - Telecommunications	193	92	111	114	3	2.6
32 - Rentals - Land and Structures	1,825	1,499	2,147	2,103	-44	-2.0
34 - Security Services	7	3	2	7	5	218.9
35 - Occupancy Fixed Costs	25	13	54	28	-26	-48.4
40 - Other Services and Charges	909	776	1,708	1,742	34	2.0
41 - Contractual Services - Other	2,957	2,623	4,355	6,530	2,175	49.9
50 - Subsidies and Transfers	1,000	0	2,000	2,000	0	0.0
70 - Equipment and Equipment Rental	249	292	513	665	153	29.8
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>7,217</b>	<b>5,371</b>	<b>10,989</b>	<b>13,293</b>	<b>2,305</b>	<b>21.0</b>
<b>GROSS FUNDS</b>	<b>22,657</b>	<b>21,113</b>	<b>28,045</b>	<b>32,557</b>	<b>4,512</b>	<b>16.1</b>

\*Percent change is based on whole dollars.

**FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity**

Table SR0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 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 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Personnel	112	162	173	200	26	1.7	1.7	2.0	2.0	0.0
(1017) Labor Partnership	89	20	91	2	-89	0.8	0.8	1.0	0.0	-1.0
(1040) Office of Information Technical and Support	3,755	3,368	4,507	4,465	-42	9.2	9.2	11.0	10.0	-1.0
(1060) Office of Legal Services	1,332	1,349	1,725	1,896	171	10.9	10.1	13.0	11.0	-2.0
(1080) Public Affairs	860	808	1,214	1,893	679	3.3	4.2	5.0	5.0	0.0
(1090) Performance Management	557	743	838	1,153	315	5.0	5.0	6.0	8.0	2.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>6,704</b>	<b>6,451</b>	<b>8,549</b>	<b>9,609</b>	<b>1,061</b>	<b>30.9</b>	<b>31.1</b>	<b>38.0</b>	<b>36.0</b>	<b>-2.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budget Operation	309	277	341	333	-7	1.7	1.7	2.0	2.0	0.0
(120F) Accounting Operations	575	588	574	620	46	4.2	4.2	5.0	5.0	0.0
(130F) ACFO	209	212	224	240	15	0.8	0.8	1.0	1.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>1,093</b>	<b>1,078</b>	<b>1,139</b>	<b>1,193</b>	<b>54</b>	<b>6.7</b>	<b>6.7</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>

**Table SR0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(2000) INSURANCE</b>										
(2010) Insurance Products	1,108	1,042	1,239	1,428	189	9.8	9.8	9.7	9.7	0.0
(2015) Financial Surveillance	870	895	901	947	45	4.7	5.0	6.0	6.0	0.0
(2050) HMO	591	555	607	660	53	3.6	3.6	4.3	4.4	0.0
(2080) DC Market Operations Insurance	392	699	957	1,632	675	0.0	0.0	0.0	0.4	0.4
(2090) Health Insurance Review	1,098	992	650	669	19	4.2	4.2	5.0	5.0	0.0
<b>SUBTOTAL (2000) INSURANCE</b>	<b>4,058</b>	<b>4,183</b>	<b>4,355</b>	<b>5,336</b>	<b>981</b>	<b>22.2</b>	<b>22.7</b>	<b>25.0</b>	<b>25.5</b>	<b>0.5</b>
<b>(3000) SECURITIES</b>										
(3010) Corporate Finance	700	710	606	821	215	5.8	5.9	5.0	5.0	0.0
(3030) Securities Licensing	486	422	432	526	94	3.3	3.4	4.0	4.0	0.0
(3080) DC Market Operations Securities	322	298	666	707	41	0.8	0.8	1.0	1.0	0.0
<b>SUBTOTAL (3000) SECURITIES</b>	<b>1,508</b>	<b>1,430</b>	<b>1,704</b>	<b>2,054</b>	<b>350</b>	<b>10.0</b>	<b>10.1</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>
<b>(4000) ENFORCEMENT</b>										
(4050) Enforcement	215	193	237	121	-116	1.7	2.5	2.0	1.0	-1.0
(4060) Investigations	605	761	656	1,001	346	5.8	5.9	7.0	7.0	0.0
(4080) Dc Market Compliance Enforcement	26	9	74	79	4	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (4000) ENFORCEMENT</b>	<b>846</b>	<b>964</b>	<b>967</b>	<b>1,201</b>	<b>235</b>	<b>7.5</b>	<b>8.4</b>	<b>9.0</b>	<b>8.0</b>	<b>-1.0</b>
<b>(5000) BANKING</b>										
(5040) Community Outreach	0	0	0	2,794	2,794	0.0	0.0	0.0	0.5	0.5
(5060) Licensing	747	751	853	950	96	5.8	5.9	7.0	8.0	1.0
(5070) Market Services	2,529	1,537	3,775	3,720	-56	6.7	6.7	8.0	7.0	-1.0
(5080) DC Market Operations Banking	1,046	498	1,994	517	-1,477	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (5000) BANKING</b>	<b>4,322</b>	<b>2,785</b>	<b>6,622</b>	<b>7,980</b>	<b>1,358</b>	<b>12.5</b>	<b>12.6</b>	<b>15.0</b>	<b>15.5</b>	<b>0.5</b>
<b>(6000) RISK FINANCE</b>										
(6010) Compliance	141	147	162	173	10	0.8	0.8	1.0	1.0	0.0
(6020) Financial Analysis	210	214	219	234	15	0.8	0.8	1.0	1.0	0.0
(6030) Regulatory Review and Licensing	99	102	109	116	7	0.8	0.8	1.0	1.0	0.0
(6080) DC Market Operations Risk Finance	50	46	211	127	-84	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (6000) RISK FINANCE</b>	<b>499</b>	<b>509</b>	<b>701</b>	<b>650</b>	<b>-52</b>	<b>2.5</b>	<b>2.5</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>
<b>(8000) MARKET EXAMINATIONS</b>										
(8010) Insurance Exams	256	259	371	287	-84	2.5	2.5	3.0	2.0	-1.0
(8020) Securities Exams	324	286	363	211	-152	3.3	3.4	3.0	2.0	-1.0
(8030) Banking Exams	1,186	1,241	1,169	1,531	362	10.9	10.9	12.0	12.0	0.0
(8040) Risk Finance Exams	733	758	631	810	180	4.2	4.2	5.0	5.0	0.0
<b>SUBTOTAL (8000) MARKET EXAMINATIONS</b>	<b>2,499</b>	<b>2,544</b>	<b>2,533</b>	<b>2,839</b>	<b>306</b>	<b>20.9</b>	<b>21.0</b>	<b>23.0</b>	<b>21.0</b>	<b>-2.0</b>
<b>(9000) COMPLIANCE ANALYSIS</b>										
(9010) Consumer Services	776	747	669	902	232	5.8	5.9	7.0	7.0	0.0
(9020) Market Research Analysis	345	368	579	562	-17	5.0	4.2	5.0	4.0	-1.0
(9080) DC Market Compliance Analysis	7	54	226	231	5	0.8	0.8	1.0	1.0	0.0
<b>SUBTOTAL (9000) COMPLIANCE ANALYSIS</b>	<b>1,127</b>	<b>1,169</b>	<b>1,475</b>	<b>1,695</b>	<b>220</b>	<b>11.7</b>	<b>10.9</b>	<b>13.0</b>	<b>12.0</b>	<b>-1.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>22,657</b>	<b>21,113</b>	<b>28,045</b>	<b>32,557</b>	<b>4,512</b>	<b>125.1</b>	<b>126.0</b>	<b>144.0</b>	<b>139.0</b>	<b>-5.0</b>

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

**Note:** For more detailed information regarding the approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 (HMOs) 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 entities, 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 4 activities:

- **Community Outreach** – operates the financial empowerment center by providing free, one-on-one financial counseling and education services to all residents. Professionally trained counselors help low-to moderate-income residents manage their finances, pay down debt, increase savings, establish and build credit, and access safe and affordable mainstream banking products;
- **Licensing** – reviews and approves, subject to District laws, District chartered banks, mortgage lenders and brokers, loan originators, money transmitters, check cashers, money lenders, appraisal management companies, and student loan servicers, 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; 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.

### Division Structure Change

The Department of Insurance, Securities, and Banking has no division structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table SR0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table SR0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>139</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 Mayor’s Proposed Budget</b>		<b>139</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 District’s Approved Budget</b>		<b>139</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>27,773</b>	<b>144.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	2,616	0.0
Increase: To adjust the Contractual Services budget	Multiple Programs	2,175	0.0
Increase: To support nonpersonal services costs	Multiple Programs	375	0.0
Decrease: To align Fixed Costs with proposed estimates	Agency Management	-62	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor’s Proposed Budget</b>		<b>32,877</b>	<b>144.0</b>
Reduce: To align resources with operational spending goals	Multiple Programs	-183	0.0
Reduce: To recognize savings from a reduction in FTE(s)	Multiple Programs	-408	-5.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District’s Approved Budget</b>		<b>32,285</b>	<b>139.0</b>

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**Table SR0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>133</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>133</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget</b>		<b>133</b>	<b>0.0</b>
<b>GROSS FOR SR0 - DEPARTMENT OF INSURANCE, SECURITIES, AND BANKING</b>		<b>32,557</b>	<b>139.0</b>

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

**FY 2021 Approved Budget Changes**

The Department of Insurance, Securities, and Banking's (DISB) approved FY 2021 gross budget is \$32,557,303, which represents a 16.1 percent increase over its FY 2020 approved gross budget of \$28,045,358. The budget is comprised of \$32,285,303 in Special Purpose Revenue funds, \$139,000 in Federal Grant Funds, and \$133,000 in Intra-District funds.

**Mayor's Proposed Budget**

**Increase:** The Special Purpose Revenue funds budget proposal includes a net increase in salaries and Fringe Benefits of \$2,615,621 across multiple divisions. The budget proposal also includes a net increase of \$2,174,656 in Contractual Services, primarily in the Agency Management, Insurance, and Banking divisions. Additionally, the proposed budget includes a net increase of \$375,322 in multiple divisions, to account for projected costs in Equipment and Equipment Rental, as well as professional service fees.

**Decrease:** DISB's FY 2021 Special Purpose Revenue proposed budget includes a net decrease of \$61,957 in the Agency Management division to align fixed costs with proposed estimates.

**District's Approved Budget**

**Reduce:** The Department of Insurance, Securities, and Banking's approved Special Purpose Revenue funds budget reflects a net decrease of \$591,698 across multiple divisions. This adjustment consists of \$183,305 in nonpersonal services to align with operational spending goals, and a reduction of 5.0 FTEs that will save an additional \$408,393 in projected salary and Fringe Benefit costs.

## Agency Performance Plan\*

The Department of Insurance, Securities, and Banking's (DISB) performance plan has the following objectives for FY 2021:

### 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. Establish the District as a premier destination for financial services firms to increase the number of financial services industry jobs available for District residents, and to generate additional revenue for the District.
3. Provide high quality services to financially empower residents and create pathways to the middle class.
4. Provide valuable assistance and support to District based small businesses and entrepreneurs that will create or retain jobs.
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 high quality and efficient consumer protection services to District residents and businesses. (3 Activities)

Activity Title	Activity Description	Type of Activity
Market and Internet surveillance	Conduct market and Internet surveillance and investigations to curtail illegal cyber activity, including Internet-based investment scams and unregistered securities offerings.	Daily Service
Complaint Activity	Review complaint activity to identify trends that are adverse to the interests of consumers.	Daily Service
Exams	Conduct examinations of non-depository financial institutions, domestic insurance companies, and investment firms scheduled during the fiscal year.	Daily Service

### 2. Establish the District as a premier destination for financial services firms to increase the number of financial services industry jobs available for District residents, and to generate additional revenue for the District. (1 Activity)

Activity Title	Activity Description	Type of Activity
Legislative and Regulatory Review	Review District insurance, securities, and banking laws/regulations/policies and prepare recommendations for amendment or revision, as necessary to modernize the District’s financial services regulatory regime.	Daily Service

**3. Provide high quality services to financially empower residents and create pathways to the middle class. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Financially Fit DC program	Reduce the number of unbanked and underbanked residents in the District.	Key Project
Financial Services Curriculum, Guides and Alerts and Financial Literacy	Deliver financial services curriculum that contains topics of interest and importance to all population segments in the District; provide District residents with information about financial products and services; and provide residents with information on financial services and engage in comprehensive efforts to provide financial literacy.	Key Project

**4. Provide valuable assistance and support to District based small businesses and entrepreneurs that will create or retain jobs. (1 Activity)**

Activity Title	Activity Description	Type of Activity
DC BizCap	Administer DISB's DC BizCap 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. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent increase in number of cyber fraud enforcement investigations initiated	No	18%	5%	47.8%	5%	12%
Percent of insurance, securities and banking complaints closed within 45 days of receipt	No	98.7%	95%	97%	95%	95%

**2. Establish the District as a premier destination for financial services firms 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 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Number of District laws, regulations and policies reviewed for possible modernization	No	New in 2020	New in 2020	New in 2020	New in 2020	4

**3. Provide high quality services to financially empower residents and create pathways to the middle class. (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent increase in number of Financially Fit DC events	No	New in 2020	New in 2020	New in 2020	New in 2020	5

**4. Provide valuable assistance and support to District based small businesses and entrepreneurs that will create or retain jobs. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Number of outreach events for small businesses, financial institutions, or business organizations	No	31	18	21	18	20
Percent of State Small Business Credit Initiative applications processed within 30 days of receipt	No	100%	95%	100%	95%	100%

**WORKLOAD MEASURES**

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

**1. Financially Fit DC program**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number Financially Fit DC events held	No	140	230	164
Number of new bank accounts opened	No	New in 2020	New in 2020	New in 2020

**2. Market and Internet surveillance**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of cyber fraud enforcement cases initiated	No	New in 2020	New in 2020	New in 2020
Number of fraud alerts issued	No	6	20	17

**3. DC BizCap**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of outreach events for small businesses, financial institutions, or business organizations, including small business assistance clinics	No	New in 2020	New in 2020	New in 2020

**4. Complaint Activity**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of residents who receive in-person fraud abuse prevention, financial literacy training and/or consumer protection information	No	17,935	13,877	10,010

**5. Legislative and Regulatory Review**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of laws, regulations and policies reviewed	No	New in 2020	New in 2020	New in 2020

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## 6. Exams

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of examinations of non-depository financial institutions, domestic insurance companies, and investment firms completed during the fiscal year	No	New in 2020	New in 2020	New in 2020

### Performance Plan End Notes:

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>



# Department of Motor Vehicles

www.dmv.dc.gov  
Telephone: 202-737-4404

**Table KV0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$44,165,186	\$43,773,401	\$44,766,463	\$48,314,953	7.9
FTEs	265.0	257.3	269.0	269.0	0.0
CAPITAL BUDGET	\$1,160,161	\$51,462	\$3,000,000	\$6,450,000	115.0
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Department of Motor Vehicles (DMV) is to promote the safe operation of motor vehicles and public safety while providing outstanding customer service.

## Summary of Services

The DMV provides service to approximately 637,000 licensed drivers and identification card holders (out of a population of over 700,000) and 309,000 registered vehicles at four service centers. DMV conducts adjudication services and collects ticket payments for more than 2.6 million tickets each year. DMV also conducts an estimated 178,000 annual vehicle emission inspections. Combining these services into a customer centered, mission-driven organization is the responsibility of the Agency Management Division. Department performance expectations in FY 2020 are listed by functional division.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table KV0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table KV0-2**

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>Appropriated Fund</b>													
<b>GENERAL FUND</b>													
Local Funds	29,800	28,683	34,776	37,542	2,766	8.0	212.0	206.0	230.0	230.0	0.0	0.0	
Special Purpose													
Revenue Funds	8,199	8,431	9,955	10,173	217	2.2	39.0	38.8	39.0	39.0	0.0	0.0	
<b>TOTAL FOR</b>													
<b>GENERAL FUND</b>	<b>37,999</b>	<b>37,113</b>	<b>44,731</b>	<b>47,715</b>	<b>2,983</b>	<b>6.7</b>	<b>251.0</b>	<b>244.8</b>	<b>269.0</b>	<b>269.0</b>	<b>0.0</b>	<b>0.0</b>	

## Table KV0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>INTRA-DISTRICT FUNDS</b>												
Intra-District Funds	6,166	6,660	35	600	565	1,614.3	14.0	12.5	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>												
	<b>6,166</b>	<b>6,660</b>	<b>35</b>	<b>600</b>	<b>565</b>	<b>1,614.3</b>	<b>14.0</b>	<b>12.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>44,165</b>	<b>43,773</b>	<b>44,766</b>	<b>48,315</b>	<b>3,548</b>	<b>7.9</b>	<b>265.0</b>	<b>257.3</b>	<b>269.0</b>	<b>269.0</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table KV0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

## Table KV0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	16,164	16,830	18,026	18,759	733	4.1
12 - Regular Pay - Other	447	252	215	101	-114	-52.9
13 - Additional Gross Pay	31	192	112	106	-6	-5.4
14 - Fringe Benefits - Current Personnel	4,130	4,221	4,684	4,845	161	3.4
15 - Overtime Pay	215	393	125	145	20	16.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>20,986</b>	<b>21,889</b>	<b>23,163</b>	<b>23,957</b>	<b>794</b>	<b>3.4</b>
20 - Supplies and Materials	336	306	396	307	-90	-22.6
30 - Energy, Communication and Building Rentals	220	211	258	367	109	42.5
31 - Telecommunications	329	361	360	360	0	0.0
34 - Security Services	1,211	1,364	1,608	1,639	30	1.9
35 - Occupancy Fixed Costs	255	943	845	1,002	157	18.6
40 - Other Services and Charges	5,758	5,640	5,952	6,152	200	3.4
41 - Contractual Services - Other	14,545	12,669	11,739	14,088	2,349	20.0
50 - Subsidies and Transfers	168	132	0	0	0	N/A
70 - Equipment and Equipment Rental	358	258	446	444	-2	-0.5
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>23,179</b>	<b>21,885</b>	<b>21,604</b>	<b>24,358</b>	<b>2,754</b>	<b>12.7</b>
<b>GROSS FUNDS</b>	<b>44,165</b>	<b>43,773</b>	<b>44,766</b>	<b>48,315</b>	<b>3,548</b>	<b>7.9</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table KV0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table KV0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) AGENCY MANAGEMENT</b>										
(1008) Communications 11	486	434	461	515	55	6.0	5.8	6.0	6.0	0.0
(1010) Personnel	286	427	328	340	11	3.0	2.9	3.0	3.0	0.0
(1015) Training	103	107	100	111	12	1.0	1.0	1.0	1.0	0.0
(1030) Property Management	2,014	2,904	3,097	3,394	297	0.0	0.0	0.0	0.0	0.0
(1060) Legal Services	263	313	317	339	22	2.0	1.9	2.0	2.0	0.0
(1070) Fleet Management	29	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(1087) Language Access Act	2	16	24	24	0	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	3,507	2,794	3,026	2,967	-59	19.0	18.4	19.0	19.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>6,690</b>	<b>6,994</b>	<b>7,353</b>	<b>7,690</b>	<b>338</b>	<b>31.0</b>	<b>30.0</b>	<b>31.0</b>	<b>31.0</b>	<b>0.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budget Operations	277	291	289	322	33	2.0	1.9	2.0	2.0	0.0
(120F) Accounting Operations	433	435	390	427	37	5.0	4.8	5.0	5.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>710</b>	<b>726</b>	<b>679</b>	<b>749</b>	<b>70</b>	<b>7.0</b>	<b>6.8</b>	<b>7.0</b>	<b>7.0</b>	<b>0.0</b>
<b>(2000) ADJUDICATION SERVICES</b>										
(2010) Hearings	3,368	3,612	3,787	3,638	-150	26.0	25.5	26.0	26.0	0.0
(2020) Hearing Support	1,589	1,710	1,915	2,000	85	24.0	22.7	24.0	24.0	0.0
(2030) Ticket Processing	11,174	9,061	7,173	10,384	3,211	1.0	1.0	1.0	1.0	0.0
<b>SUBTOTAL (2000) ADJUDICATION SERVICES</b>	<b>16,131</b>	<b>14,382</b>	<b>12,875</b>	<b>16,022</b>	<b>3,146</b>	<b>51.0</b>	<b>49.2</b>	<b>51.0</b>	<b>51.0</b>	<b>0.0</b>
<b>(3000) VEHICLE SERVICES</b>										
(3010) Inspections	3,810	4,118	5,338	5,248	-90	37.0	36.9	37.0	37.0	0.0
(3020) Registrations	2,121	1,923	2,943	2,194	-750	19.0	18.4	23.0	23.0	0.0
(3030) Registrations - Out of State Vehicle	30	25	32	25	-8	0.0	0.0	0.0	0.0	0.0
(3040) International Registration Plan	2,275	2,368	2,367	2,360	-8	2.0	2.0	2.0	2.0	0.0
<b>SUBTOTAL (3000) VEHICLE SERVICES</b>	<b>8,236</b>	<b>8,434</b>	<b>10,681</b>	<b>9,826</b>	<b>-855</b>	<b>58.0</b>	<b>57.2</b>	<b>62.0</b>	<b>62.0</b>	<b>0.0</b>
<b>(4000) DRIVER SERVICES</b>										
(4010) Licensing	7,928	8,899	8,679	9,388	709	106.0	102.5	106.0	106.0	0.0
<b>SUBTOTAL (4000) DRIVER SERVICES</b>	<b>7,928</b>	<b>8,899</b>	<b>8,679</b>	<b>9,388</b>	<b>709</b>	<b>106.0</b>	<b>102.5</b>	<b>106.0</b>	<b>106.0</b>	<b>0.0</b>

**Table KV0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(8000) TECHNOLOGY SERVICES</b>										
(1040) Information Technology	4,122	4,048	4,208	4,335	126	11.0	10.6	11.0	11.0	0.0
(8010) Driver and Vehicle Systems	319	270	260	274	14	1.0	1.0	1.0	1.0	0.0
(8020) Ticket Information Systems	30	20	31	31	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (8000) TECHNOLOGY SERVICES</b>	<b>4,471</b>	<b>4,338</b>	<b>4,499</b>	<b>4,640</b>	<b>141</b>	<b>12.0</b>	<b>11.6</b>	<b>12.0</b>	<b>12.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>44,165</b>	<b>43,773</b>	<b>44,766</b>	<b>48,315</b>	<b>3,548</b>	<b>265.0</b>	<b>257.2</b>	<b>269.0</b>	<b>269.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Motor Vehicles (DMV) operates through the following 6 divisions:

**Adjudication Services** – provides ticket processing, notices, and hearing and hearing support services to residents and non-residents, in order to render legally sound decisions on parking, photo, and moving violations, and to ensure proper processing of violation and penalty payments for those infractions.

This division contains the following 3 activities:

- **Hearings** – provides fair and equitable reviews of ticket and permit violations for respondents so that they can resolve outstanding issues of liability;
- **Hearing Support** – provides intake, data review, records management, and administrative support functions to ensure accurate records and transmittal of information in support of adjudication hearings; and
- **Ticket Processing** – provides processed ticket information to create and maintain DMV's database, provides scheduled notifications and information to residents and non-residents of the District of Columbia, and processes and tracks fines and penalty payments for tickets issued by traffic enforcement authorities.

**Vehicle Services** – provides certification and inspection services to residents, businesses, and government entities so that they may legally park, drive, and sell their vehicles in the District of Columbia.

This division contains the following 4 activities:

- **Inspections** – provides safety and emission inspection services to residents and non-residents so that they can receive a timely vehicle inspection to facilitate reduced auto emissions (all vehicles) and safer vehicles (for-hire and commercial vehicles only). The air emission inspections meet the requirements of the District's Air Quality Attainment State Implementation Plan;
- **Registrations** – provides legal certification services to residents and non-residents by providing timely documentations of ownership and authority to operate, allowing them to legally drive, park, or sell their vehicles;

- **Registrations – Out of State Vehicles** – provides registration services for “for hire” vehicles whose owner is based outside of the District; and
- **International Registration Plan** – administers the District of Columbia's participation in the U.S.-based plan, which allows for the distribution of registration fees for commercial motor vehicles travelling inter-jurisdictionally through member states and provinces.

**Driver Services** – provides driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residence, and driving qualifications so that they may legally operate their vehicles.

**Technology Services** – provides integrated and reliable information systems for all DMV services and complies with District-wide technology standards and requirements.

This division contains the following 3 activities:

- **Information Technology** – operates and maintains the automated systems specific to DMV operations support, including wait-queuing, digital photos, and hearing recordings;
- **Driver and Vehicle Systems** – operates and maintains the automated systems providing support for driver and vehicle databases and service functions; and
- **Ticket Information Systems** – operates and maintains the automated systems providing support for ticketing and adjudication 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 Motor Vehicles has no division structure changes in the FY 2021 approved budget.

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## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table KV0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

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### Table KV0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>34,776</b>	<b>230.0</b>
Removal of One-Time Costs	Vehicle Services	-875	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>33,901</b>	<b>230.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	875	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-195	0.0
Enhance: To support the ticket processing contract (one-time)	Adjudication Services	3,584	0.0
Reduce: To align Fixed Costs with proposed estimates	Agency Management	-26	0.0
Reduce: To align resources with operational spending goals	Multiple Programs	-547	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>37,592</b>	<b>230.0</b>
Reduce: To align personal services and Fringe Benefits with projected costs	Adjudication Services	-50	0.0

## Table KV0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>37,542</b>	<b>230.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>9,955</b>	<b>39.0</b>
Increase: To align resources with operational spending goals	Vehicle Services	437	0.0
Increase: To align Fixed Costs with proposed estimates	Agency Management	323	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Vehicle Services	-101	0.0
Reduce: To align budget with projected revenues	Vehicle Services	-442	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>10,173</b>	<b>39.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>10,173</b>	<b>39.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>35</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Driver Services	565	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>600</b>	<b>0.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget</b>		<b>600</b>	<b>0.0</b>
<b>GROSS FOR KV0 - DEPARTMENT OF MOTOR VEHICLES</b>		<b>48,315</b>	<b>269.0</b>

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

### FY 2021 Approved Budget Changes

The Department of Motor Vehicles' (DMV) approved FY 2021 gross budget is \$48,314,953, which represents a 7.9 percent increase over its FY 2020 approved gross budget of \$44,766,463. The budget is comprised of \$37,542,378 in Local funds, \$10,172,574 in Special Purpose Revenue funds, and \$600,000 in Intra-District funds.

### Recurring Budget

The FY 2021 budget for DMV includes a reduction of \$875,000 to account for the removal of one-time funding appropriated in FY 2020 for system upgrades and staffing needs for the restructuring of residential parking permit fees and additional Overtime costs.

### Mayor's Proposed Budget

**Increase:** DMV proposes an increase of \$875,034 in Local funds across multiple divisions to properly fund salary steps and Fringe Benefits.

In Special Purpose Revenue (SPR) funds, DMV's budget proposal includes an increase of \$437,101 within the Vehicle Services division to fund anticipated increases in the agency's contractual obligations. A \$323,019 increase in the Agency Management division aligns the budget with the Department of General Services' fixed costs estimates for Energy, Security, and Occupancy.

The budget proposal for Intra-District funds includes an increase of \$565,000 in the Driver Services division, to reflect the execution of a \$495,000 Memorandum of Understanding (MOU) agreement with the Department of Insurance, Securities and Banking for enhanced insurance verification activities and a \$70,000 MOU agreement with the District Department of Transportation to enhance record-keeping accuracy.

**Decrease:** The Local funds budget proposal contains a decrease of \$195,000 across multiple divisions to reflect cost savings related to Information Technology supplies, janitorial services, document storage, and temporary staffing.

In SPR funds, the budget proposal reflects a decrease of \$100,863 within the Vehicle Services division to align the budget with projected personnel costs.

**Enhance:** The Local funds budget proposal for DMV contains a one-time funding increase of \$3,584,054 to the Adjudication Services division to support projected costs related to DMV's ticket processing contract with a third-party vendor.

**Reduce:** The Local funds budget proposal includes a reduction of \$26,106 in the Agency Management division that aligns the budget with Fixed Costs estimates. An additional Local funds reduction of \$546,952 across multiple programs aligns the budget with operational goals for nonpersonal services.

The SPR funds budget proposal for DMV reflects a reduction of \$441,796 in the Vehicle Services division to align the budget with projected revenues for the Motor Vehicle Inspection Station fund.

### **District's Approved Budget**

**Reduce:** The approved Local funds budget for the Department of Motor Vehicles reflects a reduction of \$50,000 within the Adjudication Services division to properly align the personal services budget with projected costs.

## Agency Performance Plan\*

The Department of Motor Vehicles (DMV) has the following strategic objectives for FY 2021:

### 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 outstanding customer service.
2. Develop and retain a skilled and diverse workforce.
3. Protect and secure DMV data and processes.
4. Cultivate innovative solutions to improve customer safety.
5. Optimize processes and systems as technology evolves.
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. Provide outstanding customer service. (4 Activities)

Activity Title	Activity Description	Type of Activity
Title and register vehicles	Titles and registers vehicles by providing legal certification services to residents and non-residents by providing timely documentations of ownership and authority to operate, allowing them to legally drive, park or sell their vehicles.	Daily Service
Provide general and administrative support	Provide general and administrative support along with the required tools to achieve operational and programmatic results. This includes financial operations, customer service, administrative services, legislative affairs, facility management, as well as warehousing and inventory control.	Daily Service
Adjudicate parking, moving and photo enforcement tickets	Adjudicate parking, moving and photo enforcement tickets by providing fair and equitable reviews of ticket and permit violations for respondents so they can resolve outstanding issues of liability.	Daily Service
Issue driver licenses and identification cards	Issue driver licenses and identification cards by providing driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residency and driving qualifications so they may legally operate their vehicles.	Daily Service



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**2. Develop and retain a skilled and diverse workforce. (1 Activity)**

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<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Provide general and administrative support	Provide general and administrative support along with the required tools to achieve operational and programmatic results. This includes financial operations, customer service, administrative services, legislative affairs, facility management, as well as warehousing and inventory control.	Daily Service

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**3. Protect and secure DMV data and processes. (3 Activities)**

---

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Provide general and administrative support	Provides general and administrative support along with the required tools to achieve operational and programmatic results. This includes financial operations, customer service, administrative services, legislative affairs, facility management, as well as warehousing and inventory control.	Daily Service
Issue driver licenses and identification cards	Issue driver licenses and identification cards by providing driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residency and driving qualifications so they may legally operate their vehicles.	Daily Service
Systems necessary for DMV operations	Provide integrated and reliable information systems for all DMV services and comply with Districtwide technology standards and requirements.	Daily Service

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**4. Cultivate innovative solutions to improve customer safety. (3 Activities)**

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<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Issue driver licenses and identification cards	Issue driver licenses and identification cards by providing driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residency and driving qualifications so they may legally operate their vehicles.	Daily Service
Provide general and administrative support	Provide general and administrative support along with the required tools to achieve operational and programmatic results. This includes financial operations, customer service, administrative services, legislative affairs, facility management, as well as warehousing and inventory control.	Daily Service
Information technology	Provide integrated and reliable information systems for all DMV services and comply with Districtwide technology standards and requirements.	Daily Service

## 5. Optimize processes and systems as technology evolves. (4 Activities)

Activity Title	Activity Description	Type of Activity
Issue driver licenses and identification cards	Issue driver licenses and identification cards by providing driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residency and driving qualifications so they may legally operate their vehicles.	Daily Service
Title and Register Vehicles	Titles and registers vehicles by providing legal certification services to residents and non-residents by providing timely documentations of ownership and authority to operate, allowing them to legally drive, park or sell their vehicles.	Daily Service
Adjudicate parking, moving and photo enforcement tickets	Adjudicate parking, moving and photo enforcement tickets by providing fair and equitable reviews of ticket and permit violations for respondents so they can resolve outstanding issues of liability.	Daily Service
Systems necessary for DMV operations	Provide integrated and reliable information systems for all DMV services and comply with Districtwide technology standards and 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. Provide outstanding customer service. (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Average adjudication customer wait time in minutes	No	10	15	10	13	13
Average service center customer wait time in minutes	No	23	30	29	30	30
Percent of correspondence addressed within citywide standard of 15 days.	No	97.9%	95%	90.3%	95%	95%
Percent of customers rating Adjudication Services as satisfactory or better	No	93.7%	90%	96.2%	91%	91%
Percent of customers rating Driver Services as satisfactory or better.	No	90.4%	85%	89.9%	85%	85%
Percent of customers rating Vehicle Services as satisfactory or better.	No	94.3%	90%	95%	92%	92%
Percent of customers rating overall DMV service as satisfactory or better.	No	90.8%	85%	90.9%	85%	85%
Percent of mail adjudication hearings for parking and moving violations completed within 90 days of request	No	22.8%	70%	70.4%	70%	70%
Percent of mail adjudication hearings for photo violations completed within 150 days of request	No	75.8%	75%	76.9%	75%	75%

## 2. Develop and retain a skilled and diverse workforce. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of employees attending annual customer service training.	No	95.8%	94%	98.3%	94%	94%
Percent of employees rating DMV as satisfactory or better, overall.	No	New in 2019	50%	63.6%	50%	50%

## 3. Protect and secure DMV data and processes. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of biometric facial recognition cleared within 45 days	No	99.9%	95%	100%	97%	97%

## 4. Cultivate innovative solutions to improve customer safety. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of customers reached from safety education	No	New in 2019	80%	100%	80%	80%

## 5. Optimize processes and systems as technology evolves. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of ID cards renewed online	No	3.5%	1%	5.1%	2%	2%
Percent of licenses renewed online	No	15.5%	5%	13.6%	10%	10%
Percent of organ donor designees through DMV	No	40.1%	40%	41.3%	40%	40%
Percent of registrations renewed online	No	76.8%	67%	75.5%	72%	72%

## 6. Create and maintain a highly efficient, transparent, and responsive District government. (11 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	No	New in 2019	New in 2019	Data Forthcoming	40	40

## 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. Title and register vehicles

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of vehicle registrations issued	No	260,578	257,509	255,013

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**2. Provide general and administrative support**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of customers reached	No	New in 2019	New in 2019	26,893
Number of employees	No	244	265	266
Percent of employees trained on customer service	No	97%	93.7%	98.3%

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**3. Adjudicate parking, moving and photo enforcement tickets**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Percent of moving tickets adjudicated	No	53%	41.3%	26.5%
Percent of parking tickets adjudicated	No	14.7%	14%	18.2%
Percent of photo tickets adjudicated	No	8.7%	10.3%	4.3%

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**4. Issue driver licenses and identification cards**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of driver licenses issued	No	139,587	134,204	148,270
Number of identification cards issued	No	43,713	44,532	46,142

**Performance Plan End Notes:**

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>

# Department of Public Works

www.dpw.dc.gov  
Telephone: 202-673-6833

**Table KT0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$174,984,446	\$178,417,730	\$187,423,616	\$190,104,681	1.4
FTEs	1,489.0	1,340.6	1,479.0	1,479.0	0.0
CAPITAL BUDGET	\$8,025,699	\$10,265,876	\$31,063,587	\$38,644,734	24.4
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Department of Public Works (DPW) is to provide the highest quality sanitation, parking enforcement, and fleet management services that are both ecologically sound and cost-effective.

## Summary of Services

The Department of Public Works provides municipal services to District residents and businesses in three distinct program areas: solid waste management, parking enforcement, and snow removal. Behind the scenes, DPW's Fleet Management Administration supports all city services by procuring, fueling, and maintaining thousands of District government vehicles from sedans to heavy equipment.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table KT0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table KT0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change		
					FY 2020	FY 2021					from FY 2020	% Change*	FY 2020
<b>GENERAL FUND</b>													
Local Funds	141,338	137,950	150,885	147,648	-3,237	-2.1	1,297.0	1,158.6	1,291.0	1,293.0	2.0	0.2	
Special Purpose													
Revenue Funds	9,556	10,081	9,191	13,402	4,211	45.8	34.0	25.6	29.0	29.0	0.0	0.0	
<b>TOTAL FOR GENERAL FUND</b>	<b>150,894</b>	<b>148,030</b>	<b>160,077</b>	<b>161,050</b>	<b>973</b>	<b>0.6</b>	<b>1,331.0</b>	<b>1,184.3</b>	<b>1,320.0</b>	<b>1,322.0</b>	<b>2.0</b>	<b>0.2</b>	

**Table KT0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>INTRA-DISTRICT FUNDS</b>												
Intra-District Funds	24,091	30,387	27,347	29,055	1,708	6.2	158.0	156.3	159.0	157.0	-2.0	-1.3
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>												
	<b>24,091</b>	<b>30,387</b>	<b>27,347</b>	<b>29,055</b>	<b>1,708</b>	<b>6.2</b>	<b>158.0</b>	<b>156.3</b>	<b>159.0</b>	<b>157.0</b>	<b>-2.0</b>	<b>-1.3</b>
<b>GROSS FUNDS</b>	<b>174,984</b>	<b>178,418</b>	<b>187,424</b>	<b>190,105</b>	<b>2,681</b>	<b>1.4</b>	<b>1,489.0</b>	<b>1,340.6</b>	<b>1,479.0</b>	<b>1,479.0</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

**FY 2021 Approved Operating Budget, by Comptroller Source Group**

Table KT0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table KT0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	74,973	76,954	84,623	85,428	805	1.0
12 - Regular Pay - Other	7,458	5,087	4,863	3,796	-1,067	-21.9
13 - Additional Gross Pay	2,300	2,439	3,265	3,175	-90	-2.8
14 - Fringe Benefits - Current Personnel	22,921	23,428	26,837	24,614	-2,222	-8.3
15 - Overtime Pay	9,212	9,835	6,206	6,206	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>116,865</b>	<b>117,743</b>	<b>125,793</b>	<b>123,219</b>	<b>-2,575</b>	<b>-2.0</b>
20 - Supplies and Materials	6,905	8,490	8,835	7,733	-1,103	-12.5
31 - Telecommunications	454	170	197	273	76	38.5
40 - Other Services and Charges	27,057	24,607	27,025	28,740	1,715	6.3
41 - Contractual Services - Other	18,855	23,007	20,824	24,537	3,714	17.8
50 - Subsidies and Transfers	-16	0	0	0	0	N/A
70 - Equipment and Equipment Rental	4,865	4,401	4,749	5,602	853	18.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>58,119</b>	<b>60,674</b>	<b>61,630</b>	<b>66,886</b>	<b>5,256</b>	<b>8.5</b>
<b>GROSS FUNDS</b>	<b>174,984</b>	<b>178,418</b>	<b>187,424</b>	<b>190,105</b>	<b>2,681</b>	<b>1.4</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table KT0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table KT0-4**

(dollars in thousands)

Division/Program and Activity (0000)	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
No Activity Assigned	-2,045	-1,282	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (0000)</b>	<b>-2,045</b>	<b>-1,282</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>0.0</b>
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Personnel	1,932	1,494	1,556	1,608	52	37.0	11.1	12.0	12.0	0.0
(1015) Training and Employee Development	947	925	1,082	1,053	-29	4.0	8.3	9.0	9.0	0.0
(1030) Property Management	21,310	17,510	18,674	19,195	521	6.0	6.5	7.0	7.0	0.0
(1040) Information Technology	2,811	2,653	3,204	2,271	-933	12.0	19.4	20.0	10.0	-10.0
(1055) Risk Management	415	448	473	446	-27	3.0	2.8	3.0	3.0	0.0
(1060) Legal	585	702	892	1,041	149	4.0	3.7	6.0	7.0	1.0
(1080) Communications	1,035	919	1,095	1,142	47	4.0	6.5	7.0	7.0	0.0
(1090) Performance Management	1,298	1,634	1,556	1,798	242	7.0	7.4	8.0	10.0	2.0
(2010) Office of Waste Diversion	724	720	1,175	1,253	78	6.0	5.6	8.0	8.0	0.0
(2020) Strategic Planning & Performance Management	403	543	720	527	-193	3.0	3.7	4.0	3.0	-1.0
(SNOW) District of Columbia Snow Program	169	0	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>31,629</b>	<b>27,548</b>	<b>30,427</b>	<b>30,335</b>	<b>-92</b>	<b>86.0</b>	<b>75.0</b>	<b>84.0</b>	<b>76.0</b>	<b>-8.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budget Operations	705	692	768	889	122	5.0	4.6	5.0	6.0	1.0
(120F) Accounting Operations	1,775	1,918	1,911	1,797	-114	16.0	15.8	16.0	15.0	-1.0
(130F) ACFO	1,865	1,808	2,196	1,981	-215	13.0	12.0	13.0	13.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>4,344</b>	<b>4,418</b>	<b>4,874</b>	<b>4,667</b>	<b>-207</b>	<b>34.0</b>	<b>32.5</b>	<b>34.0</b>	<b>34.0</b>	<b>0.0</b>
<b>(2000) SNOW REMOVAL PROGRAM</b>										
(2030) Snow Removal	1,731	2,186	1,003	935	-68	0.0	0.0	0.0	0.0	0.0
(2040) Road Treatment	1,203	1,285	1,500	1,354	-146	0.0	0.0	0.0	0.0	0.0
(2050) Equipment Rental	2,699	2,368	3,150	2,701	-449	0.0	0.0	0.0	0.0	0.0
(2060) Contract Plows	2,489	3,432	4,200	3,660	-540	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) SNOW REMOVAL PROGRAM</b>	<b>8,122</b>	<b>9,271</b>	<b>9,853</b>	<b>8,650</b>	<b>-1,203</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(4000) FLEET MANAGEMENT</b>										
(4010) Fleet Consumables	1,539	1,407	1,600	1,512	-88	9.0	7.9	8.0	8.0	0.0
(4020) Scheduled Fleet Maintenance	664	510	755	746	-9	13.0	7.9	8.0	8.0	0.0
(4030) Unscheduled Vehicle and Equipment Repairs	9,360	8,955	10,050	10,340	290	74.0	66.3	67.0	67.0	0.0
(4040) Vehicle and Equipment Acquisitions	8,163	9,270	8,871	9,859	988	26.0	30.7	31.0	30.0	-1.0
(4050) Fleet Administrative Support	2,167	1,988	2,676	2,431	-245	20.0	27.7	28.0	28.0	0.0
<b>SUBTOTAL (4000) FLEET MANAGEMENT</b>	<b>21,894</b>	<b>22,130</b>	<b>23,953</b>	<b>24,888</b>	<b>935</b>	<b>142.0</b>	<b>140.5</b>	<b>142.0</b>	<b>141.0</b>	<b>-1.0</b>

**Table KT0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(5000) PARKING ENFORCEMENT MANAGEMENT</b>										
(5010) Parking Regulations Enforcement	24,805	25,119	26,714	27,804	1,090	348.0	303.8	344.0	356.0	12.0
(5020) Towing	2,345	3,442	5,035	4,585	-450	33.0	25.0	56.0	51.0	-5.0
(5030) Abandoned and Junk Vehicles	1,835	1,797	1,970	1,945	-25	20.0	17.6	20.0	20.0	0.0
<b>SUBTOTAL (5000) PARKING ENFORCEMENT MANAGEMENT</b>	<b>28,984</b>	<b>30,358</b>	<b>33,719</b>	<b>34,334</b>	<b>615</b>	<b>401.0</b>	<b>346.4</b>	<b>420.0</b>	<b>427.0</b>	<b>7.0</b>
<b>(6000) SOLID WASTE MANAGEMENT</b>										
(6010) Enforcement of Sanitation Regulations	6,980	6,840	7,716	7,489	-227	65.4	55.7	54.0	56.0	2.0
(6020) Public Space Cleaning	32,924	30,950	33,320	32,215	-1,105	421.2	381.7	413.0	412.0	-1.0
(6030) Sanitation Collections and Removals	22,019	25,335	23,306	23,365	58	283.0	258.4	278.0	279.0	1.0
(6040) Sanitation Disposal	20,132	22,850	20,256	24,162	3,906	56.4	50.4	54.0	54.0	0.0
<b>SUBTOTAL (6000) SOLID WASTE MANAGEMENT</b>	<b>82,055</b>	<b>85,975</b>	<b>84,599</b>	<b>87,231</b>	<b>2,632</b>	<b>826.0</b>	<b>746.2</b>	<b>799.0</b>	<b>801.0</b>	<b>2.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>174,984</b>	<b>178,418</b>	<b>187,424</b>	<b>190,105</b>	<b>2,681</b>	<b>1,489.0</b>	<b>1,340.6</b>	<b>1,479.0</b>	<b>1,479.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Public Works (DPW) operates through the following 6 divisions:

**Snow Removal Program** – ensures the District is safe to navigate after the end of a snow storm and can resume normal government services and business commerce in an efficient, environmentally sustainable and safe manner.

This division contains the following 4 activities:

- **Snow Removal** – provides the staffing, overtime, and other required tools to administer the District's Snow Removal program;
- **Road Treatment** – provides salt and beet juice to treat District roadways prior to, during, and after snow storms;
- **Equipment Rental** – facilitates rental of snow equipment, which includes dump trucks, pickup trucks and other snow removal related equipment. Also, the maintenance and repairs of District-owned snow equipment is included in this activity; and
- **Contract Plows** – facilitates the District's contracting with private companies to assist with the plowing of District streets during snow storms.



**Fleet Management** – supports all city services by procuring and maintaining more than 3,000 vehicles, excluding those used by the Metropolitan Police Department, the Fire and Emergency Medical Services Department, the Department of Corrections, and D.C. Public Schools. This division fuels all 6,000 District government vehicles, including school buses, fire and trash trucks, and street sweepers.

This division contains the following 5 activities:

- **Fleet Consumables** – provides most District agencies with operational fueling stations, oil, and other lubricants; and installs fuel rings;
- **Scheduled Fleet Maintenance** – performs preventive maintenance actions, including changing oil and filters and checking tires, engines, batteries, and transmissions; and prepares vehicles for seasonal and year-round duties (such as alley cleaning, snow removal, and leaf collection);
- **Unscheduled Vehicle and Equipment Repairs** – tows inoperable vehicles, diagnoses why vehicles are not operating properly, and makes the necessary repairs or transfers vehicles to vendors for return to service;
- **Vehicle and Equipment Acquisitions** – consults with District government agencies about vehicle needs, ensures these agencies have sufficient budget authority to meet their needs, procures vehicles, and reduces unnecessary vehicles from the fleet; and
- **Fleet Administrative Support** – provides administrative and managerial personnel and nonpersonal services support for District-wide fleet operations, including uniform rentals, office supplies, information technology acquisitions, and information technology software maintenance/license renewals.

**Parking Enforcement Management** – provides on-street parking enforcement services, including ticketing, towing, booting, removal of abandoned and dangerous vehicles, and auction of impounded vehicles.

This division contains the following 3 activities:

- **Parking Regulations Enforcement** – provides enforcement of the District’s parking regulations to promote vehicular safety and provide smooth traffic flow and increased access to short-term parking at meters and long-term parking on residential streets;
- **Towing** – provides reduced parking congestion in the District by facilitating the timely relocation and/or impoundment of illegally parked vehicles from public space; and
- **Abandoned and Junk Vehicles** – provides oversight of safe streets through the efficient removal of abandoned and dangerous vehicles from public space and nuisance properties within the District.

**Solid Waste Management** – performs a number of daily operations, including trash, recycling, and bulk collections; sanitation education and enforcement; graffiti removal; public litter can service; fall leaf collection; snow and ice removal; and street and alley cleaning.

This division contains the following 4 activities:

- **Enforcement of Sanitation Regulations** – inspects properties for sanitation violations; enforces sanitation regulations, including commercial recycling; educates residents and businesses about sanitation regulations; collects household hazardous waste and electronic materials; and shreds residents’ personal documents;
- **Public Space Cleaning** – provides comprehensive street and alley cleaning services to residents, visitors, and businesses so that they can live, work, and play in clean neighborhoods. Specific services include mechanical street sweeping, litter can collections, rights-of-way mowing, nuisance and graffiti abatement, seasonal leaf collection, and snow and ice removal;
- **Sanitation Collection and Removals** – provides solid waste (trash, recycling, and bulk) collection services to residents of single-family homes and buildings with no more than three dwelling units so that they can have their trash, recyclables, and bulk items removed conveniently and regularly; and

- **Sanitation Disposal** – provides municipal waste disposal services to DPW, other District agencies, private haulers, and residents so that they can dispose of waste safely, conveniently, and legally.

**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 Public Works has no division structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table KT0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table KT0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>150,885</b>	<b>1,291.0</b>
Removal of One-Time Costs	Multiple Programs	-5,472	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>145,413</b>	<b>1,291.0</b>
Increase: To align resources with operational spending goals	Multiple Programs	1,996	0.0
Increase: To adjust Overtime Pay	Multiple Programs	1,900	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,468	2.0
Increase: To adjust the Contractual Services budget	Multiple Programs	1,357	0.0
Enhance: To support the Snow Program (one-time)	Snow Removal Program	2,995	0.0
Reduce: To realize savings in nonpersonal services	Multiple Programs	-177	0.0
Reduce: Snow Program savings	Snow Removal Program	-2,500	0.0
Reduce: To recognize savings in personal services	Multiple Programs	-3,053	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>149,398</b>	<b>1,293.0</b>
Reduce: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-21	0.0
Reduce: To recognize savings in personal services	Multiple Programs	-500	0.0
Shift: To reallocate to Special Purpose Revenue funds	Solid Waste Management	-1,229	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>147,648</b>	<b>1,293.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>9,191</b>	<b>29.0</b>
Increase: To align budget with projected revenues	Multiple Programs	2,982	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>12,173</b>	<b>29.0</b>
Shift: To reallocate from Local funds	Solid Waste Management	1,229	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>13,402</b>	<b>29.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>27,347</b>	<b>159.0</b>
Increase: To align budget with projected revenues	Multiple Programs	2,295	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-588	-2.0
<b>INTRA-DISTRICT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>29,055</b>	<b>157.0</b>
No Change		0	0.0
<b>INTRA-DISTRICT FUNDS: FY 2021 District's Approved Budget</b>		<b>29,055</b>	<b>157.0</b>
<b>GROSS FOR KT0 - DEPARTMENT OF PUBLIC WORKS</b>		<b>190,105</b>	<b>1,479.0</b>

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

## **FY 2021 Approved Budget Changes**

The Department of Public Works' (DPW) approved FY 2021 gross budget is \$190,104,681, which represents a 1.4 percent increase over its FY 2020 approved gross budget of \$187,423,616. The budget is comprised of \$147,647,657 in Local funds, \$13,402,249 in Special Purpose Revenue funds, and \$29,054,775 in Intra-District funds.

### **Recurring Budget**

The FY 2021 budget for Department of Public Works includes net a reduction of \$5,472,458 to account for the removal one-time funding appropriated in FY 2020. This funding included \$3,351,000 to support the Snow Removal program, \$1,900,000 to support Overtime Pay across the agency, \$166,458 to support street car towing operations, and \$55,000 to increase composting participation and awareness about the benefits of composting in areas that currently have low participation rates.

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

**Increase:** DPW's Local funds budget includes a net increase of \$1,996,286, primarily in the Snow Removal program, for the purchase of snow equipment and snow removal contracts. The Local funds budget also includes an increase of \$1,900,000 in Overtime Pay, primarily in the Solid Waste Management division, to more accurately reflect projected expenditures. Also, the Local funds personal services budget reflects an increase of \$1,467,660 and 2.0 Full-Time Equivalents (FTEs). This funding adjustment reflects salary, steps and Fringe Benefit cost adjustments, and the reallocation of 8.0 FTEs from temporary to permanent status. Lastly, the proposed Local funds budget contains a net increase in Contractual Services of \$1,356,852, primarily in the Solid Waste Management division.

In Special Purpose Revenue funds, the budget proposal reflects an increase of \$2,981,785, primarily in the Solid Waste Management division, to align the budget to projected revenues. This additional funding will primarily be used in Contractual Services.

In Intra-District funds, the budget proposal includes a net increase of \$2,295,219, primarily in the Fleet Management division, to align with Memorandum of Understanding agreements with District agencies.

**Decrease:** The proposed Intra-District funds budget reflects a net decrease in personal services of \$587,508, including the reduction of 2.0 FTEs, and the reallocation of 11.0 FTEs from temporary to permanent across multiple divisions.

**Enhance:** DPW's proposed Local funds budget includes a one-time increase of \$2,995,000 to support the Snow Removal program.

**Reduce:** The Local funds budget reflects a net decrease of \$177,445 in nonpersonal services across multiple divisions. Also in Local funds, there is a reduction of \$2,500,000 from the Snow Removal program to recognize the savings from a mild winter in FY 2020. Additionally, in personal services there is a net reduction of \$3,053,000 in personal services adjustments across all divisions.

### **District's Approved Budget**

**Reduce:** DPW's Local funds budget includes a reduction of \$21,325 in travel expenses and \$500,000 in personal services savings across multiple divisions.

**Shift:** The agency will shift \$1,229,000 of Local funds expenditures to Special Purpose Revenue funds in the Solid Waste Management division.

## Agency Performance Plan\*

The Department of Public Works (DPW) has the following strategic objectives for FY 2021:

### 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 District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact.
2. Ensure access to parking and improve public safety for residents, businesses, and visitors through effective enforcement of parking regulations and enhanced public information and communication about parking and safety.
3. Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion.
4. Provide timely, effective, and ecologically sound waste management, snow removal, street and public space cleaning, and landscaping services to enhance cleanliness and safety for residents, businesses, and visitors of 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. Enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact. (6 Activities)

Activity Title	Activity Description	Type of Activity
Operation of District fueling stations and procurement of fuel	Fuel services are provided to all District fleet and DPW acquires and tracks all fuel expended.	Daily Service
Administrative support of District fleet operations	Fleet administration handles management, software, and contracts and procurement for the fleet division.	Daily Service
Management of scheduled District fleet preventative maintenance	Scheduled fleet maintenance manages and operates the preventative maintenance of all District vehicles supported by DPW. Preventative maintenance is due for most vehicles every 6 months.	Daily Service
Management of unscheduled District fleet repairs	Unscheduled vehicle and equipment repairs manages and operates the ongoing maintenance of all District vehicles supported by DPW. They also manage warranty work and vendor work when necessary.	Daily Service
Manage District fleet consumables and parts	Fleet consumables tracks and buys asset parts and pieces.	Daily Service
Assist District agencies with vehicle acquisition	DPW assists agencies with vehicle acquisition and tracks vehicle age and repair history.	Daily Service

**2. Ensure access to parking and improve public safety for residents, businesses, and visitors through effective enforcement of parking regulations and enhanced public information and communication about parking and safety. (4 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Management of Impound Lot	The impound lot stores and disposes of vehicles that have been towed for parking illegally or pose a safety threat.	Daily Service
Towing of abandoned and junk vehicles	Parking investigates and tows vehicles on public and private property when deemed abandoned.	Daily Service
Parking ticket writing and enforcement	To keep parking efficient, safe, and open to meters, citizens and tourists, parking enforcement officers ticket vehicles parked illegally.	Daily Service
Towing of parking violators	When vehicles are deemed dangerous or illegally parked for too much time, parking tows the vehicles to their impound lot.	Daily Service

**3. Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (1 Activity)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Management of waste diversion policy efforts	The Office of Waste Diversion researches and implements efforts to reduce the amount of waste going to landfills.	Daily Service

**4. Provide timely, effective, and ecologically sound waste management, snow removal, street and public space cleaning, and landscaping services to enhance cleanliness and safety for residents, businesses, and visitors of the District of Columbia. (9 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Mowing and Landscaping	Solid Waste Management mows, trims, and cleans up the District's public grounds.	Daily Service
Snow Operations	DPW removes snow in 9 of 15 snow zones and manages the overall snow readiness and operational plan.	Daily Service
Waste diversion and disposal	Solid Waste Management manages the waste streams coming in from public areas, private citizens and special events to keep the District clean.	Daily Service
Waste and recycling collections	Solid Waste Management drives trucks to citizens' households to collect trash and recycling on a weekly or bi-weekly basis.	Daily Service
Public space cleaning	Solid Waste Management manages and removes trash from public litter cans and ensures sidewalks and public areas remain clean.	Daily Service
Bulk Collection	Solid Waste Management picks up private citizen's large waste item directly from their home and brings them to the waste transfer stations.	Daily Service
Management of waste transfer stations	Solid Waste Management oversees the waste transfer stations that consume the District's waste and collects and sorts the waste for landfills and recycling plans.	Daily Service
Leaf collection	In the fall, Solid Waste Management tours throughout the city to collect citizen's leaves from their property.	Daily Service
Solid Waste Education and Enforcement (SWEEP)	SWEEP investigates potential sanitation disposal infractions and conducts training and education to inform the public about proper solid waste disposal.	Daily Service

**5. Create and maintain a highly efficient, transparent, and responsive District government. (4 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Human Capital	The Human Capital team manages Human Resources and supports labor relations and employee development.	Daily Service
Communications, Branding, and Education	The Communications team runs the Clearinghouse for public information, supports community meetings and interactions, and creates informational flyers for DPW routine and special activities.	Daily Service
Office of Information Technology Services	OITS supports the entire agency with software acquisition and management as well as data management and analysis.	Daily Service
Process Improvement	The Organizational Effectiveness and Change Management Team within DPW have developed an agency-wide process improvement and “stat” program. This is designed to highlight areas of improvement across the agency, research, and draft recommendations for change.	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 District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact. (3 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Target</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Target</b>	<b>FY 2021 Target</b>
City-wide compliance rate with preventive maintenance appointments	No	59.3%	60%	44.2%	60%	60%
Percent of light vehicle maintenance completed within 48 hours	No	New in 2019	70%	60%	70%	70%
Percent of vehicles under five year old	No	37%	50%	55.1%	50%	50%

**2. Ensure access to parking and improve public safety for residents, businesses, and visitors through effective enforcement of parking regulations and enhanced public information and communication about parking and safety. (2 Measures)**

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Target</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Target</b>	<b>FY 2021 Target</b>
Number of Residential Parking Permit (RPP) Timings initiated by parking enforcement officials	No	New in 2019	1,760,000	2,014,431	1,760,000	1,760,000
Percent of Tickets Dismissed when Contested	No	New in 2019	3%	1.8%	3%	3%

**3. Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Pounds of refuse (trash) collected per resident served per day	No	0.6	2.5	2.2	2.5	2.5
Residential Diversion Rate (percent of solid waste recycled, composted, and reused)	No	25.5%	25%	25.1%	25%	25%

**4. Provide timely, effective, and ecologically sound waste management, snow removal, street and public space cleaning, and landscaping services to enhance cleanliness and safety for residents, businesses, and visitors of the District of Columbia. (6 Measures)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Number Missed Recycling Collections Service Requests	No	New in 2019	6988	5201	6988	6988
Number Missed Trash Collections Service Requests	No	New in 2019	6988	13,558	6988	6988
Percent of Alley Cleaning Service Requests Completed within Service Level Agreement	No	New in 2019	85%	79.9%	85%	85%
Percent of mowing/landscaping routes/locations completed as scheduled	No	75.7%	85%	94.8%	85%	85%
Percent of residential recycling collection routes completed on scheduled day	No	98.8%	99.8%	97.3%	99.8%	99.8%
Percent of residential trash collection routes completed on the scheduled day	No	99%	99.8%	97.4%	99.8%	99.8%

**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. Management of scheduled District fleet preventative maintenance**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of scheduled preventative maintenance appointments completed	No	4089	3767	3148

**2. Management of unscheduled District fleet repairs**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of unscheduled fleet repairs completed	No	486	20,254	22,735

**3. Towing of abandoned and junk vehicles**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Abandoned Vehicle Investigations Completed	No	New in 2019	New in 2019	7275

### 3. Towing of abandoned and junk vehicles

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Vehicles Auctioned	No	New in 2019	New in 2019	2113
Number of vehicles immobilized via booting	No	9490	4275	3793

### 4. Parking ticket writing and enforcement

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Customer Service Calls Received in Parking Enforcement Call Center	No	New in 2019	New in 2019	105,175
Number of parking tickets issued	No	1,309,118	1,335,896	1,347,948
Number of wanted vehicle alerts sent to MPD	No	8446	8890	7974

### 5. Towing of parking violators

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of vehicles towed	No	27,943	29,215	35,805

### 6. Waste diversion and disposal

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of residents dropping off waste at the transfer stations	No	New in 2019	New in 2019	98,428
Total Tons Processed through transfer stations	No	New in 2019	New in 2019	511,830.9

### 7. Waste and recycling collections

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Tons of recycling collected	No	25,383	26,762.4	26,751.2
Tons of refuse (trash) collected	No	95,010.2	102,765.8	94,487

### 8. Public space cleaning

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Alley Cleaning Requests Received	No	New in 2019	New in 2019	4606
Tons of Mechanical Street Sweeping debris Collected	No	New in 2019	New in 2019	10,163.3

### 9. Bulk Collection

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of bulk collection service requests	No	49,329	53,902	55,723

### 10. Solid Waste Education and Enforcement (SWEEP)

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Solid Waste Enforcement warnings issued	No	New in 2019	New in 2019	3069

#### Performance Plan End Notes:

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>



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# Department of Transportation

www.ddot.dc.gov  
Telephone: 202-673-6813

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**Table KA0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$105,181,175	\$130,421,764	\$146,657,822	\$146,996,938	0.2
FTEs	570.0	533.0	624.4	625.4	0.2
CAPITAL BUDGET	\$512,644,083	\$517,162,528	\$646,917,475	\$517,807,915	-20.0
FTEs	370.0	382.2	366.8	370.8	1.1

The District Department of Transportation's (DDOT) mission is to enhance the quality of life for District residents and visitors by ensuring that people, goods, and information move efficiently and safely, with minimal adverse impact on residents and the environment.

## Summary of Services

DDOT executes its mission through the work of the following administrations: The Project Delivery Administration is responsible for multi-modal infrastructure project planning, design and construction, transit delivery, and traffic engineering and safety; the Operations Administration maintains the District's transportation infrastructure assets, such as streets, alleys, sidewalks, and trees, manages traffic operations and provides vehicle and pedestrian safety control, manages public space and parking regulations, and conducts snow removal operations; the Administrative Administration manages the operating and capital budgets, liaisons with the Office of the Chief Financial Officer and the Chief Procurement Officer, and manages human resources and workforce development; the Performance Administration tracks and reports performance metrics, manages facilities, fleet, and information technology resources, and provides customer service; and the External Affairs Administration provides enhanced community engagement and outreach to District residents, and coordinates communication and messaging to the public, media, and other stakeholders. The Office of the Director is responsible for the oversight and management of the department.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table KA0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table KA0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>													
Local Funds	83,892	105,971	108,641	110,972	2,331	2.1		547.0	530.0	592.4	593.4	1.0	0.2
Special Purpose Revenue Funds	16,295	20,348	23,508	18,813	-4,695	-20.0		5.0	3.0	12.0	12.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>100,187</b>	<b>126,318</b>	<b>132,149</b>	<b>129,785</b>	<b>-2,364</b>	<b>-1.8</b>		<b>552.0</b>	<b>533.0</b>	<b>604.4</b>	<b>605.4</b>	<b>1.0</b>	<b>0.2</b>
<b>FEDERAL RESOURCES</b>													
Federal Grant Funds	4,994	4,027	14,509	17,212	2,703	18.6		18.0	0.0	20.0	20.0	0.0	0.0
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>4,994</b>	<b>4,027</b>	<b>14,509</b>	<b>17,212</b>	<b>2,703</b>	<b>18.6</b>		<b>18.0</b>	<b>0.0</b>	<b>20.0</b>	<b>20.0</b>	<b>0.0</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS</b>													
Intra-District Funds	0	76	0	0	0	N/A		0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR INTRA-DISTRICT FUNDS</b>	<b>0</b>	<b>76</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>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>105,181</b>	<b>130,422</b>	<b>146,658</b>	<b>146,997</b>	<b>339</b>	<b>0.2</b>		<b>570.0</b>	<b>533.0</b>	<b>624.4</b>	<b>625.4</b>	<b>1.0</b>	<b>0.2</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table KA0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table KA0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	31,967	34,398	36,086	36,196	109	0.3
12 - Regular Pay - Other	4,820	3,801	4,212	3,797	-415	-9.9
13 - Additional Gross Pay	791	366	365	365	0	0.0
14 - Fringe Benefits - Current Personnel	9,560	10,055	10,862	11,101	240	2.2
15 - Overtime Pay	2,376	2,399	755	755	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>49,514</b>	<b>51,020</b>	<b>52,280</b>	<b>52,214</b>	<b>-66</b>	<b>-0.1</b>
20 - Supplies and Materials	1,155	1,003	1,247	1,205	-42	-3.4
30 - Energy, Communication and Building Rentals	5,209	4,841	7,727	6,702	-1,025	-13.3

**Table KA0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Percentage Change*</b>
31 - Telecommunications	84	178	150	150	0	0.0
40 - Other Services and Charges	3,446	5,658	7,997	6,220	-1,777	-22.2
41 - Contractual Services - Other	39,513	64,118	70,035	73,185	3,150	4.5
50 - Subsidies and Transfers	5,858	3,371	6,689	7,038	349	5.2
70 - Equipment and Equipment Rental	404	233	533	283	-250	-46.9
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>55,667</b>	<b>79,402</b>	<b>94,378</b>	<b>94,783</b>	<b>405</b>	<b>0.4</b>
<b>GROSS FUNDS</b>	<b>105,181</b>	<b>130,422</b>	<b>146,658</b>	<b>146,997</b>	<b>339</b>	<b>0.2</b>

\*Percent change is based on whole dollars.

**FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity**

Table KA0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table KA0-4**

(dollars in thousands)

<b>Division/Program and Activity</b>	<b>Dollars in Thousands</b>					<b>Full-Time Equivalents</b>				
	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>
<b>(9960) YR END CLOSE</b>										
No Activity Assigned	-1	0	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (9960) YR END CLOSE</b>	<b>-1</b>	<b>0</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>0.0</b>
<b>(AA00) ADMINISTRATIVE ADMINISTRATION</b>										
(ASDV) Administrative Services Division	1,763	1,956	2,267	2,351	84	17.4	18.7	19.0	19.0	0.0
(CADV) Office of the Chief Administrative Office	110	188	215	215	0	0.9	0.9	1.0	1.0	0.0
(DBDV) Davis Bacon Division	0	0	0	0	0	0.0	1.8	0.0	0.0	0.0
(FODV) Office of the Chief Financial Officer	1,604	1,716	1,851	1,909	58	11.9	11.6	13.0	13.0	0.0
<b>SUBTOTAL (AA00) ADMINISTRATIVE ADMINISTRATION</b>	<b>3,477</b>	<b>3,859</b>	<b>4,333</b>	<b>4,475</b>	<b>142</b>	<b>30.2</b>	<b>32.9</b>	<b>33.0</b>	<b>33.0</b>	<b>0.0</b>
<b>(EA00) EXTERNAL AFFAIRS ADMINISTRATION</b>										
(CMDV) Community Engagement Division	0	0	756	634	-122	0.0	0.0	7.0	7.0	0.0
(EADV) External Affairs	0	0	190	190	0	0.0	0.0	1.0	1.0	0.0
(PIDV) Public Information Division	0	0	533	435	-98	0.0	0.0	4.0	4.0	0.0
(PLDV) Policy and Legislative Affairs Division	0	0	574	548	-26	0.0	0.0	4.0	4.0	0.0
(VZDV) Vision Zero Division	0	0	2,580	1,362	-1,218	0.0	0.0	1.0	1.0	0.0
<b>SUBTOTAL (EA00) EXTERNAL AFFAIRS ADMINISTRATION</b>	<b>0</b>	<b>0</b>	<b>4,633</b>	<b>3,169</b>	<b>-1,464</b>	<b>0.0</b>	<b>0.0</b>	<b>17.0</b>	<b>17.0</b>	<b>0.0</b>

**Table KA0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(OA00) OPERATIONS</b>										
<b>ADMINISTRATION</b>										
(CODV) Office of the Chief Operating Officer	198	60	215	218	3	0.9	0.9	1.0	1.0	0.0
(MTDV) Maintenance Division	10,759	10,708	6,943	4,273	-2,670	65.9	59.0	51.4	54.4	3.0
(OADV) Operations Admin Division	13	0	0	0	0	0.9	0.9	0.0	0.0	0.0
(PGDV) Parking and Ground Transportation Division	12,214	11,782	11,979	11,519	-459	7.4	6.2	8.0	8.0	0.0
(PRDV) Public Space Regulation Division	7,087	7,161	8,926	8,488	-439	60.4	52.4	77.0	75.0	-2.0
(TODV) Traffic Operations and Safety Division	18,328	18,358	25,071	26,250	1,180	252.8	231.9	279.0	278.0	-1.0
(UFDV) Urban Forestry Division	2,843	2,344	2,722	3,010	288	6.4	8.9	9.0	9.0	0.0
<b>SUBTOTAL (OA00) OPERATIONS ADMINISTRATION</b>	<b>51,444</b>	<b>50,413</b>	<b>55,855</b>	<b>53,759</b>	<b>-2,097</b>	<b>394.8</b>	<b>360.3</b>	<b>425.4</b>	<b>425.4</b>	<b>0.0</b>
<b>(OD00) OFFICE OF THE DIRECTOR</b>										
(EIDV) Transp Equity and Inclusion Division	696	817	1,029	905	-124	8.2	8.0	8.0	8.0	0.0
(ODDV) Office of the Director	8,001	7,993	8,344	6,659	-1,685	22.0	21.4	20.0	21.0	1.0
<b>SUBTOTAL (OD00) OFFICE OF THE DIRECTOR</b>	<b>8,697</b>	<b>8,810</b>	<b>9,373</b>	<b>7,564</b>	<b>-1,809</b>	<b>30.2</b>	<b>29.4</b>	<b>28.0</b>	<b>29.0</b>	<b>1.0</b>
<b>(PA00) PERFORMANCE</b>										
<b>ADMINISTRATION</b>										
(CEDV) Community Engagement Div	187	164	0	0	0	0.9	1.8	0.0	0.0	0.0
(CPDV) Office of the Chief Performance Officer	368	368	194	210	16	3.7	3.6	1.0	1.0	0.0
(CSDV) Customer Service/Clearing House Division	399	512	583	430	-153	5.5	8.0	7.0	7.0	0.0
(ITDV) ITI Division	2,445	3,290	3,959	3,731	-228	19.2	18.7	21.0	21.0	0.0
(PFDV) Performance Mgmt Division	424	384	426	436	10	4.6	4.4	3.0	3.0	0.0
(SSDV) Support Services Division	1,360	1,106	1,473	1,594	121	11.0	10.7	11.0	11.0	0.0
<b>SUBTOTAL (PA00) PERFORMANCE ADMINISTRATION</b>	<b>5,183</b>	<b>5,824</b>	<b>6,635</b>	<b>6,401</b>	<b>-234</b>	<b>44.9</b>	<b>47.1</b>	<b>43.0</b>	<b>43.0</b>	<b>0.0</b>
<b>(PD00) PROJECT DELIVERY</b>										
<b>ADMINISTRATION</b>										
(IPDV) Infrastructure Project Mgmt Div	6,662	4,650	4,439	4,711	272	16.5	10.7	14.0	14.0	0.0
(PSDV) Planning and Sustainability	15,655	17,398	19,369	19,367	-2	33.3	26.9	33.0	31.0	-2.0
(TDDV) Transit Delivery Division	13,868	39,274	41,910	47,356	5,446	19.2	24.9	30.0	31.0	1.0
(TSDV) Transportation Engineering & Safety Division	196	197	110	196	86	0.9	0.9	1.0	2.0	1.0
<b>SUBTOTAL (PD00) PROJECT DELIVERY ADMINISTRATION</b>	<b>36,381</b>	<b>61,518</b>	<b>65,828</b>	<b>71,629</b>	<b>5,801</b>	<b>70.0</b>	<b>63.3</b>	<b>78.0</b>	<b>78.0</b>	<b>0.0</b>
<b>(TR00) TRANSPORTATION OPERATIONS</b>										
(TSFY) Transportation Safety	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (TR00) TRANSPORTATION OPERATIONS</b>	<b>0</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>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>105,181</b>	<b>130,421</b>	<b>146,658</b>	<b>146,997</b>	<b>339</b>	<b>570.1</b>	<b>533.0</b>	<b>624.4</b>	<b>625.4</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 District Department of Transportation operates through the following 6 administrations:

**Administrative Administration** – manages the operating and capital budgets; liaisons with the Office of the Chief Financial Officer and the Chief Procurement Officer; supports human capital management and workforce development; and develops policies and procedures to meet the financial and human resource needs of the department.

This administration contains the following 3 activities:

- **Administrative Services Division** – supports human capital management by providing guidance, direction, and interpretation of the department’s personnel and administrative policies and procedures and supports workforce development activities;
- **Office of the Chief Administrative Officer** – responsible for the oversight and management of the Administrative Administration; and
- **Office of the Chief Financial Officer** – provides financial management services to the department consistent with the District’s governing laws, regulations, and practices.

**External Affairs Administration**– provides enhanced community engagement and outreach to District residents; coordinates communication and messaging to the public, media, and other stakeholders; develops and analyzes transportation policy and manages the governmental affairs strategy of the agency; and develops strategies and evaluates policies related to pedestrian and vehicle safety.

This administration contains the following 5 activities:

- **Office of the Chief External Affairs** – Responsible for the oversight and management of the External Affairs Administration;
- **Community Engagement Division** – coordinates the department’s engagement and outreach with community organizations and representative bodies such as Advisory Neighborhood Commissions;
- **Public Information Division** – responsible for managing media relations, crisis communications, public affairs, publications, public and stakeholder outreach, special events, and employee communications for the agency;
- **Policy and Legislative Affairs Division** – manages the development and analysis of transportation policy at the local, regional, and federal levels and the legislative and government affairs strategy for the District’s transportation agenda; and
- **Vision Zero Division**– develops strategies, analyzes data, and evaluates policies to improve multi-modal safety.

**Operations Administration** – maintains transportation infrastructure assets, such as streets, alleys, sidewalks, and trees; manages traffic operations and provides vehicle and pedestrian safety control; manages public space and parking regulations; and conducts snow removal operations.

This administration contains the following 6 activities:

- **Office of the Chief Operating Officer** – responsible for the oversight and management of the Operations Administration;
- **Maintenance Division** – maintains the integrity, safety, and condition of transportation infrastructure assets including streets, sidewalks, alleys, bridges, tunnels, streetlights, signals, and signs;
- **Parking and Ground Transportation Division** – conducts research, develops policies, and deploys technologies — including permits, meters, kiosks, and dynamic parking zones — to manage approximately 260,000 on-street parking spaces;
- **Public Space Regulation Division** – manages the occupancy of public space by private entities — including homeowners, businesses, and utilities — through the issuance of public space permits, inspection of work zones, and restoration of public rights-of-way;

- **Traffic Operations and Safety Division** – manages day-to-day traffic operations through a Traffic Management Center and deploys on-the-ground resources including roadway operations patrol, traffic control officers, and safety technicians. This division also conducts studies and implements traffic calming measures at high-risk intersections and pedestrian crossings; and
- **Urban Forestry Division** – maintains trees and vegetated green infrastructure in the public right-of-way, regulates the removal of trees on private property, removes damaged trees and provides safety improvements, and provides educational resources to public and private entities that promote the expansion of a sustainable urban tree canopy.

**Office of the Director** – responsible for the oversight and management of the department.

This administration contains the following 2 activities:

- **Transportation Equity and Inclusion Officer** – develops new programs and initiatives that support the department’s goals in diversity, equity, and inclusion in the provision of transportation services. Administers compliance programs and policies related to civil rights, accessibility and disability rights, elderly and senior affairs, and equal employment opportunity; and
- **Office of the Director** – responsible for the oversight and management of the department, supported by the Deputy Director, Chief of Staff, and General Counsel.

**Performance Administration** – tracks the department’s progress in meeting its key performance indicators; manages facilities, fleet, and information technology resources; and provides customer service.

This administration contains the following 5 activities:

- **Office of the Chief Performance Officer** – responsible for the oversight and management of the Performance Administration;
- **Customer Service and Clearinghouse Division** – provides prompt, accurate, and professional customer service to residents that have a question or concern submitted via the 311 system, email, social media, or other means;
- **Information Technology and Innovation Division** – plans, develops, manages, and provides information technology-related services to the department, from providing hardware and software support to developing custom Web applications and providing data analytics and management support;
- **Performance Management Division** – develops, tracks, and reports on the department’s performance metrics to ensure that the department is meeting its mission and key performance indicators; and
- **Support Services Division** – manages the department’s vehicle fleet, warehouses and storage facilities, and office space.

**Project Delivery Administration** – responsible for multi-modal infrastructure project planning, design, and construction; policy development and implementation; transit delivery; and traffic engineering and safety.

This administration contains the following 4 activities:

- **Infrastructure Project Management Division** – responsible for the design, engineering, and construction of roadway and bridge projects and manages mega-projects, such as the Anacostia Waterfront Initiative and South Capitol Street Bridge;
- **Planning and Sustainability Division** – establishes strategic goals for multi-modal transportation program development, including pedestrian and bicyclist infrastructure, through design and plan review; incorporates environmental management and sustainability; administers safety programs; coordinates the development of the regional Transportation Improvement Program and Statewide Transportation Improvement Program; and manages the Capital Bikeshare and Safe Routes to School programs;
- **Transit Delivery Division** – operates the DC Streetcar and DC Circulator transit systems; provides policy oversight of the Washington Metropolitan Area Transit Authority; administers the School Transit Subsidy program; and coordinates passenger and freight rail policy; and

- **Transportation Engineering and Safety Division** – plans and designs traffic control and management infrastructure — including signals — for the safe and efficient movement of pedestrians and vehicles.

### Division Structure Change

The Department of Transportation has no division structure change in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table KA0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table KA0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>108,641</b>	<b>592.4</b>
Removal of One-Time Costs	Multiple Programs	-1,278	-1.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>107,363</b>	<b>591.4</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,736	1.0
Increase: To support nonpersonal services costs	Multiple Programs	99	0.0
Decrease: To align Fixed Costs with proposed estimates	Operations Administration	-2,650	0.0
Enhance: To support the Circulator program	Project Delivery Administration	6,542	0.0
Reduce: To realize savings in nonpersonal services	Multiple Programs	-630	0.0
Reduce: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-1,835	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>110,625</b>	<b>592.4</b>
Enhance: To support Commuter Fast Ferry services (one-time)	Office of the Director	250	0.0
Enhance: To support additional FTE(s)	Project Delivery Administration	97	1.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>110,972</b>	<b>593.4</b>
<b>FEDERAL GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>14,509</b>	<b>20.0</b>
Increase: To align Fixed Costs with proposed estimates	Operations Administration	1,650	0.0
Increase: To align budget with projected revenues	Multiple Programs	1,053	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>17,212</b>	<b>20.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>17,212</b>	<b>20.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>23,508</b>	<b>12.0</b>
Decrease: To align budget with projected revenues	Multiple Programs	-1,225	0.0
Reduce: To align budget with projected revenues	Multiple Programs	-3,470	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>18,813</b>	<b>12.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>18,813</b>	<b>12.0</b>
<b>GROSS FOR KA0 - DISTRICT DEPARTMENT OF TRANSPORTATION</b>		<b>146,997</b>	<b>625.4</b>

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

## **FY 2021 Approved Budget Changes**

The District Department of Transportation's (DDOT) approved FY 2021 gross budget is \$146,996,938, which represents a less than 1.0 percent increase over its FY 2020 approved gross budget of \$146,657,822. The budget is comprised of \$110,971,941 in Local funds, \$17,211,996 in Federal Grant funds, and \$18,813,000 in Special Purpose Revenue funds.

### **Recurring Budget**

The FY 2021 budget for DDOT includes a reduction of \$1,278,001 and 1.0 Full-Time Equivalent (FTE) to account for the removal of one-time funding appropriated in FY 2020, of which \$700,000 in the External Affairs Administration supported the Vision Zero initiative, \$475,000 allowed the District to conduct a study to analyze the potential benefits of implementing congestion pricing for travel within and into the District, \$95,001 supported the agency's efforts to create a scooter parking pilot program, and \$8,000 was to make signs for Repeat Parking Violation Pilot Zones.

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

As one of the first responder agencies in the District of Columbia, DDOT routinely reviews its available resources to ensure that they are optimally positioned for service delivery to citizens and businesses with minimal impact to the environment.

**Increase:** DDOT's proposed budget in Local funds includes a net increase of \$1,735,906 and 1.0 FTE across multiple administrations to align salary steps and Fringe Benefits with projected costs. The proposed budget further includes an adjustment of \$99,366 across multiple divisions to support anticipated nonpersonal services costs expenditures.

The proposed budget in Federal Grant funds includes adjustments across multiple administrations to match the anticipated grant awards for FY 2021. These adjustments are comprised of \$1,650,000 that aligns fixed costs with proposed estimates from the Department of General Services (DGS) and \$1,052,727 to align the budget with projected revenue.

**Decrease:** DDOT's budget proposal in Local funds reflects a decrease of \$2,650,000 in the Operations Administration because of a lower estimates for fixed costs received from DGS for Energy and Rent.

The Special Purpose Revenue funds budget proposal reflects a reduction of \$1,225,000 across multiple administrations as a result of a projected decline in revenues for Fund 6030, Washington Metropolitan Area Transit Authority Projects, and Fund 6901, DDOT Enterprise Fund-Non-Tax Revenue.

**Enhance:** In Local funds, the budget proposal includes an increase of \$6,542,000 in the Project Delivery Administration to support a modification to the Circulator Bus contract and to ensure that current service levels are maintained.

**Reduce:** The proposed Local funds budget includes a decrease of \$629,856, of which \$500,000 accounts for contractual services savings in the Vision Zero initiative and \$129,856 accounts for savings in nonpersonal services. Additionally, the budget reflects a reduction of \$1,835,272 in Local funds to align personal services with projected costs.

In Special Purpose Revenue funds, DDOT reduced the proposed budget by \$3,470,000 to align the budget with projected revenues across multiple divisions.

### **District's Approved Budget**

**Enhance:** The District Department of Transportation's FY 2021 approved budget includes two Local funds enhancements. A one-time increase of \$250,000 supports an initiative to award a grant to a regional transportation system supporting efforts to establish M-495 Commuter Fast Ferry Service on the Occoquan, Potomac, and Anacostia River system. In addition, \$97,246 and 1.0 FTE will support a Management Analyst who will manage new transportation benefits restrictions on covered employers and address the fiscal impact of B23-148, the Transportation Benefits Equity Amendment Act.



## Agency Performance Plan\*

The District Department of Transportation (DDOT) has the following strategic objectives for FY 2021:

### 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. Maintain and improve core transportation infrastructure to preserve the quality of the transportation network.
2. Reduce traffic related deaths and injuries and enhance safe utilization of the transportation network.
3. Improve mobility and accessibility to expand transportation choices and reduce traffic congestion.
4. Improve the livability and sustainability of transportation routes for local communities.
5. Invest in long-term capital projects to enhance and preserve the infrastructure and assets of the transportation network.
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. Maintain and improve core transportation infrastructure to preserve the quality of the transportation network. (6 Activities)

Activity Title	Activity Description	Type of Activity
Roadway Maintenance	Resurfacing and sealing large areas of the roadway and repairs to streets such as crack sealing, patching, deep patching and filling potholes.	Daily Service
Alley Maintenance	Sealing, patching, repairing and resurfacing alleys.	Daily Service
Bridge Maintenance	Preservation and maintenance of bridge assets.	Daily Service
Sidewalk Maintenance	Preservation and maintenance of curbs and sidewalks.	Daily Service
Street Light Maintenance	Maintenance of street and alley lights and poles.	Daily Service
Materials Testing Lab	Building of a new materials testing lab to support all road repair and building projects.	Key Project

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#### 2. Reduce traffic related deaths and injuries and enhance safe utilization of the transportation network. (5 Activities)

Activity Title	Activity Description	Type of Activity
Traffic Signal Maintenance	Maintenance of traffic signal assets.	Daily Service
Vision Zero	Oversight and coordination of District-wide Vision Zero Action Plan strategies to reach zero fatalities and serious injuries to travelers of DC's transportation system, through more effective use of data, education, enforcement, and engineering.	Daily Service
Street Signs and Markings	Maintenance of citywide street signs and markings.	Daily Service
Public Space Regulation	Issuance, inspection, and review of public space permits and construction zones.	Daily Service

**2. Reduce traffic related deaths and injuries and enhance safe utilization of the transportation network. (5 Activities)**

Activity Title	Activity Description	Type of Activity
Traffic Management and Calming	Maintenance of the city-wide traffic signal optimization program and management of the flow of traffic within the Right of Way.	Daily Service

**3. Improve mobility and accessibility to expand transportation choices and reduce traffic congestion. (6 Activities)**

Activity Title	Activity Description	Type of Activity
Bike and Pedestrian Active Transportation Program	Management of the planning, maintenance, and safety of trails, bike paths, and other non-car paths.	Daily Service
Streetcar Operations Infrastructure and Expansion	Operation and maintenance of the DC Streetcar system, which is intended to make travel within the District easier for residents, workers and visitors, and complement the existing transit options.	Daily Service
Greater DC Transit Management	Management of the agreements and programs affecting transit in the Greater DC area.	Daily Service
Travel Demand Management	Travel demand management program, goDCgo, encourages District residents, employees, and visitors to reduce reliance on single-occupancy vehicles for travel.	Daily Service
Capital Bikeshare	Oversight of the bike rental program for citizens and visitors.	Daily Service
Circulator Operations, Infrastructure, and Expansion	Operation and maintenance of daily Circulator bus system, which delivers affordable, comfortable, and efficient bus service to the District's neighborhoods and main attractions.	Daily Service

**4. Improve the livability and sustainability of transportation routes for local communities. (5 Activities)**

Activity Title	Activity Description	Type of Activity
Business Improvement and Economic Development	Management of the Business Improvement District (BID) reimbursements and Federal projects that support local Economic Development.	Key Project
Urban Forest Preservation	Maintenance, improvement, and preservation of the city tree canopy which consists of over 150,000 street trees as well as all trees on District public land.	Daily Service
Green Infrastructure Maintenance and Environmental Programs	Maintenance and construction related to green infrastructure sites in the right of way, alleys, and public spaces. Green Infrastructure is the living network that connects landscape areas, natural areas, and waterways and in urban areas it captures rainfall; cools buildings and pavement; and creates natural pathways for wildlife.	Daily Service
Curbside Management/Parking Regulation	Preservation and maintenance of parking meters and management of on-street parking regulations.	Daily Service
Planning and Sustainability Branch	Development of transportation policies from a broad perspective including preparation of strategic goals and plans for the entire city, while also focusing on specific neighborhood needs, as well as partnering with neighboring jurisdictions.	Daily Service

**5. Invest in long-term capital projects to enhance and preserve the infrastructure and assets of the transportation network. (6 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Bridge, Tunnel, and Highway Reconstruction	Management of the numerous ongoing long-term capital projects within the District.	Key Project
K Street Transitway	The K Street Transitway project will reconfigure one of the District's major east-west corridors, K Street, NW, and will feature a two-way dedicated busway running in the center of K Street from 12th Street NW to 21st Street NW.	Key Project
Powerline Undergrounding Engineering (DC PLUG)	Implement the Power Line Undergrounding Engineering (DC PLUG) to bring overhead electrical feeders affected by outages underground. This is a partnership between DDOT constructing the underground facilities and Pepco installing the underground electric distribution system.	Key Project
Streetscapes Program	Improvement of various streetscapes throughout the District including the road, sidewalks, street furniture, trees, and open spaces that combine to form the street's character.	Daily Service
DC Water Megaproject	Ongoing permitting support for DC Water Megaprojects.	Key Project
Frederick Douglass Memorial Bridge	Improve low condition ratings of the Southwest Freeway Bridge over South Capitol Street through bridge rehabilitation.	Key Project

**6. Create and maintain a highly efficient, transparent, and responsive District government. (5 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Research, Development & Technology Transfer Program	Facilitates and promotes research activities that introduce new practices to DDOT and improve the knowledge, expertise, and performance of DDOT staff. The program oversees the DDOT Library, funds research projects, conducts scans of best practices, promotes DDOT research nationally, and joins with others to find solutions to transportation problems.	Daily Service
Fleet and Facilities Management and Risk Management	Maintenance of the DDOT fleet and facilities as well as safety and risk management of those for employees.	Daily Service
Information Technology and Performance Management	Ongoing software improvements, development, and data analysis to enhance operations.	Daily Service
Customer Service Clearinghouse and Community Engagement	Internal call center and writer/editors and external community engagement team to communicate with and engage with the public, ANC, and other stakeholders to ensure quality service and responsiveness.	Daily Service
Human Resources, Budget Allocation, and Civil Rights	Management of the human resources functions including training, budget resource allocation as well programs and policies related to civil rights for transportation such as equal access, equal employment, and language access.	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. Maintain and improve core transportation infrastructure to preserve the quality of the transportation network. (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Mean time (hrs) to repair meters - Connected Meters	No	79	6	71.5	6	24
Mean time (hrs) to repair meters - Multi-Space Meters	No	68	2	193.5	2	24
Percent of miles completed in the paving plan	No	106.7%	70%	110.1%	100%	70%
Percent of parking meters working daily	No	78.5%	97%	83.1%	97%	95%
Percent of pothole service requests filled and closed out within 72 hours	No	56.3%	87%	30.5%	87%	87%
Percent of sidewalk blocks completed in the sidewalk plan	No	126.1%	70%	58.3%	100%	70%
Percent of streets in “Fair to Excellent” condition	No	73.9%	75%	78.2%	75%	75%

### 2. Reduce traffic related deaths and injuries and enhance safe utilization of the transportation network. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Number of bicyclist fatalities	No	4	0	2	0	0
Number of motor-vehicle fatalities	No	18	0	13	0	0
Number of pedestrian fatalities	No	12	0	13	0	0
Percent of public space applications approved within 30 days	No	93.8%	93%	93%	93%	93%

### 3. Improve mobility and accessibility to expand transportation choices and reduce traffic congestion. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Miles of bike lanes installed	No	New in 2019	1.7	4.9	5	6.5
Number of New Level 3 and Level 4 employers offering transportation programs/benefits to encourage non-SOV travel	No	81	40	43	40	40
Percent increase in Capital Bikeshare Ridership	No	-1.7%	3%	-4.4%	3%	3%
Percent of Circulator buses arriving on time	No	71%	80%	66.3%	80%	80%

### 4. Improve the livability and sustainability of transportation routes for local communities. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Number of livability study recommendations implemented	No	New in 2019	5	5	5	10

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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. Roadway Maintenance

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of pothole service requests completed	No	7042	1876	12,586

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### 2. Alley Maintenance

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of alleys resurfaced	No	143	109	128

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### 3. Bridge Maintenance

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of deficient bridges	No	5	6	4

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### 4. Street Light Maintenance

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of street lights repaired	No	28,406	7226	8005

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### 5. Vision Zero

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of bicyclist serious injuries	No	New in 2018	33	93
Number of motor-vehicle serious injuries	No	New in 2018	145	351
Number of pedestrian serious injuries	No	New in 2018	80	188

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### 6. Street Signs and Markings

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Miles of Markings Touched	No	130	124	224
Number of signs Installed	No	43,037	30,079	26,836

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### 7. Public Space Regulation

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of public space inspections	No	61,761	61,379	58,821

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### 8. Traffic Management and Calming

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number deployment locations covered for traffic control officers (TCOs)	No	159	518	298

## 9. Streetcar Operations Infrastructure and Expansion

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Streetcar Passengers	No	1,121,466	1,171,527	1,100,000

## 10. Greater DC Transit Management

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Kids Ride Free passes picked up by students	No	20,989	27,133	33,520

## 11. Travel Demand Management

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of bike/ped counters installed	No	5	2	0

## 12. Circulator Operations, Infrastructure, and Expansion

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Circulator Passengers	No	4,314,408	4,644,905	5,694,404

## 13. Urban Forest Preservation

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of trees planted citywide	No	8159	8091	7859

## 14. Green Infrastructure Maintenance and Environmental Programs

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Green Infrastructure Sites Maintained	No	245	279	414

### Performance Plan End Notes:

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>

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# Office of the Deputy Mayor for Operations and Infrastructure

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**Table K00-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$0	\$0	\$1,303,632	\$1,297,578	-0.5
FTEs	0.0	0.0	8.0	8.0	0.0
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Office of the Deputy Mayor for Operations and Infrastructure (DMOI) is to support the Mayor to ensure a strong and sustained District government focused on maintaining, strengthening, and investing in the District’s infrastructure (built and natural environment) and delivering high-quality government services to residents, non-residents, and businesses.

## Summary of Services

The Deputy Mayor for Operations and Infrastructure:

- Oversees the District government's performance of infrastructure and government services agencies;
- Develops strategies and policies to achieve the Mayor’s infrastructure, mobility, sustainability, financial services, and government services goals by aligning agency budgets, engaging key stakeholders (including independent agencies), and ensuring the implementation of programs and operations;
- Works with agencies to achieve a safe, reliable, and robust multimodal transportation network focusing on pedestrians, bicycles, personal mobility devices, mass transit, for-hire vehicles, and motor vehicles; and
- Develops and assesses innovative ways to provide faster, more transparent and customer-friendly government services for residents, non-residents, and businesses, including licensing, permitting, inspections, financial services, solid waste collection, recycling, snow removal, street/sidewalk/alley repair, energy use, and ticketing.

The agency’s FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table KO0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table KO0-2**

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>Appropriated Fund</b>												
<b>GENERAL FUND</b>												
Local Funds	0	0	1,304	1,298	-6	-0.5	0.0	0.0	8.0	8.0	0.0	0.0
<b>TOTAL FOR GENERAL FUND</b>	<b>0</b>	<b>0</b>	<b>1,304</b>	<b>1,298</b>	<b>-6</b>	<b>-0.5</b>	<b>0.0</b>	<b>0.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>1,304</b>	<b>1,298</b>	<b>-6</b>	<b>-0.5</b>	<b>0.0</b>	<b>0.0</b>	<b>8.0</b>	<b>8.0</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table KO0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table KO0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	0	0	818	983	165	20.1
14 - Fringe Benefits - Current Personnel	0	0	205	246	41	20.1
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>0</b>	<b>1,023</b>	<b>1,228</b>	<b>206</b>	<b>20.1</b>
20 - Supplies and Materials	0	0	41	41	0	0.0
40 - Other Services and Charges	0	0	195	0	-195	-100.0
70 - Equipment and Equipment Rental	0	0	45	28	-17	-37.4
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>281</b>	<b>69</b>	<b>-212</b>	<b>-75.4</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>1,304</b>	<b>1,298</b>	<b>-6</b>	<b>-0.5</b>

\*Percent change is based on whole dollars.



## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table KO0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table KO0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(2000) DEPUTY MAYOR FOR OPERATIONS AND INFRASTRUCTURE</b>										
(2010) Deputy Mayor for Operations and Infrastructure	0	0	1,304	1,298	-6	0.0	0.0	8.0	8.0	0.0
<b>SUBTOTAL (2000) DEPUTY MAYOR FOR OPERATIONS AND INFRASTRUCTURE</b>	<b>0</b>	<b>0</b>	<b>1,304</b>	<b>1,298</b>	<b>-6</b>	<b>0.0</b>	<b>0.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>1,304</b>	<b>1,298</b>	<b>-6</b>	<b>0.0</b>	<b>0.0</b>	<b>8.0</b>	<b>8.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Operations and Infrastructure operates through the following program:

**Deputy Mayor for Operations and Infrastructure** – supports the agency's mission to ensure a strong and sustained District government focused on maintaining, strengthening, and investing in the District's infrastructure (built and natural environment) and delivering high-quality government services to residents, non-residents, and businesses.

### Program Structure Change

The Office of the Deputy Mayor for Operations and Infrastructure has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table KO0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table KO0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>1,304</b>	<b>8.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>1,304</b>	<b>8.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Deputy Mayor for Operations and Infrastructure	206	0.0
Reduce: To realize cost savings from a reduction to nonpersonal services costs	Deputy Mayor for Operations and Infrastructure	-212	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>1,298</b>	<b>8.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>1,298</b>	<b>8.0</b>
<b>GROSS FOR KO0 - OFFICE OF THE DEPUTY MAYOR FOR OPERATIONS AND INFRASTRUCTURE</b>		<b>1,298</b>	<b>8.0</b>

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

### FY 2021 Approved Budget Changes

The Office of the Deputy Mayor for Operations and Infrastructure's (DMOI) approved FY 2021 gross budget is \$1,297,578, which represents a less than 1.0 percent decrease from its FY 2020 approved gross budget of \$1,303,632. The budget is comprised entirely of Local funds.

#### Recurring Budget

**No Change:** DMOI's budget reflects no change from the FY 2020 approved budget to the FY 2021 recurring budget.

#### Mayor's Proposed Budget

**Increase:** The budget proposal for DMOI includes an increase of \$205,773 in personal services to properly fund salary and Fringe Benefit costs.

**Reduce:** The budget proposal reflects a reduction of \$211,827 in nonpersonal services adjustments.

#### District's Approved Budget

**No Change:** The Deputy Mayor for Operations and Infrastructure's budget reflects no change from the Mayor's proposed budget to the District's approved budget.

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# Office of the People's Counsel

www.opc-dc.gov

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**Table DJ0-1**

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$8,007,384	\$9,645,494	\$10,003,994	\$10,569,390	5.7
FTEs	39.0	49.4	53.4	52.4	-1.9
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Office of 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, and associations, 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, water, 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 and District community groups. OPC also provides legislative analysis for, assistance to, and testimony before, the District Council on utility matters.

The agency's FY 2021 approved budget is presented in the following tables:

### FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table DJ0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table DJ0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>												
Local Funds	0	611	689	689	0	0.0	0.0	5.0	8.0	6.0	-2.0	-25.0
Special Purpose Revenue Funds	8,007	9,025	9,315	9,880	565	6.1	39.0	44.4	45.4	46.4	1.0	2.2
<b>TOTAL FOR GENERAL FUND</b>	<b>8,007</b>	<b>9,635</b>	<b>10,004</b>	<b>10,569</b>	<b>565</b>	<b>5.7</b>	<b>39.0</b>	<b>49.4</b>	<b>53.4</b>	<b>52.4</b>	<b>-1.0</b>	<b>-1.9</b>
<b>PRIVATE FUNDS</b>												
Private Grant Funds	0	10	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>0</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>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>8,007</b>	<b>9,645</b>	<b>10,004</b>	<b>10,569</b>	<b>565</b>	<b>5.7</b>	<b>39.0</b>	<b>49.4</b>	<b>53.4</b>	<b>52.4</b>	<b>-1.0</b>	<b>-1.9</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

### FY 2021 Approved Operating Budget, by Comptroller Source Group

Table DJ0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table DJ0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	4,536	5,084	5,603	6,040	437	7.8
12 - Regular Pay - Other	92	193	254	183	-71	-28.1
13 - Additional Gross Pay	76	8	0	0	0	N/A

**Table DJ0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Percentage Change*</b>
14 - Fringe Benefits - Current Personnel	847	1,022	1,037	1,102	65	6.2
15 - Overtime Pay	0	1	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>5,552</b>	<b>6,307</b>	<b>6,895</b>	<b>7,325</b>	<b>430</b>	<b>6.2</b>
20 - Supplies and Materials	55	56	60	60	0	0.0
30 - Energy, Communication and Building Rentals	0	0	0	0	0	8.7
31 - Telecommunications	43	65	46	55	8	18.4
32 - Rentals - Land and Structures	853	959	987	1,054	68	6.9
34 - Security Services	0	1	0	0	0	-100.0
35 - Occupancy Fixed Costs	25	1	26	13	-12	-48.4
40 - Other Services and Charges	660	1,375	1,191	1,264	73	6.2
41 - Contractual Services - Other	608	520	547	545	-2	-0.4
70 - Equipment and Equipment Rental	212	361	252	252	0	0.2
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>2,455</b>	<b>3,338</b>	<b>3,109</b>	<b>3,244</b>	<b>135</b>	<b>4.3</b>
<b>GROSS FUNDS</b>	<b>8,007</b>	<b>9,645</b>	<b>10,004</b>	<b>10,569</b>	<b>565</b>	<b>5.7</b>

\*Percent change is based on whole dollars.

**FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity**

Table DJ0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 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 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Personnel	217	379	360	474	114	1.4	1.6	2.7	3.4	0.6
(1020) Contracting and Procurement	259	242	427	272	-155	2.1	2.3	4.3	2.6	-1.6
(1030) Property Management	1,171	1,668	1,397	1,460	63	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	332	424	398	413	15	1.8	2.9	2.0	2.0	0.0
(1050) Financial Management	174	156	214	210	-4	0.0	0.0	0.0	0.0	0.0
(1070) Fleet Management	17	13	16	16	0	0.0	0.0	0.0	0.0	0.0
(1085) Customer Service	103	162	94	256	162	1.2	1.6	1.2	2.2	1.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>2,273</b>	<b>3,043</b>	<b>2,906</b>	<b>3,101</b>	<b>195</b>	<b>6.5</b>	<b>8.4</b>	<b>10.2</b>	<b>10.2</b>	<b>0.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budget Operations	352	358	488	515	26	3.0	3.3	3.4	3.4	0.0
(120F) Accounting Operations	0	1	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>352</b>	<b>359</b>	<b>488</b>	<b>515</b>	<b>26</b>	<b>3.0</b>	<b>3.3</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 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(2000) OFFICE OF PEOPLE'S COUNSEL</b>										
(2010) Consumer Advocacy and Representation	3,263	3,342	3,451	3,600	149	13.8	15.6	14.7	15.2	0.4
(2020) Public Information Dissemination	2,119	2,290	2,470	2,665	195	15.8	17.0	17.1	17.6	0.6
(2030) DC Water-Consumer Advocacy & Representation	0	611	689	689	0	0.0	5.0	8.0	6.0	-2.0
<b>SUBTOTAL (2000) OFFICE OF PEOPLE'S COUNSEL</b>	<b>5,382</b>	<b>6,243</b>	<b>6,610</b>	<b>6,954</b>	<b>344</b>	<b>29.5</b>	<b>37.7</b>	<b>39.8</b>	<b>38.8</b>	<b>-1.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>8,007</b>	<b>9,645</b>	<b>10,004</b>	<b>10,569</b>	<b>565</b>	<b>39.0</b>	<b>49.4</b>	<b>53.4</b>	<b>52.4</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 3 activities:

- **Consumer Advocacy and Representation (Energy and Local Telecommunications)** – provides legal and technical analysis and consumer advocacy services for District consumers to ensure safe, reliable electric, natural gas and local telecommunications services at rates that are just, reasonable, and consistent with statutory mandates; and advocates for the conservation of natural resources of the District, consideration of the economy, and the preservation of environmental quality;
- **Consumer Advocacy and Representation (Water)** – provides legal and technical analysis and consumer advocacy services for District consumers to ensure safe, reliable water and sewer services at rates that are just, reasonable, and consistent with statutory mandates; and advocates for the conservation of 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 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table DJ0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table DJ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>689</b>	<b>8.0</b>
Removal of One-Time Costs	Office of People's Counsel	-30	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>659</b>	<b>8.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Office of People's Counsel	62	1.0
Increase: To align resources with operational spending goals	Office of People's Counsel	28	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Office of People's Counsel	-60	-3.0
Enhance: To replace recurring funds with one-time funds (one-time)	Office of People's Counsel	30	0.0
Reduce: To replace recurring funds with one-time funds	Office of People's Counsel	-30	0.0
<b>LOCAL FUNDS: FY 2021 Mayor’s Proposed Budget</b>		<b>689</b>	<b>6.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District’s Approved Budget</b>		<b>689</b>	<b>6.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>9,315</b>	<b>45.4</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	429	1.0
Increase: To align resources with operational spending goals	Multiple Programs	73	0.0
Increase: To align Fixed Costs with proposed estimates	Agency Management	63	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor’s Proposed Budget</b>		<b>9,880</b>	<b>46.4</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District’s Approved Budget</b>		<b>9,880</b>	<b>46.4</b>
<b>GROSS FOR DJ0 - OFFICE OF THE PEOPLE'S COUNSEL</b>		<b>10,569</b>	<b>52.4</b>

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

## FY 2021 Approved Budget Changes

The Office of the People’s Counsel’s (OPC) approved FY 2021 gross budget is \$10,569,390, which represents a 5.7 percent increase over its FY 2020 approved gross budget of \$10,003,994. The budget is comprised of \$689,246 in Local funds, and \$9,880,144 in Special Purpose Revenue funds.

### Recurring Budget

The FY 2021 budget for OPC includes a reduction of \$30,000 to account for the removal of one-time funding appropriated in FY 2020 to retain an external counsel to enable OPC to legally represent ratepayer before DC Water, administrative hearing officers, and the DC Court of Appeals in administrative hearings, judicial proceedings, and public hearings.

### Mayor’s Proposed Budget

**Increase:** In Local funds, OPC proposes various adjustments in the Office of People’s Counsel program to support projected costs, which includes \$61,746 in personal services cost for salary, step increases, and Fringe Benefit adjustment and \$28,358 in support of professional services fees.

In Special Purpose Revenue funds, the budget proposal includes a projected personal services increase of \$428,687 and 1.0 FTE across multiple programs to support projected salary, step increase, and Fringe Benefit adjustment. The additional position will provide administrative support. Other adjustment includes an increase of \$73,275 across multiple programs in professional services fees, and \$63,434 in the Agency Management program based on Fixed Cost estimates from the Department of General Services.

**Decrease:** In Local funds, OPC proposes a reduction of \$60,104 and 2.0 FTEs to partially offset personal services costs to support six positions who provide administrative support for the DC Water program.

**Enhance:** In Local funds, the budget proposal for OPC includes \$30,000 in one-time funds to replace an offsetting reduction of recurring funds to support DC Water consumer advocacy and the agency's legal representation costs through the hiring of an external counsel.

**Reduce:** As noted above, the budget also reflects a reduction of \$30,000 in recurring funds in order to substitute one-time funds.

### **District's Approved Budget**

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



## Agency Performance Plan\*

The Office of the People's Counsel (OPC) has the following strategic objectives for FY 2021:

### 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
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
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

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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 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Number of consumer outreach meetings	No	650	175	1031	660	400
Percent of consumer complaints closed annually	No	84.8%	90%	63.3%	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 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Number of proceedings initiated by OPC	No	4	4	5	4	4

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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. Consumer assistance

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Consumer Complaints	No	2349	1593	1252
Number of Consumer Inquiries	No	924	1182	1150
Number of NEP/LEP persons served by the agency	No	5834	2871	3113

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### 2. OPC Consumer Advocacy

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of cases litigated before the Public Services Commission, Federal Energy Regulatory Commission, Federal Communications Commission and PJM	No	Not Available	Data Forthcoming	Data Forthcoming

#### Performance Plan End Notes:

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>



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# Public Service Commission

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**Table DH0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$13,969,130	\$14,764,933	\$16,285,793	\$17,545,601	7.7
FTEs	76.3	73.6	85.6	89.6	4.7
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

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 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table DH0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table DH0-2**

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>Appropriated Fund</b>													
<b>GENERAL FUND</b>													
Special Purpose													
Revenue Funds	13,560	14,266	15,693	16,951	1,258	8.0	73.2	70.3	82.1	86.4	4.2	5.2	
<b>TOTAL FOR GENERAL FUND</b>	<b>13,560</b>	<b>14,266</b>	<b>15,693</b>	<b>16,951</b>	<b>1,258</b>	<b>8.0</b>	<b>73.2</b>	<b>70.3</b>	<b>82.1</b>	<b>86.4</b>	<b>4.2</b>	<b>5.2</b>	
<b>FEDERAL RESOURCES</b>													
Federal Grant Funds	402	485	581	581	0	0.0	3.1	3.3	3.5	3.2	-0.2	-6.9	
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>402</b>	<b>485</b>	<b>581</b>	<b>581</b>	<b>0</b>	<b>0.0</b>	<b>3.1</b>	<b>3.3</b>	<b>3.5</b>	<b>3.2</b>	<b>-0.2</b>	<b>-6.9</b>	
<b>PRIVATE FUNDS</b>													
Private Donations	8	13	12	14	2	16.7	0.0	0.0	0.0	0.0	0.0	N/A	
<b>TOTAL FOR PRIVATE FUNDS</b>	<b>8</b>	<b>13</b>	<b>12</b>	<b>14</b>	<b>2</b>	<b>16.7</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>13,969</b>	<b>14,765</b>	<b>16,286</b>	<b>17,546</b>	<b>1,260</b>	<b>7.7</b>	<b>76.3</b>	<b>73.6</b>	<b>85.6</b>	<b>89.6</b>	<b>4.0</b>	<b>4.7</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table DH0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table DH0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
11 - Regular Pay - Continuing Full Time	7,710	8,153	8,705	9,549	844	9.7
12 - Regular Pay - Other	804	695	1,227	1,164	-63	-5.2
13 - Additional Gross Pay	97	113	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	1,702	1,797	2,125	2,292	167	7.9
15 - Overtime Pay	1	2	0	0	0	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>10,314</b>	<b>10,760</b>	<b>12,058</b>	<b>13,005</b>	<b>947</b>	<b>7.9</b>
20 - Supplies and Materials	60	89	63	91	28	44.1
30 - Energy, Communication and Building Rentals	1	1	2	2	-1	-35.7
31 - Telecommunications	89	87	86	83	-3	-3.4
32 - Rentals - Land and Structures	1,576	1,597	1,663	1,708	45	2.7

### Table DH0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
34 - Security Services	0	0	1	0	-1	-100.0
35 - Occupancy Fixed Costs	24	1	41	21	-20	-48.4
40 - Other Services and Charges	1,206	1,782	1,905	2,143	238	12.5
41 - Contractual Services - Other	391	239	192	192	0	0.0
70 - Equipment and Equipment Rental	309	208	275	301	26	9.6
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>3,655</b>	<b>4,005</b>	<b>4,228</b>	<b>4,541</b>	<b>312</b>	<b>7.4</b>
<b>GROSS FUNDS</b>	<b>13,969</b>	<b>14,765</b>	<b>16,286</b>	<b>17,546</b>	<b>1,260</b>	<b>7.7</b>

\*Percent change is based on whole dollars.

### FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table DH0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 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 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Personnel	390	393	404	419	15	3.1	2.6	3.0	3.0	0.0
(1015) Training and Development	574	833	488	541	53	1.7	1.7	1.8	1.8	0.0
(1020) Contracting and Procurement	343	352	412	427	14	3.0	2.8	3.2	2.8	-0.4
(1030) Property Management	2,724	2,980	3,362	3,773	411	0.5	0.8	1.0	0.8	-0.2
(1040) Information Technology	733	524	515	554	39	2.0	1.9	2.2	2.2	0.0
(1050) Financial Management	64	59	270	69	-201	0.3	0.3	0.4	0.4	0.0
(1060) Legal	193	284	226	287	61	0.6	0.6	0.7	1.0	0.3
(1070) Fleet Management	1	1	5	4	-2	0.0	0.0	0.0	0.0	0.0
(1080) Communications	431	524	571	778	207	3.6	3.1	4.7	6.2	1.5
(1085) Customer Service	397	414	444	514	70	3.8	3.0	3.5	4.0	0.5
(1090) Performance Management	51	47	54	56	2	0.3	0.3	0.3	0.3	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>5,902</b>	<b>6,411</b>	<b>6,753</b>	<b>7,423</b>	<b>670</b>	<b>19.0</b>	<b>17.2</b>	<b>20.8</b>	<b>22.5</b>	<b>1.7</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budget Operations	121	92	116	119	3	0.7	0.7	0.8	0.8	0.0
(120F) Accounting Operations	235	213	227	226	-1	1.6	1.5	1.8	1.7	-0.1
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>355</b>	<b>305</b>	<b>343</b>	<b>345</b>	<b>2</b>	<b>2.4</b>	<b>2.2</b>	<b>2.6</b>	<b>2.5</b>	<b>-0.1</b>
<b>(2000) PIPELINE SAFETY</b>										
(2010) Pipeline Safety	571	685	853	867	15	4.4	4.6	5.2	4.8	-0.3
<b>SUBTOTAL (2000) PIPELINE SAFETY</b>	<b>571</b>	<b>685</b>	<b>853</b>	<b>867</b>	<b>15</b>	<b>4.4</b>	<b>4.6</b>	<b>5.2</b>	<b>4.8</b>	<b>-0.3</b>

## Table DH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(3000) UTILITY REGULATION</b>										
(3700) Utility Regulation	7,141	7,364	8,337	8,910	574	50.5	49.6	57.0	59.7	2.7
<b>SUBTOTAL (3000) UTILITY REGULATION</b>	<b>7,141</b>	<b>7,364</b>	<b>8,337</b>	<b>8,910</b>	<b>574</b>	<b>50.5</b>	<b>49.6</b>	<b>57.0</b>	<b>59.7</b>	<b>2.7</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>13,969</b>	<b>14,765</b>	<b>16,286</b>	<b>17,546</b>	<b>1,260</b>	<b>76.3</b>	<b>73.6</b>	<b>85.6</b>	<b>89.6</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table DH0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

## Table DH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>581</b>	<b>3.5</b>
Decrease: To recognize savings from a reduction in FTE(s)	Pipeline Safety	0	-0.2



## Table DH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>581</b>	<b>3.2</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>581</b>	<b>3.2</b>
<b>PRIVATE DONATIONS: FY 2020 Approved Budget and FTE</b>		<b>12</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Agency Management	2	0.0
<b>PRIVATE DONATIONS: FY 2021 Mayor's Proposed Budget</b>		<b>14</b>	<b>0.0</b>
No Change		0	0.0
<b>PRIVATE DONATIONS: FY 2021 District's Approved Budget</b>		<b>14</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>15,693</b>	<b>82.1</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	947	4.2
Increase: To align budget with projected revenues	Multiple Programs	300	0.0
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	11	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>16,951</b>	<b>86.4</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>16,951</b>	<b>86.4</b>
<b>GROSS FOR DH0 - PUBLIC SERVICE COMMISSION</b>		<b>17,546</b>	<b>89.6</b>

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

### FY 2021 Approved Budget Changes

The Public Service Commission's (PSC) approved FY 2021 gross budget is \$17,545,601, which represents a 7.7 percent increase over its FY 2020 approved gross budget of \$16,285,793. The budget is comprised of \$581,000 in Federal Grant funds, \$14,000 in Private Donations, and \$16,950,601 in Special Purpose Revenue funds.

#### Mayor's Proposed Budget

**Increase:** In Private Donation funds, PSC's proposed budget includes a net increase of \$2,000 to cover travel and training costs.

PSC's Special Purpose Revenue (SPR) funds are derived from assessing utility companies for services provided in the District. In SPR funds, the budget proposal reflects a net increase of 947,181 and 4.2 FTEs across multiple programs to support projected salary, step increases, and Fringe Benefit adjustments. Other adjustments of \$299,837 across multiple programs will primarily support professional services and equipment-related costs. Lastly, an increase of \$10,789 will provide funding for various Fixed Cost commodities based on estimates provided by the Office of Finance and Resource Management and the Department of General Services.

**Decrease:** In Federal Grants funds, the proposed budget reflects a decrease of 0.2 FTE to account for changes within the Pipeline Safety program.

#### District's Approved Budget

**No Change:** The Public Service Commission's budget reflects no change from the Mayor's proposed budget to the District's approved budget.

## Agency Performance Plan

The Public Service Commission has the following strategic objectives for FY 2021.

### 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. Create and maintain a highly efficient, transparent, and responsive District government.
5. Consider Environmental Issues In Adjudications and Infrastructure Matters

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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. Ensure Safe, Reliable and Quality Electric Gas and Local Telecommunications Services at Just and Reasonable Rates (7 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
USDOT Rating	Annual rating by US Department of Transportation of the overall effectiveness of our pipeline safety program.	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
Mergers and Acquisitions	Consider applications for merger or acquisition of utility companies	Key Project
MEDSIS	FC 1130, Modernizing the Energy Delivery System for Improved Sustainability, is a docket intending to explore new technologies and concepts that will all more efficient use of the energy delivery system. In 2020 the Commission will establish Pilot Projects for grid modernization in its renamed Power Path DC proceeding.	Key Project
Monopoly Request Adjudication	The Commission conducts evidentiary or other hearings to determine whether proposed utility rate adjustments are just and reasonable.	Key Project

**1. Ensure Safe, Reliable and Quality Electric Gas and Local Telecommunications Services at Just and Reasonable Rates (7 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
Construction Projects	A major new construction project has been proposed by PEPCO: the Capital Grid Project (FC 1144). This will entail review of Pepco plans for reliability and resiliency in distribution, transmission and substation facilities. In addition, two major utility construction projects will continue in 2020: 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

**2. Foster Fair and Open Competition among Service Providers (3 Activities)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
DC USTF	The Commission oversees management of the Universal Service Trust Fund, 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)**

<b>Activity Title</b>	<b>Activity Description</b>	<b>Type of Activity</b>
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. Create and maintain a highly efficient, transparent, and responsive District government. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Complaint Management	Percentage of Complaints resolved at an informal level is a measure of agency efficiency.	Key Project
Adjudication Management	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

**5. Consider Environmental Issues In Adjudications and Infrastructure Matters (1 Activity)**

Activity Title	Activity Description	Type of Activity
Environmental metrics established	The Commission is charged by the Clean Energy DC Act with considering environmental issues when regulating utility and energy companies. In 2020, the Commission will develop the metrics for considering environmental issues.	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 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Adjudicative Case decisions issued within 90 days of record closure	No	100%	95%	100%	95%	95%
US Department of Transportation Rating of DC Pipeline Safety Program	No	100	98	100	98	98

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

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of Consumer Complaints Resolved at an informal level	No	98.9%	98%	99%	98%	98%

**3. Consider Environmental Issues In Adjudications and Infrastructure Matters (1 Measure)**

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percentage of Adjudications or Infrastructure Cases Where Environmental Issue Considered	No	New in 2020	New in 2020	New in 2020	New in 2020	90%

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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. One Call Inspections

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Inspections Conducted	No	967	790	875

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### 2. Pipeline Inspections

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Pipeline Safety inspections conducted	No	403	312	349

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### 3. Renewable Portfolio Applications Granted

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Renewable Portfolio Standards Applications processed	No	954	939	1341

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### 4. Consumer Complaints and Inquiries

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of Consumer Complaints and Inquiries Processed	No	1265	1551	1415

#### Performance Plan End Notes:

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

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>



# Washington Metropolitan Area Transit Authority

www.wmata.com

Telephone: 202-637-7000

Table KE0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$418,728,302	\$425,752,659	\$467,622,161	\$458,357,463	-2.0
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$129,426,806	\$120,328,659	\$319,500,000	\$323,500,000	1.3
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Washington Metropolitan Area Transit Authority (WMATA) is to provide the public with a safe, efficient and affordable means of travel. This budget reflects only the District of Columbia government appropriation to the agency, and provides funding policy recommendations and coordination of services under the direction of the District's Department of Transportation (Transit Delivery Division).

## Summary of Services

WMATA was created February 20, 1967. It is an interstate compact agency and, by the terms of its enabling legislation, an agency and instrumentality of the District of Columbia, State of Maryland, and Commonwealth of Virginia. This compact agency was created by the aforementioned states and the District of Columbia to plan, finance, construct, and operate a comprehensive public transit system for the Washington metropolitan area. A Board of Directors, with representatives from each of the three jurisdictions and the federal government, governs WMATA. The District has two voting members and two non-voting members on WMATA's Board. The Project Delivery Administration of the District's Department of Transportation (DDOT) oversees the District's funding of WMATA and recommends policy direction, develops service initiatives, and monitors service quality. DDOT's role is inclusive of all transit modes including Metrobus, Metrorail, and MetroAccess Paratransit service.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table KE0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table KE0-2**

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>Appropriated Fund</b>												
<b>GENERAL FUND</b>												
Local Funds	284,880	123,014	335,152	342,662	7,510	2.2	0.0	0.0	0.0	0.0	0.0	N/A
Dedicated Taxes	84,768	258,489	84,470	77,295	-7,175	-8.5	0.0	0.0	0.0	0.0	0.0	N/A
Special Purpose Revenue Funds	49,080	44,250	48,000	38,400	-9,600	-20.0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>418,728</b>	<b>425,753</b>	<b>467,622</b>	<b>458,357</b>	<b>-9,265</b>	<b>-2.0</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>418,728</b>	<b>425,753</b>	<b>467,622</b>	<b>458,357</b>	<b>-9,265</b>	<b>-2.0</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table KE0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table KE0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
50 - Subsidies and Transfers	418,728	425,753	467,622	458,357	-9,265	-2.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>418,728</b>	<b>425,753</b>	<b>467,622</b>	<b>458,357</b>	<b>-9,265</b>	<b>-2.0</b>
<b>GROSS FUNDS</b>	<b>418,728</b>	<b>425,753</b>	<b>467,622</b>	<b>458,357</b>	<b>-9,265</b>	<b>-2.0</b>

\*Percent change is based on whole dollars.



## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table KE0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table KE0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(DC00) DC PROJECTS ONLY</b>										
(CIRC) Circulator	21,942	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(MSCO) Metro Safety Commission - Oversight Commission	637	750	750	1,897	1,147	0.0	0.0	0.0	0.0	0.0
(REDF) Reduced Fares	600	600	600	600	0	0.0	0.0	0.0	0.0	0.0
(SCHS) School Subsidy	19,451	22,948	22,870	22,870	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (DC00) DC PROJECTS ONLY</b>	<b>42,630</b>	<b>24,298</b>	<b>24,220</b>	<b>25,367</b>	<b>1,147</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(DS00) DEBT SERVICE</b>										
(DS01) Debt Service - Series	18,450	29,293	33,293	33,293	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (DS00) DEBT SERVICE</b>	<b>18,450</b>	<b>29,293</b>	<b>33,293</b>	<b>33,293</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>(MA00) METRO ACCESS</b>										
(PARA) Para-Transit	22,464	27,305	31,341	34,505	3,164	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (MA00) METRO ACCESS</b>	<b>22,464</b>	<b>27,305</b>	<b>31,341</b>	<b>34,505</b>	<b>3,164</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(OP00) WMATA OPERATIONS</b>										
(BUS1) Metrobus	212,264	209,447	225,985	222,389	-3,596	0.0	0.0	0.0	0.0	0.0
(RAIL) Metrorail	122,921	135,411	152,783	142,803	-9,980	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (OP00) WMATA OPERATIONS</b>	<b>335,184</b>	<b>344,858</b>	<b>378,768</b>	<b>365,192</b>	<b>-13,576</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>418,728</b>	<b>425,753</b>	<b>467,622</b>	<b>458,357</b>	<b>-9,265</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Washington Metropolitan Area Transit Authority (WMATA) operates through the following 4 programs:

**DC-Specific (Reimbursable to WMATA) Projects** – are not part of the regular jurisdictional share of the WMATA subsidy; they are programs or projects for which the District pays funds directly.

This program contains the following 3 activities:

- **Metro Safety Commission - Oversight Commission** –The Metrorail Safety Commission has safety regulatory and enforcement authority over the WMATA Metrorail system and acts as the state safety oversight authority for WMATA;

- **Reduced Fares** – operates a special fare buy-down on bus-to-rail and rail-to-bus transfers in Southeast Washington; and
- **School Transit Subsidy** – operates services associated with the School Subsidy program.

**Debt Service** – covers the District's annual share of financing costs for bonds sold by WMATA for the construction of the original system and for ongoing transit infrastructure rehabilitation and replacement. This payment is consistent with the Ancillary Bond Repayment Participation Agreement entered between the District of Columbia, the State of Maryland, the Commonwealth of Virginia, and the United States Secretary of Transportation.

**MetroAccess** – provides curb-to-curb wheelchair lift-equipped van service for persons unable to use accessible conventional bus or rail services. In the District, the service has nearly 9,200 certified riders who make approximately 54,000 trips per month. WMATA contracts with private carriers for the Paratransit service.

**WMATA Operations** – ensures that Metrorail and Metrobus operate efficiently and timely within the District of Columbia.

This program contains the following 2 activities:

- **Metrobus Operations** – operates approximately 350 bus routes on 135 lines throughout the metropolitan area, serving an average yearly ridership of 135 million. The District has the most concentrated level of Metrobus service in the region and the largest share of Metrobus ridership. Over half of Metrobus riders are District residents; and
- **Metrorail Operations** – operates approximately 38 miles of the Metrorail system and 40 stations in the District. It provides approximately 226.5 million trips per year. WMATA manages a total of 118 miles of track in the metropolitan area with 91 stations.

### Program Structure Change

The Washington Metropolitan Area Transit Authority has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table KE0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table KE0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>335,152</b>	<b>0.0</b>
Removal of One-Time Costs	DC Projects Only	-13,500	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>321,652</b>	<b>0.0</b>
Enhance: To support operational requirements (one-time)	Multiple Programs	29,876	0.0
Reduce: To realize programmatic cost savings in nonpersonal services	WMATA Operations	-9,404	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>342,124</b>	<b>0.0</b>
Enhance: To support operational requirements	Wmata Operations	538	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>342,662</b>	<b>0.0</b>

## Table KE0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>DEDICATED TAXES: FY 2020 Approved Budget and FTE</b>		<b>84,470</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Multiple Programs	2,808	0.0
Reduce: To align budget with projected revenues	WMATA Operations	-9,983	0.0
<b>DEDICATED TAXES: FY 2021 Mayor's Proposed Budget</b>		<b>77,295</b>	<b>0.0</b>
No Change		0	0.0
<b>DEDICATED TAXES: FY 2021 District's Approved Budget</b>		<b>77,295</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>48,000</b>	<b>0.0</b>
Reduce: To align budget with projected revenues	WMATA Operations	-9,600	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>38,400</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>38,400</b>	<b>0.0</b>
<b>GROSS FOR KE0 - WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY</b>		<b>458,357</b>	<b>0.0</b>

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

### FY 2021 Approved Budget Changes

The Washington Metropolitan Area Transit Authority's (WMATA) approved FY 2021 gross budget is \$458,357,463, which represents a 2.0 percent decrease from its FY 2020 approved gross budget of \$467,622,161. The budget is comprised of \$342,662,161 in Local funds, \$77,295,302 in Dedicated Taxes, and \$38,400,000 in Special Purpose Revenue funds.

### Recurring Budget

The FY 2021 approved budget for the Washington Area Metropolitan Area Transit Authority includes a reduction of \$13,500,000 to account for the removal of one-time funding appropriated in FY 2020 to support the Kids Ride Free initiative.

### Mayor's Proposed Budget

Annually, the District of Columbia and states of Maryland and Virginia, including the counties within the Greater Washington Metropolitan Area, subsidize part of the operating costs of the Metro System. In FY 2021, the budget for WMATA reallocates funding along appropriated funds to ensure that each program receives its local share of funding.

**Increase:** In the proposed budget submission for Dedicated Taxes, an increase of \$2,808,000 aligns the budget with projected revenues.

**Enhance:** The budget proposal in Local funds includes a one-time enhancement of \$29,876,000, which is comprised of \$15,229,000 to support the projected increases in the District's share of the annual subsidies that supports WMATA's operations, \$13,500,000 to support the Kids Ride Free program, and \$1,147,000 to support the Metro Safety Commission.

**Reduce:** The proposed budget in the WMATA Operations program is reduced by \$9,404,000 in Local funds, to account for realized programmatic cost savings in nonpersonal services, and by \$9,982,689 in Dedicated Taxes and \$9,600,000 in Special Purpose Revenue funds, to align the budget with projected revenues.

### District's Approved Budget

**Enhance:** The Local funds budget for WMATA includes an enhancement of \$538,000 to support bus operations and improve service delivery efficiency.



# Washington Metropolitan Area Transit Commission

www.wmatc.gov  
Telephone: 301-588-5260

Table KC0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$141,000	\$151,000	\$157,844	\$165,365	4.8
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Washington Metropolitan Area Transit Commission (WMATC) is to help assure that the public is provided passenger transportation services by fit and responsible, privately owned, for-hire licensed carriers to service the metropolitan region. This budget reflects only the District of Columbia government appropriation to the agency.

The WMATC assumed its jurisdiction in March 1961. The commission administers the delegated powers of the Washington Metropolitan Area Transit Regulation Compact, Pub. L. No. 86-794, § 1, 74 Stat. 1031 (1960), as amended by Pub. L. No. 87-767, 76 Stat. 764 (1962), Pub. L. No. 101-505, § 1, 104 Stat. 1300 (1990), and Pub. L. No. 111-160, 124 Stat. 1124 (2010). The latest amended compact is codified at District of Columbia Official Code Section 9-1103.01.

A three-member Board of Commissioners directs the WMATC. One commissioner is appointed from a District of Columbia agency with oversight of matters relating to the Commission by the Mayor of the District of Columbia; one commissioner is appointed from the Maryland Public Service Commission by the Governor of Maryland; and one commissioner is appointed from the Department of Motor Vehicles of the Commonwealth of Virginia by the Governor of Virginia. Daily operations are directed by the Executive Director and carried out by WMATC staff. The Washington Metropolitan Area Transit District (Metropolitan District) consists of the following jurisdictions:

- Arlington County, Virginia;
- City of Alexandria, Virginia;
- City of Falls Church, Virginia;
- District of Columbia;

- Fairfax County, Virginia;
- Montgomery County, Maryland;
- Prince George's County, Maryland; and
- Washington-Dulles International Airport, Loudoun County, Virginia.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table KC0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table KC0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>												
Local Funds	141	151	158	165	8	4.8	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>141</b>	<b>151</b>	<b>158</b>	<b>165</b>	<b>8</b>	<b>4.8</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>141</b>	<b>151</b>	<b>158</b>	<b>165</b>	<b>8</b>	<b>4.8</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table KC0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table KC0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
50 - Subsidies and Transfers	141	151	158	165	8	4.8
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>141</b>	<b>151</b>	<b>158</b>	<b>165</b>	<b>8</b>	<b>4.8</b>
<b>GROSS FUNDS</b>	<b>141</b>	<b>151</b>	<b>158</b>	<b>165</b>	<b>8</b>	<b>4.8</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table KC0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table KC0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) WASHINGTON METRO TRANSIT COMMISSION (CC)</b>										
(1100) Washington Metro Transit Commission (CC)	141	151	158	165	8	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) WASHINGTON METRO TRANSIT COMMISSION (CC)</b>	<b>141</b>	<b>151</b>	<b>158</b>	<b>165</b>	<b>8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>141</b>	<b>151</b>	<b>158</b>	<b>165</b>	<b>8</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Washington Metropolitan Area Transit Commission's (WMATC) budget represents the District's subsidy payment to the multi-jurisdictional agency. The subsidy budget is shown in a program format for comparison purposes only.

WMATC operates through the following program:

**Washington Metro Transit Commission** – governs the operating authority, rates, and insurance of private-sector, for-hire passenger carriers in the metropolitan region. Specifically, the agency grants operating authority to carriers such as airport shuttles, charter group buses, tour buses, handicapped transport vehicles, businesses with private and government shuttle contracts, and carriers for conventions. As part of its regulatory program, WMATC also establishes interstate taxicab rates, which are used when taxicabs cross from one signatory jurisdiction to another. WMATC's staff is a source for determination of fares for taxicab trips between the District of Columbia and area airports or other points in Maryland or Virginia that are in the metropolitan region. Staff is also available to mediate taxicab overcharge complaints regarding interstate travel.

### Program Structure Change

The Washington Metropolitan Area Transit Commission has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table KC0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table KC0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>158</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>158</b>	<b>0.0</b>
Enhance: To support operational requirements (one-time)	Washington Metro Transit Commission (CC)	8	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>165</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>165</b>	<b>0.0</b>
<b>GROSS FOR KC0 - WASHINGTON METROPOLITAN AREA TRANSIT COMMISSION</b>		<b>165</b>	<b>0.0</b>

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

## FY 2021 Approved Budget Changes

The Washington Metropolitan Area Transit Commission's (WMATC) The Green Finance Authority's FY 2021 gross budget is \$165,365, which represents an increase of 4.8 percent over its FY 2020 approved budget of \$157,844. The budget is comprised entirely of Local funds

### Recurring Budget

**No Change:** The Washington Metropolitan Area Transit Commission's budget reflects no change from the FY 2020 approved budget to the FY 2021 recurring budget.

### Mayor's Proposed Budget

**Enhance:** The proposed budget includes a one-time increase of \$7,521 to further support the District's share of WMATC's operational costs.

### District's Approved Budget

**No Change:** The Washington Metro Transit Commission's budget reflects no change from the Mayor's proposed budget to the District's approved budget.





# **G. Financing and Other**



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# Convention Center Transfer

[www.dcconvention.com](http://www.dcconvention.com)  
Telephone: 202-249-3000

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**Table EZ0-1**

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$143,246,444	\$151,398,846	\$153,226,981	\$97,357,679	-36.5
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The Convention Center Transfer agency records the transfer of certain sales tax revenues from the District’s General Fund to the Washington Convention and Sports Authority for the Walter E. Washington Convention Center.

This budget entity reflects the flow of the dedicated revenues to the Convention Center through the General Fund, as authorized by the District of Columbia Official Code: Division I, Title 10, Subtitle IV, Chapter 12. It also reflects the flow of other funds to the Convention Center.

The agency’s FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table EZ0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table EZ0-2**

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>Appropriated Fund</b>												
<b>GENERAL FUND</b>												
Local Funds	300	350	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
Dedicated Taxes	141,448	147,633	149,497	93,145	-56,352	-37.7	0.0	0.0	0.0	0.0	0.0	N/A
Special Purpose												
Revenue Funds	1,498	3,415	3,730	4,213	483	12.9	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR</b>												
<b>GENERAL FUND</b>	<b>143,246</b>	<b>151,399</b>	<b>153,227</b>	<b>97,358</b>	<b>-55,869</b>	<b>-36.5</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>143,246</b>	<b>151,399</b>	<b>153,227</b>	<b>97,358</b>	<b>-55,869</b>	<b>-36.5</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table EZ0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table EZ0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
50 - Subsidies and Transfers	143,246	151,399	153,227	97,358	-55,869	-36.5
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>143,246</b>	<b>151,399</b>	<b>153,227</b>	<b>97,358</b>	<b>-55,869</b>	<b>-36.5</b>
<b>GROSS FUNDS</b>	<b>143,246</b>	<b>151,399</b>	<b>153,227</b>	<b>97,358</b>	<b>-55,869</b>	<b>-36.5</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table EZ0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table EZ0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) TRANSFER TO CONVENTION CENTER</b>										
(1100) Transfer Sales Tax to Convention Center	141,748	147,983	149,497	93,145	-56,352	0.0	0.0	0.0	0.0	0.0
(1200) Transfer Other Revenue to Convention Center	1,498	3,415	3,730	4,213	483	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) TRANSFER TO CONVENTION CENTER</b>	<b>143,246</b>	<b>151,399</b>	<b>153,227</b>	<b>97,358</b>	<b>-55,869</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>143,246</b>	<b>151,399</b>	<b>153,227</b>	<b>97,358</b>	<b>-55,869</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Convention Center Transfer operates through the following program:

**Transfer to Convention Center** – records the transfer of revenue to the Walter E. Washington Convention Center.

This program contains the following 2 activities:

- **Transfer Sales Tax to Convention Center**– records the transfer of sales tax revenue to the Walter E. Washington Convention Center; and
- **Transfer Other Revenue to Convention Center**– records the transfer of revenue to support the Washington Convention Center Hotel ground lease payment and other related revenues.

### Program Structure Change

The Convention Center Transfer has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table EZ0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table EZ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>DEDICATED TAXES: FY 2020 Approved Budget and FTE</b>		<b>149,497</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Transfer to Convention Center	14,489	0.0
Reduce: To align budget with projected revenues	Transfer to Convention Center	-70,841	0.0
<b>DEDICATED TAXES: FY 2021 Mayor's Proposed Budget</b>		<b>93,145</b>	<b>0.0</b>
No Change		0	0.0
<b>DEDICATED TAXES: FY 2021 District's Approved Budget</b>		<b>93,145</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>3,730</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Transfer to Convention Center	483	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>4,213</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>4,213</b>	<b>0.0</b>
<b>GROSS FOR EZ0 - CONVENTION CENTER TRANSFER</b>		<b>97,358</b>	<b>0.0</b>

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

## FY 2021 Approved Budget Changes

The Convention Center Transfer's approved FY 2021 gross budget is \$97,357,679, which represents a 36.5 percent decrease from its FY 2020 approved gross budget of \$153,226,981. The budget is comprised of \$93,144,816 in Dedicated Taxes and \$4,212,863 in Special Purpose Revenue funds.

### Mayor's Proposed Budget

**Increase:** The proposed FY 2021 budget in Dedicated Taxes includes an increase of \$14,488,520 to align the budget with projected revenue.

The Special Purpose Revenue funds reflects an increase of \$482,882 to support the Convention Center Hotel's ground lease payments.

**Reduce:** The FY 2021 proposed budget in Dedicated Taxes was decreased by \$70,840,704 to align the budget with updated projected revenue.

Note\* The FY 2021 proposed budget for the Convention Center Transfer includes \$3,729,981 to support Destination DC advertising with the aim of making the District of Columbia a premier global convention, tourism, and special events destination.

### District's Approved Budget

**No Change:** The Convention Center Transfers budget reflects no change from the Mayor's proposed budget to the District's approved budget.

# District Retiree Health Contribution

**Table RH0-1**

<b>Description</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Approved</b>	<b>FY 2021 Approved</b>	<b>% Change from FY 2020</b>
OPERATING BUDGET	\$44,500,000	\$46,000,000	\$47,300,000	\$48,400,000	2.3
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the District Retiree Health Contribution is to contribute to the funding of the District’s other post-employment benefits (OPEB) liabilities.

District government retirees who were first employed after September 30, 1987 ("post-87") may obtain health insurance (pursuant to D.C. Code 1-622) and life insurance (pursuant to D.C. Code 1-623) from the District. The federal government is responsible for funding OPEB costs for District government retirees who were first employed prior to October 1, 1987 ("pre-87").

In 1999, the Council of the District of Columbia established the Annuitants' Health and Life Insurance Employer Contribution Trust Fund ("Trust Fund") to pay the District's portion of post-87 retirees' health and life insurance premiums. Through FY 2007, the District contributed to the Trust Fund from available funds. Beginning in FY 2008, the Governmental Accounting Standards Board requires state and local governments, including the District, to recognize any OPEB liability in their financial statements. The District is budgeting an actuarially determined annual OPEB contribution to cover normal costs and other actuarially determined liabilities. The proposed budget of the District Retiree Health Contribution represents the District’s FY 2021 contribution to the funding of its OPEB liabilities.

The District passed permanent legislation effective in FY 2011 changing the calculation of its contribution to the cost of health, vision, and dental insurance premiums for retirees and their dependents to a scale based on the amount of creditable service of the retiree. The District’s maximum contribution for the cost of healthcare for retirees is 75.0 percent, the same as the contribution for all current employees.

The agency’s FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table RH0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table RH0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>												
Local Funds	44,500	46,000	47,300	48,400	1,100	2.3	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>44,500</b>	<b>46,000</b>	<b>47,300</b>	<b>48,400</b>	<b>1,100</b>	<b>2.3</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>44,500</b>	<b>46,000</b>	<b>47,300</b>	<b>48,400</b>	<b>1,100</b>	<b>2.3</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table RH0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table RH0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
50 - Subsidies and Transfers	44,500	46,000	47,300	48,400	1,100	2.3
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>44,500</b>	<b>46,000</b>	<b>47,300</b>	<b>48,400</b>	<b>1,100</b>	<b>2.3</b>
<b>GROSS FUNDS</b>	<b>44,500</b>	<b>46,000</b>	<b>47,300</b>	<b>48,400</b>	<b>1,100</b>	<b>2.3</b>

\*Percent change is based on whole dollars.



## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table RH0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table RH0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) DISTRICT RETIREE HEALTH CONTRIBUTION</b>										
(1100) District Retiree Health Contribution	44,500	46,000	47,300	48,400	1,100	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) DISTRICT RETIREE HEALTH CONTRIBUTION</b>	<b>44,500</b>	<b>46,000</b>	<b>47,300</b>	<b>48,400</b>	<b>1,100</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>44,500</b>	<b>46,000</b>	<b>47,300</b>	<b>48,400</b>	<b>1,100</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Retiree Health Contribution operates through the following program:

**District Retiree Health Contribution** – provides the contribution for the funding of the District's OPEB liabilities.

### Program Structure Change

The District Retiree Health Contribution has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table RH0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table RH0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>47,300</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>47,300</b>	<b>0.0</b>

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**Table RH0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Increase: To support actuarial valuation of the District of Columbia Annuitants' Health and Life Insurance Employee Contribution Plan	District Retiree Health Contribution	100	0.0
Enhance: To support actuarial valuation of the District of Columbia Annuitants' Health and Life Insurance Employee Contribution Plan	District Retiree Health Contribution	1,000	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>48,400</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>48,400</b>	<b>0.0</b>

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<b>GROSS FOR RH0 - DISTRICT RETIREE HEALTH CONTRIBUTION</b>	<b>48,400</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 2021 Approved Budget Changes**

The District Retiree Health Contribution's approved FY 2021 gross budget is \$48,400,000, which represents a 2.3 percent increase over its FY 2020 approved gross budget of \$47,300,000. The budget is comprised entirely of Local funds.

**Recurring Budget**

**No Change:** The District Retiree Health Contribution's budget reflects no change from the FY 2020 approved budget to the FY 2021 recurring budget.

**Mayor's Proposed Budget**

**Increase/Enhance:** The District Retiree Health Contribution's proposed budget includes an increase of \$1,100,000 over the FY 2020 approved budget to reflect the actuarial valuation of the District of Columbia Annuitants' Health and Life Insurance Employee Contribution Plan. The purpose of the valuation is to provide an estimate of the actuarial accrued liabilities of the Plan and the Annual Required Contribution in accordance with Governmental Accounting Standard Board (GASB) statement numbers 43 and 45.

**District's Approved Budget**

**No Change:** The District Retiree Health Contribution's budget reflects no change from the Mayor's proposed budget to the District's proposed budget.

# Emergency Planning and Security Fund

Table EP0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$16,404,883	\$19,426,316	\$28,790,000	\$52,900,000	83.7
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Emergency Planning and Security Fund (EPSF) is to record expenses for which federal funding has been approved under the authority found in the federal payment for “Emergency Planning and Security Costs in the District of Columbia” section of the District’s annual Appropriations Act.

The costs shown below are generally related to:

- Providing public safety at events related to the presence of the Nation’s Capital in the District;
- Providing response support to immediate and specific terrorist threats or attacks in the District; and
- Providing support for requests from the United States Secret Service.

The Consolidated Appropriations Act, 2019, approved February 15, 2019 (P.L. 116-6), authorized a direct federal payment to the District in the amount of \$12,000,000, which is available until expended, and continued the authorization for reimbursement of expenditures related to support requested by the Director of the United States Secret Service.

## **EPSF funds available in FY 2019 consisted of:**

Unexpended Balance carried forward from FY 2018	\$2,026,292
FY 2019 Contingency Cash Allocation:	\$5,400,024
FY 2019 approved budget:	\$12,000,000
<b>Total Available in FY 2019</b>	<b>\$19,426,316</b>

The three tables below detail the FY 2019 EPSF activity:

**1. FY 2019 approved expenditures by agency:**

<b>Agency</b>	<b>Amount</b>
Metropolitan Police Department (MPD)	\$14,801,063
Fire and Emergency Services (FEMS)	\$3,953,018
Homeland Security and Emergency Services (HSEMA)	\$397,871
Department of Public Works (DPW)	\$153,718
District Department of Transportation (DDOT)	\$76,017
Office of Unified Communications (OUC)	\$13,818
Office of Contracts and Procurement (OCP)	\$13,139
Department of Health (DOH)	\$8,631
Department of Human Services (DHS)	\$5,650
Department of Forensic Sciences (DFS)	\$918
Department of Behavioral Health (DBH)	\$903
Office of Cable Television, Film, Music and Entertainment (OCTFME)	\$842
Department of Disability Services (DDS)	\$728
<b>Total</b>	<b>\$19,426,316</b>

(Numbers may not add up due to rounding)

**2. FY 2019 approved expenditures by event:**

<b>Agency</b>	<b>Amount</b>
MPD Demonstrations/Special Events	\$10,357,464
FEMS HAZMAT/Federal Property	\$1,894,239
July Fourth Celebration (Multiple Agencies)	\$1,607,063
FEMS Demonstrations/Other Events	\$1,192,225
MPD Presidential/First Lady Protection	\$1,050,872
MPD Vice-Presidential Protection	\$851,553
MPD Foreign Dignitary Protection	\$760,653
MPD Vehicular Costs	\$740,547
FEMS Presidential Helicopter Landings	\$453,325
HSEMA Monitoring Federal Events	\$347,534
FEMS Presidential Escort	\$101,723
MPD Infrastructure Surveillance	\$54,396
FEMS Fire Prevention Inspectors	\$13,804
DFS White Powder Testing	\$918
<b>Total</b>	<b>\$19,426,316</b>

(Numbers may not add up due to rounding)

**3. FY 2019 approved expenditures by quarter:**

<b>Quarter</b>	<b>Amount</b>
1 <sup>st</sup> Quarter	\$4,433,880
2 <sup>nd</sup> Quarter	\$4,946,528
3 <sup>rd</sup> Quarter	\$4,458,520
4 <sup>th</sup> Quarter	\$5,587,388
<b>Total</b>	<b>\$19,426,316</b>

(Numbers may not add up due to rounding)

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table EP0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

### Table EP0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>												
Local Funds	0	5,400	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>0</b>	<b>5,400</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>0.0</b>	<b>N/A</b>
<b>FEDERAL RESOURCES</b>												
Federal Payments	16,405	14,026	28,790	52,900	24,110	83.7	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>16,405</b>	<b>14,026</b>	<b>28,790</b>	<b>52,900</b>	<b>24,110</b>	<b>83.7</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>16,405</b>	<b>19,426</b>	<b>28,790</b>	<b>52,900</b>	<b>24,110</b>	<b>83.7</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table EP0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

### Table EP0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
50 - Subsidies and Transfers	16,405	19,426	28,790	52,900	24,110	83.7
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>16,405</b>	<b>19,426</b>	<b>28,790</b>	<b>52,900</b>	<b>24,110</b>	<b>83.7</b>
<b>GROSS FUNDS</b>	<b>16,405</b>	<b>19,426</b>	<b>28,790</b>	<b>52,900</b>	<b>24,110</b>	<b>83.7</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table EP0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table EP0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) EMERGENCY PLANNING AND SECURITY COST</b>										
(1100) Emergency Planning and Security Cost	16,405	19,426	28,790	52,900	24,110	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) EMERGENCY PLANNING AND SECURITY COST</b>	<b>16,405</b>	<b>19,426</b>	<b>28,790</b>	<b>52,900</b>	<b>24,110</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>16,405</b>	<b>19,426</b>	<b>28,790</b>	<b>52,900</b>	<b>24,110</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Emergency Planning and Security Fund operates through the following program:

**Emergency Planning and Security Cost** – provides recordation of expenses for which federal reimbursement/payment has been approved under the authority found in the federal payment for Emergency Planning and Security Costs section of the District's annual Appropriations Act.

### Program Structure Change

The Emergency Planning and Security Fund has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table EP0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table EP0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL PAYMENTS: FY 2020 Approved Budget and FTE</b>		<b>28,790</b>	<b>0.0</b>
Increase: To align with the President's FY 2021 Budget Request	Emergency Planning and Security Cost	22,610	0.0

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**Table EP0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL PAYMENTS: FY 2021 Mayor's Proposed Budget</b>		<b>51,400</b>	<b>0.0</b>
Increase: To meet the District's approved budget request	Emergency Planning and Security Cost	1,500	0.0
<b>FEDERAL PAYMENTS: FY 2021 District's Approved Budget</b>		<b>52,900</b>	<b>0.0</b>
<b>GROSS FOR EP0 - EMERGENCY PLANNING AND SECURITY FUND</b>		<b>52,900</b>	<b>0.0</b>

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

**FY 2021 Approved Budget Changes**

The Emergency Planning and Security Fund's (EPSF) approved FY 2021 gross budget is \$52,900,000, which represents a 83.7 percent increase over its FY 2020 approved gross budget of \$28,790,000. The budget is comprised entirely of Federal Payment funds.

**Mayor's Proposed Budget**

**Increase:** The FY 2021 Federal Payment request for the Emergency Planning and Security Fund reflects an increase of \$22,610,000 to align the budget with projected revenue allocated in the President's budget request. The FY 2021 budget of \$51,400,000 includes \$35,000,000 that supports FY 2021 Presidential Inauguration activities and \$16,400,000 that supports EPSF's recurring activities.

**District's Approved Budget**

**Increase:** The FY 2021 Federal Payment request for EPSC is increased by \$1,500,000 to meet the District's approved budget request.





# Highway Transportation Fund - Transfers

**Table KZ0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$26,267,504	\$30,693,450	\$26,298,000	\$30,199,560	14.8
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The Highway Transportation Fund - Transfers agency records the transfer of motor fuel tax and Rights-of-Way (ROW) revenues from the District's General Fund to the Highway Trust Fund.

## Summary of Services

This agency reflects the flow of the dedicated revenues through the General Fund for the motor fuel tax. A portion of ROW revenue may also be transferred, if necessary, to ensure needed fund balance. More information on the Highway Trust Fund is available in Appendix H of the FY 2021 to FY 2026 Capital Improvements Plan (Including the Highway Trust Fund).

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table KZ0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table KZ0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>													
Dedicated Taxes	26,268	27,935	26,298	24,642	-1,656	-6.3		0.0	0.0	0.0	0.0	0.0	N/A
Special Purpose Revenue Funds	0	2,758	0	5,558	5,558	N/A		0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>26,268</b>	<b>30,693</b>	<b>26,298</b>	<b>30,200</b>	<b>3,902</b>	<b>14.8</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>26,268</b>	<b>30,693</b>	<b>26,298</b>	<b>30,200</b>	<b>3,902</b>	<b>14.8</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table KZ0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table KZ0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
50 - Subsidies and Transfers	26,268	30,693	26,298	30,200	3,902	14.8
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>26,268</b>	<b>30,693</b>	<b>26,298</b>	<b>30,200</b>	<b>3,902</b>	<b>14.8</b>
<b>GROSS FUNDS</b>	<b>26,268</b>	<b>30,693</b>	<b>26,298</b>	<b>30,200</b>	<b>3,902</b>	<b>14.8</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table KZ0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table KZ0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) TRANSFER TAX TO HIGHWAY TRUST FUND</b>										
(1100) Trans Motor Fuel Tax to Highway Trust Fund	26,268	27,935	26,298	24,642	-1,656	0.0	0.0	0.0	0.0	0.0
(1300) Special Purpose Revenue - (ROW)										
<b>TRANSFER TAX TO HIGHWAY TRUST FUND</b>	<b>26,268</b>	<b>30,693</b>	<b>26,298</b>	<b>30,200</b>	<b>3,902</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>26,268</b>	<b>30,693</b>	<b>26,298</b>	<b>30,200</b>	<b>3,902</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Highway Transportation Fund - Transfers operates through the following program:

**Transfer Tax to Highway Trust Fund** – records the transfer of dedicated revenue to the local Highway Trust Fund.

This program contains the following 2 activities:

- **Transfer Motor Fuel Tax to Highway Trust Fund** – records the transfer of Motor Fuel Tax revenue to the local Highway Trust Fund; and
- **Special Purpose Revenue (ROW)** – records the transfer of Rights-of-Way fee revenue to the local Highway Trust Fund.

### Program Structure Change

The Highway Transportation Fund - Transfers has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table KZ0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

### Table KZ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>DEDICATED TAXES: FY 2020 Approved Budget and FTE</b>		<b>26,298</b>	<b>0.0</b>
Decrease: To align budget with projected revenues	Transfer Tax to Highway Trust Fund	-1,656	0.0
<b>DEDICATED TAXES: FY 2021 Mayor's Proposed Budget</b>		<b>24,642</b>	<b>0.0</b>
No Change		0	0.0
<b>DEDICATED TAXES: FY 2021 District's Approved Budget</b>		<b>24,642</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Increase: To align resources with operational spending goals	Transfer Tax to Highway Trust Fund	5,000	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>5,000</b>	<b>0.0</b>
Enhance: to support the transfer of additional Rights-of-Way revenue	Transfer Tax to Highway Trust Fund	558	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>5,558</b>	<b>0.0</b>
<b>GROSS FOR KZ0 - HIGHWAY TRANSPORTATION FUND - TRANSFERS</b>		<b>30,200</b>	<b>0.0</b>

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

## FY 2021 Approved Budget Changes

The Highway Transportation Fund - Transfers' approved FY 2021 gross budget is \$30,199,560, which represents a 14.8 percent increase over its FY 2020 approved gross budget of \$26,298,000. The proposed budget is comprised of \$24,642,000 in Dedicated Taxes funds and \$5,557,560 in Special Purpose Revenue funds.

### Mayor's Proposed Budget

**Increase:** The Highway Transportation Fund's FY 2021 budget proposal for Special Purpose Revenue funds reflects an increase of \$5,000,000 to support costs in subsidies and transfers.

**Decrease:** The Highway Transportation Fund's FY 2021 budget proposal for Dedicated Taxes funds reflects a decrease of \$1,656,000 to align the budget with revenue projections for the motor fuel tax. This amount is based on the requirement for the transfer of revenue generated from the motor fuel tax, as certified by the Office of Revenue Analysis, to the Highway Trust Fund.

**District's Approved Budget**

**Enhance:** The Highway Transportation Fund's budget reflects an increase of \$557,560 in Special Purpose Revenue funds to support the transfer of additional Rights-of-Way revenue to the Local Highway Trust Fund.

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# John A. Wilson Building Fund

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**Table ZZ0-1**

<b>Description</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Approved</b>	<b>FY 2021 Approved</b>	<b>% Change from FY 2020</b>
OPERATING BUDGET	\$4,013,965	\$4,255,820	\$3,806,778	\$4,463,551	17.3
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the John A. Wilson Building Fund is to provide an efficient, clean, and safe working environment for District employees in a modernized century-old historic building. Easily accessible to the public, the Wilson Building is an emblem of District pride showcased on the elegant Pennsylvania Avenue corridor within the Federal Triangle, just blocks from the White House.

Culminating a five-year renovation, expansion, and restoration, the Wilson Building reopened to acclaim in late 2001. Built in 1904 and later named after the long-term District Council member and Chairman, the building had suffered from neglect and had to be closed in 1996. Preservation-minded District officials emerged with a redevelopment plan and, starting in 1996, the Wilson Building underwent a renovation based on plans from architect Shalom Baranes. The result is a modern workplace for District government that retains much of its historic flavor and texture.

Housed in the building are the Executive Office of the Mayor, the District Council, the Office of the Chief Financial Officer, and a number of other District agencies. The Wilson Building will serve the District for many years, while preserving a link to the past.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table ZZ0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table ZZ0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>												
Local Funds	4,014	4,256	3,807	4,464	657	17.3	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>4,014</b>	<b>4,256</b>	<b>3,807</b>	<b>4,464</b>	<b>657</b>	<b>17.3</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>4,014</b>	<b>4,256</b>	<b>3,807</b>	<b>4,464</b>	<b>657</b>	<b>17.3</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table ZZ0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table ZZ0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
30 - Energy, Communication and Building Rentals	877	829	1,017	872	-144	-14.2
34 - Security Services	1,757	1,625	1,766	1,773	7	0.4
35 - Occupancy Fixed Costs	1,381	1,801	1,025	1,818	794	77.4
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>4,014</b>	<b>4,256</b>	<b>3,807</b>	<b>4,464</b>	<b>657</b>	<b>17.3</b>
<b>GROSS FUNDS</b>	<b>4,014</b>	<b>4,256</b>	<b>3,807</b>	<b>4,464</b>	<b>657</b>	<b>17.3</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table ZZ0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table ZZ0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) WILSON BUILDING</b>										
(1100) Wilson Building	4,014	4,256	3,807	4,464	657	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) WILSON BUILDING</b>	<b>4,014</b>	<b>4,256</b>	<b>3,807</b>	<b>4,464</b>	<b>657</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>4,014</b>	<b>4,256</b>	<b>3,807</b>	<b>4,464</b>	<b>657</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 John A. Wilson Building Fund operates through the following program:

**John A. Wilson Building** – provides office space for the Executive Office of the Mayor, the District Council, the Office of the Chief Financial Officer, and a number of other District agencies.

### Program Structure Change

The John A. Wilson Building Fund has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table ZZ0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table ZZ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>3,807</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>3,807</b>	<b>0.0</b>
Enhance: To align Fixed Costs with proposed estimates (one-time)	Wilson Building	733	0.0
Reduce: To align Fixed Costs with proposed estimates	Wilson Building	-76	0.0

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**Table ZZ0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>4,464</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>4,464</b>	<b>0.0</b>
<b>GROSS FOR ZZ0 - JOHN A. WILSON BUILDING FUND</b>		<b>4,464</b>	<b>0.0</b>

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

**FY 2021 Approved Budget Changes**

The John A. Wilson Building Fund's approved FY 2021 gross budget is \$4,463,551, which represents a 17.3 percent increase over its FY 2020 approved gross budget of \$3,806,778. The budget is comprised entirely of Local funds.

**Recurring Budget**

**No Change:** The John A. Wilson Building Fund's budget reflects no change from the FY 2020 approved budget to the FY 2021 recurring budget.

**Mayor's Proposed Budget**

**Enhance:** The John A. Wilson Building Fund will receive one-time funding in the amount of \$733,161 to support revised fixed cost estimates.

**Reduction:** In local funds, a reduction of \$76,388 will align fixed costs with proposed estimates.

**District's Approved Budget**

**No Change:** The Wilson Building's budget reflects no change from the Mayor's proposed budget to the District's approved budget.



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# Master Equipment Lease/Purchase Program

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Table ELO-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$19,254,435	\$11,844,303	\$4,485,688	\$0	-100.0
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Master Equipment Lease/Purchase Program (the program) is to provide District agencies with access to low cost, tax-exempt financing for short-term capital equipment needs.

As of September 30, 2019, the District had financed approximately \$537 million of its capital equipment needs through the program and had about \$4.4 million of principal outstanding. The final payment associated with this program is due on September 25, 2020. The capital improvement plan for Fiscal Years 2019 through 2024 initiated a short-term financing program that will replace the current equipment finance program.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table ELO-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table ELO-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual	Actual	Approved	Approved	Change	%	Actual	Actual	Approved	Approved	Change	%
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2020	Change*	FY 2018	FY 2019	FY 2020	FY 2021	FY 2020	Change
<b>GENERAL FUND</b>												
Local Funds	19,254	11,844	4,486	0	-4,486	-100.0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>19,254</b>	<b>11,844</b>	<b>4,486</b>	<b>0</b>	<b>-4,486</b>	<b>-100.0</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>19,254</b>	<b>11,844</b>	<b>4,486</b>	<b>0</b>	<b>-4,486</b>	<b>-100.0</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table ELO-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table ELO-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
80 - Debt Service	19,254	11,844	4,486	0	-4,486	-100.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>19,254</b>	<b>11,844</b>	<b>4,486</b>	<b>0</b>	<b>-4,486</b>	<b>-100.0</b>
<b>GROSS FUNDS</b>	<b>19,254</b>	<b>11,844</b>	<b>4,486</b>	<b>0</b>	<b>-4,486</b>	<b>-100.0</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table ELO-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table ELO-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) EQUIPMENT LEASE</b>										
(1100) Equipment Lease	19,254	11,844	4,486	0	-4,486	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) EQUIPMENT LEASE</b>	<b>19,254</b>	<b>11,844</b>	<b>4,486</b>	<b>0</b>	<b>-4,486</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>19,254</b>	<b>11,844</b>	<b>4,486</b>	<b>0</b>	<b>-4,486</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Master Equipment Lease/Purchase Program operates through the following program:

**Equipment Lease** – provides financing for short-term capital equipment needs.

### Program Structure Change

The Master Equipment Lease/Purchase Program has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table ELO-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table ELO-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>4,486</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>4,486</b>	<b>0.0</b>
Decrease: To reflect projected debt service payments	Equipment Lease	-4,486	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>0</b>	<b>0.0</b>

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**Table ELO-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>0</b>	<b>0.0</b>
<b>GROSS FOR ELO - MASTER EQUIPMENT LEASE/PURCHASE PROGRAM</b>		<b>0</b>	<b>0.0</b>

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

**FY 2021 Approved Budget Changes**

The Master Equipment Lease/Purchase Program's approved FY 2021 gross budget is \$0, which represents a 100 percent decrease from its FY 2020 approved gross budget of \$4,485,688.

**Recurring Budget**

**No Change:** The Master Equipment Lease/Purchase Program's budget proposal reflects no change from the FY 2020 approved budget to the FY 2021 recurring budget.

**Mayor's Proposed Budget**

**Decrease:** The Master Equipment Lease/Purchase Program's FY 2021 budget proposal does not project any debt service payments in FY 2021, which accounts for the budget decrease of \$4,485,688.

**District's Approved Budget**

**No Change:** The Master Equipment Lease/Purchase Program's budget reflects no change from the Mayor's proposed budget to the District's approved budget.

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# Non-Departmental Account

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**Table DO0-1**

<b>Description</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Approved</b>	<b>FY 2021 Approved</b>	<b>% Change from FY 2020</b>
OPERATING BUDGET	\$0	\$0	\$11,289,454	\$41,073,533	263.8
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of Non-Departmental Account is to budget for anticipated costs that were not allocated to specific agencies during the development of the proposed budget to ensure that specific use requirements are met.

### **Summary of Services**

Use of a Non-Departmental Account is a common practice to include specific costs in the budget, while providing the flexibility to project and allocate these costs. Use of Non-Departmental Account improves budget formulation by ensuring that certain use criteria are met by agencies before the funds are released to those agencies.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table DO0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table DO0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>GENERAL FUND</b>													
Local Funds	0	0	3,100	2,850	-250	-8.1	0.0	0.0	0.0	0.0	0.0	N/A	
Special Purpose Revenue Funds	0	0	8,189	556	-7,633	-93.2	0.0	0.0	0.0	0.0	0.0	N/A	
<b>TOTAL FOR GENERAL FUND</b>	<b>0</b>	<b>0</b>	<b>11,289</b>	<b>3,406</b>	<b>-7,883</b>	<b>-69.8</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>FEDERAL RESOURCES</b>													
Federal Payments	0	0	0	37,667	37,667	N/A	0.0	0.0	0.0	0.0	0.0	N/A	
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,667</b>	<b>37,667</b>	<b>N/A</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>0</b>	<b>0</b>	<b>11,289</b>	<b>41,074</b>	<b>29,784</b>	<b>263.8</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>	

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table DO0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table DO0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	0	0	0	36,371	36,371	N/A
15 - Overtime Pay	0	0	0	288	288	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36,659</b>	<b>36,659</b>	<b>N/A</b>
50 - Subsidies and Transfers	0	0	11,289	4,415	-6,875	-60.9
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>11,289</b>	<b>4,415</b>	<b>-6,875</b>	<b>-60.9</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>11,289</b>	<b>41,074</b>	<b>29,784</b>	<b>263.8</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table DO0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table DO0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) NON-DEPARTMENTAL</b>										
(1100) Non-Departmental	0	0	11,289	3,406	-7,883	0.0	0.0	0.0	0.0	0.0
(COV9) Corona Relief Funds	0	0	0	37,667	37,667	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000)</b>										
<b>NON-DEPARTMENTAL</b>	<b>0</b>	<b>0</b>	<b>11,289</b>	<b>41,074</b>	<b>29,784</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED</b>										
<b>OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>11,289</b>	<b>41,074</b>	<b>29,784</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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

Non-Departmental Account operates through the following program:

**Non-Departmental** - budgets for anticipated costs not allocated to agencies.

## Program Structure Change

Non-Departmental Account has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table DO0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table DO0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>3,100</b>	<b>0.0</b>
Removal of One-Time Costs	Non-Departmental	-1,350	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>1,750</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>1,750</b>	<b>0.0</b>
Enhance: To support the Cherry Blossom Festival (\$1m) and a District History grant (\$100k) (one-time)	Non-Departmental	1,100	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>2,850</b>	<b>0.0</b>

## Table DO0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL PAYMENTS: FY 2020 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Enhance/Shift: COVID Relief Funding (One-Time)	Non-Departmental	37,667	0.0
<b>FEDERAL PAYMENTS: FY 2021 Mayor's Proposed Budget</b>		<b>37,667</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL PAYMENTS: FY 2021 District's Approved Budget</b>		<b>37,667</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>8,189</b>	<b>0.0</b>
Decrease: To align budget with projected revenues	Non-Departmental	-8,189	0.0
Enhance: To align budget with projected revenues	Non-Departmental	347	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>347</b>	<b>0.0</b>
Enhance: To align budget with projected revenues	Non-Departmental	209	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>556</b>	<b>0.0</b>
<b>GROSS FOR DO0 - NON-DEPARTMENTAL ACCOUNT</b>		<b>41,074</b>	<b>0.0</b>

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

### FY 2021 Approved Budget Changes

Non-Departmental Account's approved FY 2021 gross budget is \$41,073,533, which represents a 263.8 percent increase over its FY 2020 approved gross budget of \$11,289,454. The budget is comprised of \$2,850,000 in Local funds, \$556,223 in Special Purpose Revenue funds, and \$37,667,310 in Federal Payments.

### Recurring Budget

The FY 2021 budget for Non-Departmental Account includes a reduction of \$1,350,000 to account for the removal of one-time funding appropriated in FY 2020. This enhancement was comprised of \$1,000,000 to support a matching grant for the National Cherry Blossom Festival, \$250,000 to fund a statue of a prominent native Washingtonian, and \$100,000 to support a grant to the Historical Society of Washington, D.C.

### Mayor's Proposed Budget

**Decrease:** Non-Departmental Account's proposed Special Purpose Revenue (SPR) funds budget is initially adjusted to \$0 to remove the FY 2020 estimate of \$8,189,454 in unbudgeted funds.

**Enhance:** In SPR funds, otherwise unbudgeted FY 2021 revenues of \$347,134 are added so that the District has budget authority for the full amount of its certified revenues. This funding represents the unbudgeted SPR funds revenue estimates for various agencies. The Federal Payments budget was enhanced in the amount of \$37,667,310 in one-time funding to be allocated to multiple agencies for COVID-19 related expenditures as needed through December 31, 2020.

### District's Approved Budget

**Enhance:** Non-Departmental Account's approved Local funds budget includes a one-time increase of \$1,000,000 to support a matching grant for the National Cherry Blossom Festival and a one-time increase of \$100,000 to support a District History grant.

In Special Purpose Revenue funds, the budget includes an increase of \$209,089 to align the budget with the certified revenues. This funding represents unbudgeted Special Purpose Revenue funds from various agencies.

See tables below for the proposed allocations:



## Federal Payments (COVID-19 Related) Proposed Expenditure Budget

(Dollars)

### Personal Services

Agency	Regular Pay	Overtime Pay	Total Amount
FBO - (FEMS)	33,576,923	0	33,576,923
FLO - (DOC)	893,193	0	893,193
FX0 - (OCME)	477,368	33,999	511,367
FRO - (DFS)	462,552	28,416	490,968
AM0 - (DGS)	755,013	217,317	972,330
TO0 - (OCTO)	206,370	7,778	214,148
<b>Subtotal, Personal Services</b>	<b>36,371,418</b>	<b>287,510</b>	<b>36,658,928</b>

### Non-Personal Services

Agency	Agency Support	Total Amount
TO0 - (OCTO)	COVID Regular IT Consultant Support	18,088
	DOH Microsoft Licenses for Contract Tracing - 1200	
TO0 - (OCTO)	E3 Office Suite	420,000
TO0 - (OCTO)	New Webex Accounts created - 1360	360,000
	Contact Center Support Monthly Recurring Fees	
TO0 - (OCTO)	(AWS Instance)	186,500
TO0 - (OCTO)	MRC for Indoor Wireless	195
TO0 - (OCTO)	MRC for Outdoor Wireless	198
TO0 - (OCTO)	MRC for Bandwidth	23,400
<b>Subtotal, Non-Personal Services</b>		<b>1,008,381</b>

<b>Total</b>	<b>37,667,310</b>
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**Note:** Details may not sum to totals because of rounding.



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# Pay-As-You-Go Capital Fund

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**Table PA0-1**

<b>Description</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Approved</b>	<b>FY 2021 Approved</b>	<b>% Change from FY 2020</b>
OPERATING BUDGET	\$123,028,027	\$150,284,545	\$284,924,074	\$289,397,561	1.6
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Pay-As-You-Go Capital Fund is to provide an additional funding source and offset long-term bond borrowing costs for capital projects.

### Summary of Services

The Mayor and Council can request the use of Pay-As-You-Go (Paygo) Capital funds following the determination and certification by the Chief Financial Officer that the funds are available and necessary for the designated purpose. Operating funds may be transferred to the capital fund through a Pay-As-You-Go Capital funds budget transfer to support the Capital Improvements Plan (CIP), and the approved FY 2021 budget includes such a transfer.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table PA0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table PA0-2**

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>Appropriated Fund</b>													
<b>GENERAL FUND</b>													
Local Funds	76,257	67,599	24,745	15,000	-9,745	-39.4	0.0	0.0	0.0	0.0	0.0	N/A	
Dedicated Taxes	0	639	178,500	183,855	5,355	3.0	0.0	0.0	0.0	0.0	0.0	N/A	
Special Purpose													
Revenue Funds	46,771	82,046	81,679	90,543	8,864	10.9	0.0	0.0	0.0	0.0	0.0	N/A	
<b>TOTAL FOR</b>													
<b>GENERAL FUND</b>	<b>123,028</b>	<b>150,285</b>	<b>284,924</b>	<b>289,398</b>	<b>4,473</b>	<b>1.6</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>123,028</b>	<b>150,285</b>	<b>284,924</b>	<b>289,398</b>	<b>4,473</b>	<b>1.6</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>	

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table PA0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table PA0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
50 - Subsidies and Transfers	123,028	150,285	284,924	289,398	4,473	1.6
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>123,028</b>	<b>150,285</b>	<b>284,924</b>	<b>289,398</b>	<b>4,473</b>	<b>1.6</b>
<b>GROSS FUNDS</b>	<b>123,028</b>	<b>150,285</b>	<b>284,924</b>	<b>289,398</b>	<b>4,473</b>	<b>1.6</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table PA0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table PA0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) PAY-GO CAPITAL</b>										
(1100) Pay-Go Capital	123,028	150,285	284,924	289,398	4,473	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) PAY-GO CAPITAL</b>	<b>123,028</b>	<b>150,285</b>	<b>284,924</b>	<b>289,398</b>	<b>4,473</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>123,028</b>	<b>150,285</b>	<b>284,924</b>	<b>289,398</b>	<b>4,473</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Pay-As-You-Go Capital Fund operates through the following program:

**Pay-Go Capital** – allows for the transfer of revenue and budget authority between the operating funds budget (General Fund) and the capital funds budget (Capital Improvements Fund).

### Program Structure Changes

The Pay-As-You-Go Capital Fund agency has no program/division structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table PA0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table PA0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>24,745</b>	<b>0.0</b>
Removal of One-Time Costs	Pay-Go Capital	-4,684	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>20,061</b>	<b>0.0</b>

## Table PA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Decrease: To align resources with operational spending goals	Pay-Go Capital	-61	0.0
Reduce: To align resources with operational spending goals	Pay-Go Capital	-5,000	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>15,000</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>15,000</b>	<b>0.0</b>
<b>DEDICATED TAXES: FY 2020 Approved Budget and FTE</b>		<b>178,500</b>	<b>0.0</b>
Increase: To support operational requirements	Pay-Go Capital	5,355	0.0
<b>DEDICATED TAXES: FY 2021 Mayor's Proposed Budget</b>		<b>183,855</b>	<b>0.0</b>
No Change		0	0.0
<b>DEDICATED TAXES: FY 2021 District's Approved Budget</b>		<b>183,855</b>	<b>0.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>81,679</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Multiple Programs	3,864	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>85,543</b>	<b>0.0</b>
Increase: For local streets projects	Pay-Go Capital	5,000	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>90,543</b>	<b>0.0</b>
<b>GROSS FOR PA0 - PAY-AS-YOU-GO CAPITAL FUND</b>		<b>289,398</b>	<b>0.0</b>

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

### FY 2021 Approved Budget Changes

The Pay-As-You-Go (Paygo) Capital Fund's approved FY 2021 gross funds budget is \$289,397,561, which represents a 1.6 percent increase over its FY 2020 approved gross funds budget of \$284,924,074. The budget is comprised of \$15,000,000 in Local funds, \$183,855,000 in Dedicated Taxes, and \$90,542,561 in Special Purpose Revenue funds.

### Recurring Budget

The FY 2021 budget for Paygo includes a reduction of \$4,684,348 to account for the removal of one-time funding appropriated in FY 2020 to transfer to various Paygo-funded projects.

### Mayor's Proposed Budget

**Increase:** In Dedicated Taxes funds, the budget proposal includes an increase of \$5,355,000 to the Washington Metropolitan Area Transit Authority (WMATA) to support the District's share of WMATA's capital funding need, and in Special Purpose Revenue funds it includes an increase of \$3,863,570 transferred to the Power Line Undergrounding capital project.

**Decrease:** In Local funds, the Paygo Capital Fund's proposed budget includes a net decrease of \$60,735 from transfers to various Paygo-supported capital projects.

**Reduce:** In Local funds, the Paygo Capital Fund's proposed budget includes a net reduction of \$5,000,000 from transfers to various Paygo-supported capital projects.

### District's Approved Budget

**Enhance:** In Special Purpose Revenue funds, the Paygo Capital Fund's approved budget reflects an enhancement of \$5,000,000 to support various local streets capital projects.

The District's approved Local and Dedicated Taxes funds Paygo capital budget of \$198,855,000 supports the following projects:

- \$183,855,000 for the District's WMATA CIP contribution;
- \$4,421,110 for the Junior Achievement Launchpad project;
- \$2,410,350 for the Theodore Hagans Cultural Center project;
- \$2,000,000 for the Municipal Labor Program Management project;
- \$1,906,000 for the Excel Academy project;
- \$1,500,000 for the Centralized Swing Space project;
- \$665,025 for the HVAC Replacement - DCPS project;
- \$432,278 for the Banneker High School Construction project at 925 Rhode Island Avenue;
- \$323,100 for the West Elementary School Modernization/Renovation project;
- \$293,528 for the Roof Repairs - DCPS project;
- \$271,680 for the Athletic Facilities project;
- \$225,855 for the Life Safety - DCPS project;
- \$222,750 for the Logan Elementary School Modernization/Renovation project;
- \$135,559 for the Major Repairs/Maintenance - DCPS project;
- \$111,765 for the ADA Compliance - DCPS project; and
- \$81,000 for the Early Action Pre-K Initiatives project.

The District's approved Special Purpose Revenue funds budget of \$90,542,561 supports the following projects:

- \$45,252,510 for various local streets transportation projects;
- \$39,238,051 for the Power Line Undergrounding project;
- \$5,600,000 for the Transportation Mitigation project; and
- \$452,000 for the Tree Planting project.





# Debt Service

Repayment of Loans and Interest (DS0)

Repayment of Revenue Bonds (DT0)

Debt Service - Issuance Costs (ZB0)

Commercial Paper Program (ZC0)

**Table-1**

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
Repayment of Loans and Interest (DS)	\$703,010,185	\$721,319,953	\$818,232,481	\$811,141,617	-0.9
Repayment of Revenue Bonds (DT)	\$7,822,389	\$7,828,539	\$7,839,039	\$5,691,190	-27.4
Debt Service - Issuance Costs (ZB)	\$5,570,512	\$5,210,091	\$9,000,000	\$10,000,000	11.1
Commercial Paper Program (ZC)	\$2,881,351	\$6,779,428	\$10,000,000	\$6,000,000	-40.0
<b>Total OPERATING BUDGET</b>	<b>\$719,284,437</b>	<b>\$741,138,011</b>	<b>\$845,071,520</b>	<b>\$832,832,807</b>	<b>-1.4</b>
Repayment of Loans and Interest (DS)	\$0	\$0	\$0	\$0	N/A
Repayment of Revenue Bonds (DT)	\$0	\$0	\$0	\$0	N/A
Debt Service - Issuance Costs (ZB)	\$0	\$0	\$0	\$0	N/A
Commercial Paper Program (ZC)	\$0	\$0	\$0	\$0	N/A
<b>Total CAPITAL BUDGET</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>

The mission of Debt Service administration is to finance the District's capital and cash flow needs, minimize the costs associated with such financing, exercise fiscally responsible debt management practices, and make timely payments of all debt service.

## Summary of Services

Timely debt service payments are necessary to satisfy the District's commitments to its bondholders and to maintain its good credit standing. Under the District of Columbia Home Rule Act, the District may issue debt to finance capital projects or seasonal cash needs, subject to certain limitations. District law states that no long-term debt may be issued that would cause total debt service on all tax-supported debt to exceed 12 percent of total General Fund expenditures in any year during the 6-year capital plan period. No short-term debt may be issued in an amount that would cause total outstanding short-term debt to exceed 20 percent of the projected revenue of the fiscal year in which the debt is issued. Short-term debt must be repaid by the end of the fiscal year in which it is issued. The District's total outstanding tax-supported long-term debt as of September 30, 2019 was \$10.5 billion. Appropriations are budgeted from Local funds and other sources in amounts sufficient to meet the required payments for various types of debt service.

The agency's FY 2021 approved budget is presented in the following tables:

## **FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type**

Table DS0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

### **Table DS0-2**

(dollars in thousands)

### **Repayment of Loans and Interest**

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual	Actual	Approved	Approved	Change	%	Actual	Actual	Approved	Approved	Change	%	
	FY 2018	FY 2019	FY 2020	FY 2021	from	Change*	FY 2018	FY 2019	FY 2020	FY 2021	from	Change	
<b>GENERAL FUND</b>													
Local Funds	679,528	698,042	793,784	784,900	-8,885	-1.1	0.0	0.0	0.0	0.0	0.0	0.0	N/A
Special Purpose Revenue Funds	5,531	5,753	5,983	7,777	1,794	30.0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>685,059</b>	<b>703,795</b>	<b>799,767</b>	<b>792,677</b>	<b>-7,091</b>	<b>-0.9</b>	<b>0.0</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>FEDERAL RESOURCES</b>													
Federal Grant Funds	17,951	17,525	18,465	18,465	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR FEDERAL RESOURCES</b>	<b>17,951</b>	<b>17,525</b>	<b>18,465</b>	<b>18,465</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>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>703,010</b>	<b>721,320</b>	<b>818,232</b>	<b>811,142</b>	<b>-7,091</b>	<b>-0.9</b>	<b>0.0</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## **FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type**

Table DT0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

### **Table DT0-2**

(dollars in thousands)

### **Repayment of Revenue Bonds**

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual	Actual	Approved	Approved	Change	%	Actual	Actual	Approved	Approved	Change	%	
	FY 2018	FY 2019	FY 2020	FY 2021	from	Change*	FY 2018	FY 2019	FY 2020	FY 2021	from	Change	
<b>GENERAL FUND</b>													
Dedicated Taxes	7,822	7,829	7,839	5,691	-2,148	-27.4	0.0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>7,822</b>	<b>7,829</b>	<b>7,839</b>	<b>5,691</b>	<b>-2,148</b>	<b>-27.4</b>	<b>0.0</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>7,822</b>	<b>7,829</b>	<b>7,839</b>	<b>5,691</b>	<b>-2,148</b>	<b>-27.4</b>	<b>0.0</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table ZB0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

### Table ZB0-2

(dollars in thousands)

#### Debt Service - Issuance Costs

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change	
					from FY 2020	% Change*					from FY 2020	% Change
<b>GENERAL FUND</b>												
Local Funds	5,571	5,210	9,000	10,000	1,000	11.1	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>5,571</b>	<b>5,210</b>	<b>9,000</b>	<b>10,000</b>	<b>1,000</b>	<b>11.1</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>5,571</b>	<b>5,210</b>	<b>9,000</b>	<b>10,000</b>	<b>1,000</b>	<b>11.1</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table ZC0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

### Table ZC0-2

(dollars in thousands)

#### Commercial Paper Program

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change	
					from FY 2020	% Change*					from FY 2020	% Change
<b>GENERAL FUND</b>												
Local Funds	2,881	6,779	10,000	6,000	-4,000	-40.0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>2,881</b>	<b>6,779</b>	<b>10,000</b>	<b>6,000</b>	<b>-4,000</b>	<b>-40.0</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>2,881</b>	<b>6,779</b>	<b>10,000</b>	<b>6,000</b>	<b>-4,000</b>	<b>-40.0</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table DS0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

### Table DS0-3

(dollars in thousands)

#### Repayment of Loans and Interest

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
80 - Debt Service	703,010	721,320	818,232	811,142	-7,091	-0.9
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>703,010</b>	<b>721,320</b>	<b>818,232</b>	<b>811,142</b>	<b>-7,091</b>	<b>-0.9</b>
<b>GROSS FUNDS</b>	<b>703,010</b>	<b>721,320</b>	<b>818,232</b>	<b>811,142</b>	<b>-7,091</b>	<b>-0.9</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table DT0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

### Table DT0-3

(dollars in thousands)

#### Repayment of Revenue Bonds

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
80 - Debt Service	7,822	7,829	7,839	5,691	-2,148	-27.4
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>7,822</b>	<b>7,829</b>	<b>7,839</b>	<b>5,691</b>	<b>-2,148</b>	<b>-27.4</b>
<b>GROSS FUNDS</b>	<b>7,822</b>	<b>7,829</b>	<b>7,839</b>	<b>5,691</b>	<b>-2,148</b>	<b>-27.4</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table ZB0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

### Table ZB0-3

(dollars in thousands)

#### Debt Service - Issuance Costs

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
80 - Debt Service	5,571	5,210	9,000	10,000	1,000	11.1
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>5,571</b>	<b>5,210</b>	<b>9,000</b>	<b>10,000</b>	<b>1,000</b>	<b>11.1</b>
<b>GROSS FUNDS</b>	<b>5,571</b>	<b>5,210</b>	<b>9,000</b>	<b>10,000</b>	<b>1,000</b>	<b>11.1</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table ZC0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

### Table ZC0-3

(dollars in thousands)

#### Commercial Paper Program

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
80 - Debt Service	2,881	6,779	10,000	6,000	-4,000	-40.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>2,881</b>	<b>6,779</b>	<b>10,000</b>	<b>6,000</b>	<b>-4,000</b>	<b>-40.0</b>
<b>GROSS FUNDS</b>	<b>2,881</b>	<b>6,779</b>	<b>10,000</b>	<b>6,000</b>	<b>-4,000</b>	<b>-40.0</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table DS0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

### Table DS0-4 Repayment of Loans and Interest

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) REPAYMENT OF LOANS AND INTEREST</b>										
(1100) Repayment of Loans and Interest	703,010	721,320	818,232	811,142	-7,091	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) REPAYMENT OF LOANS AND INTEREST</b>	<b>703,010</b>	<b>721,320</b>	<b>818,232</b>	<b>811,142</b>	<b>-7,091</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>703,010</b>	<b>721,320</b>	<b>818,232</b>	<b>811,142</b>	<b>-7,091</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table DT0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

### Table DT0-4 Repayment of Revenue Bonds

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) REPAYMENT OF REVENUE BONDS</b>										
(1100) Repayment of Revenue Bonds	7,822	7,829	7,839	5,691	-2,148	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) REPAYMENT OF REVENUE BONDS</b>	<b>7,822</b>	<b>7,829</b>	<b>7,839</b>	<b>5,691</b>	<b>-2,148</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>7,822</b>	<b>7,829</b>	<b>7,839</b>	<b>5,691</b>	<b>-2,148</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table ZB0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

### Table ZB0-4 Debt Service - Issuance Costs

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) DEBT SERVICE - ISSUANCE COSTS</b>										
(1100) Debt Service - Issuance Costs	4,490	4,742	6,000	7,000	1,000	0.0	0.0	0.0	0.0	0.0
(1200) Debt Service - Fees	1,081	468	3,000	3,000	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) DEBT SERVICE - ISSUANCE COSTS</b>	<b>5,571</b>	<b>5,210</b>	<b>9,000</b>	<b>10,000</b>	<b>1,000</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>5,571</b>	<b>5,210</b>	<b>9,000</b>	<b>10,000</b>	<b>1,000</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table ZC0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

### Table ZC0-4 Commercial Paper Program

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) COMMERCIAL PAPER PROGRAM</b>										
(1100) Commercial Paper Program	2,881	6,779	10,000	6,000	-4,000	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) COMMERCIAL PAPER PROGRAM</b>	<b>2,881</b>	<b>6,779</b>	<b>10,000</b>	<b>6,000</b>	<b>-4,000</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>2,881</b>	<b>6,779</b>	<b>10,000</b>	<b>6,000</b>	<b>-4,000</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table DS0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

### Table DS0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>793,784</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>793,784</b>	<b>0.0</b>
Decrease: To align the budget to projected debt service payments	Repayment of Loans and Interest	-9,781	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>784,004</b>	<b>0.0</b>
Enhance: To align the budget to projected debt service payments	Repayment of Loans and Interest	896	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>784,900</b>	<b>0.0</b>
<b>FEDERAL GRANT FUNDS: FY 2020 Approved Budget and FTE</b>		<b>18,465</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>18,465</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL GRANT FUNDS: FY 2021 District's Approved Budget</b>		<b>18,465</b>	<b>0.0</b>

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**Table DS0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2020 Approved Budget and FTE</b>		<b>5,983</b>	<b>0.0</b>
Increase: To align the budget to projected debt service payments	Repayment of Loans and Interest	1,794	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>7,777</b>	<b>0.0</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2021 District's Approved Budget</b>		<b>7,777</b>	<b>0.0</b>
<b>GROSS FOR DS0 - REPAYMENT OF LOANS AND INTEREST</b>		<b>811,142</b>	<b>0.0</b>

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

**FY 2021 Approved Budget Changes**

The Repayment of Loans and Interest's approved FY 2021 gross budget is \$811,141,617, which represents less than a 1.0 percent decrease from its FY 2020 approved gross budget of \$818,232,481. The budget is comprised of \$784,899,629 in Local funds, \$18,464,988 in Federal Grant funds, and \$7,777,000 in Special Purpose Revenue funds.

**Recurring Budget**

**No Change:** The Repayment of Loans and Interest's budget reflects no change from the FY 2020 approved budget to the FY 2021 recurring budget.

**Mayor's Proposed Budget**

**Increase:** The proposed FY 2021 Special Purpose Revenue funds budget reflects an increase of \$1,794,000 to align the budget with the established lease payment schedule for an agreement between the District Department of Transportation and Clear Channel for bus shelter advertising.

**Decrease:** The proposed FY 2021 Local funds budget reflects a decrease of \$9,780,924 in debt service payments to align the budget with anticipated costs.

**District's Approved Budget**

**Enhance:** The Repayment of Loans and Interest's approved Local funds budget reflects an increase of \$896,060 to align the budget with scheduled debt service payments.

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**FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type**

Table DT0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

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**Table DT0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>DEDICATED TAXES: FY 2020 Approved Budget and FTE</b>		<b>7,839</b>	<b>0.0</b>
Decrease: To align the budget to projected debt service payments	Repayment of Revenue Bonds	-2,148	0.0
<b>DEDICATED TAXES: FY 2021 Mayor's Proposed Budget</b>		<b>5,691</b>	<b>0.0</b>
No Change		0	0.0



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**Table DT0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>DEDICATED TAXES: FY 2021 District's Approved Budget</b>		<b>5,691</b>	<b>0.0</b>

<b>GROSS FOR DT0 - REPAYMENT OF REVENUE BONDS</b>		<b>5,691</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 2021 Approved Budget Changes**

The Repayment of Revenue Bonds' approved FY 2021 gross budget is \$5,691,190, which represents a 27.4 percent decrease from its FY 2020 approved gross budget of \$7,839,039. The budget is comprised entirely of Dedicated Taxes.

**Mayor's Proposed Budget**

**Decrease:** The Repayment of Revenue Bond's FY 2021 proposed budget reflects a decrease of \$2,147,849 to align the budget with debt service payments for outstanding Tax Revenue Bonds repaid with revenue related to the Housing Production Trust Fund.

**District's Approved Budget**

**No Change:** The Repayment of Revenue Bonds' budget reflects no change from the Mayor's proposed budget to the District's approved budget.

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**FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type**

Table ZB0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

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**Table ZB0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>9,000</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>9,000</b>	<b>0.0</b>
Increase: To align the budget to projected debt service payments	Debt Service - Issuance Costs	1,000	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>10,000</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>10,000</b>	<b>0.0</b>

<b>GROSS FOR ZB0 - DEBT SERVICE - ISSUANCE COSTS</b>		<b>10,000</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 2021 Approved Budget Changes**

Debt Service - Issuance Costs' approved FY 2021 gross budget is \$10,000,000, which represents an 11.1 percent increase over its FY 2020 approved gross budget of \$9,000,000. The budget is comprised entirely of Local funds.

### Recurring Budget

**No Change:** The Debt Service - Issuance Costs' budget reflects no change from the FY 2020 approved budget to the FY 2021 recurring budget.

### Mayor's Proposed Budget

**Increase:** The Debt Service - Issuance Costs' budget proposal reflects an increase of \$1,000,000 to align the budget with the projected increase in debt issuance costs.

### District's Approved Budget

**No Change:** The Debt Service - Issuance Costs' budget reflects no change from the Mayor's proposed budget to the District's approved budget.

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## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table ZC0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

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### Table ZC0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>10,000</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>10,000</b>	<b>0.0</b>
Decrease: To align the budget to projected debt service payments	Commercial Paper Program	-4,000	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>6,000</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>6,000</b>	<b>0.0</b>
<b>GROSS FOR ZC0 - COMMERCIAL PAPER PROGRAM</b>		<b>6,000</b>	<b>0.0</b>

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

### FY 2021 Approved Budget Changes

The Commercial Paper Program's approved FY 2021 gross budget is \$6,000,000, which represents a 40.0 percent decrease from its FY 2020 approved gross budget of \$10,000,000. The budget is comprised entirely of Local funds.

### Recurring Budget

**No Change:** The Commercial Paper Program's budget proposal reflects no change from the FY 2020 approved budget to the FY 2021 recurring budget.

### Mayor's Proposed Budget

**Decrease:** The Commercial Paper Program's budget proposal reflects a reduction of \$4,000,000 to align the budget with certified projections for short- and intermediate-term borrowing.

### District's Approved Budget

**No Change:** The Commercial Paper Program's budget reflects no change from the Mayor's proposed budget to the District's approved budget.

# Settlements and Judgments

**Table ZH0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$15,959,493	\$21,824,759	\$28,024,759	\$28,024,759	0.0
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

Settlements and Judgments provides fiscal resources to settle claims and lawsuits and pay judgments in most types of civil cases filed against the District of Columbia.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table ZH0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table ZH0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>GENERAL FUND</b>												
Local Funds	15,959	21,825	28,025	28,025	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>15,959</b>	<b>21,825</b>	<b>28,025</b>	<b>28,025</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>0.0</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>15,959</b>	<b>21,825</b>	<b>28,025</b>	<b>28,025</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>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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table ZH0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table ZH0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
40 - Other Services and Charges	15,959	21,825	28,025	28,025	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>15,959</b>	<b>21,825</b>	<b>28,025</b>	<b>28,025</b>	<b>0</b>	<b>0.0</b>
<b>GROSS FUNDS</b>	<b>15,959</b>	<b>21,825</b>	<b>28,025</b>	<b>28,025</b>	<b>0</b>	<b>0.0</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table ZH0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table ZH0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) SETTLEMENT AND JUDGMENTS</b>										
(1100) Settlement and Judgments	15,959	21,825	28,025	28,025	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) SETTLEMENT AND JUDGMENTS</b>	<b>15,959</b>	<b>21,825</b>	<b>28,025</b>	<b>28,025</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>TOTAL APPROVED OPERATING BUDGET</b>	<b>15,959</b>	<b>21,825</b>	<b>28,025</b>	<b>28,025</b>	<b>0</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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

Settlements and Judgments operates through the following program:

**Settlements and Judgments** – addresses litigation against the District government. The fund is managed and administered by the District's Office of Risk Management. The authority to settle a case is limited to \$500,000. For amounts greater than \$500,000, the settlement decision rests with the Mayor.

## Program Structure Change

Settlements and Judgments has no program structure changes in the FY 2021 approved budget.

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## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table ZH0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

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### Table ZH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>28,025</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>28,025</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>28,025</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>28,025</b>	<b>0.0</b>
<b>GROSS FOR ZH0 - SETTLEMENTS AND JUDGMENTS</b>		<b>28,025</b>	<b>0.0</b>

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

## FY 2021 Approved Budget Changes

The Settlements and Judgments approved FY 2021 gross budget is \$28,024,759, which represents no change from its FY 2020 approved gross budget. The budget is comprised entirely of Local funds.

### Recurring Budget

**No Change:** The Settlements and Judgments budget proposal reflects no change from the FY 2020 approved budget to the FY 2021 recurring budget.

### Mayor's Proposed Budget

**No Change:** The Settlements and Judgments Fund's budget proposal reflects no change from the FY 2020 approved budget to the FY 2021 Mayor's proposed budget.

### District's Approved Budget

**No Change:** The Settlements and Judgement Fund's budget reflects no change from the Mayor's proposed budget to the District's approved budget.



# Workforce Investments Account

**Table UP0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$0	\$0	\$89,068,228	\$0	-100.0
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of Workforce Investments Account is to fund compensation increases, for nonunion and union District employees, and any costs of reform initiatives.

## Summary of Services

The District budgets an amount for Workforce Investments Account for pay increases and reforms that are expected in the budgeted year but are not finalized. Employees covered and dollar amounts vary from year to year, depending on what compensation changes are final or still outstanding. The Office of Budget and Planning develops estimates for the Workforce Investments budget in consultation with the D.C. Department of Human Resources, the Office of Labor Relations and Collective Bargaining, and the Office of the City Administrator.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table UP0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table UP0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change	
					FY 2020	FY 2021					FY 2020	FY 2021
<b>GENERAL FUND</b>												
Local Funds	0	0	89,068	0	-89,068	-100.0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>0</b>	<b>0</b>	<b>89,068</b>	<b>0</b>	<b>-89,068</b>	<b>-100.0</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>0</b>	<b>0</b>	<b>89,068</b>	<b>0</b>	<b>-89,068</b>	<b>-100.0</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table UP0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table UP0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	0	0	89,068	0	-89,068	-100.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>0</b>	<b>89,068</b>	<b>0</b>	<b>-89,068</b>	<b>-100.0</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>89,068</b>	<b>0</b>	<b>-89,068</b>	<b>-100.0</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table UP0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table UP0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) WORKFORCE INVESTMENTS</b>										
(1100) Workforce Investments	0	0	89,068	0	-89,068	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) WORKFORCE INVESTMENTS</b>	<b>0</b>	<b>0</b>	<b>89,068</b>	<b>0</b>	<b>-89,068</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>89,068</b>	<b>0</b>	<b>-89,068</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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

Workforce Investments Account operates through the following program:

**Workforce Investments** – includes salary and benefits related to pay increases that are expected in the budgeted year but are not finalized.

## Program Structure Change

Workforce Investments Account has no program structure changes in the FY 2021 approved budget.

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## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table UP0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

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### Table UP0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>89,068</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>89,068</b>	<b>0.0</b>
Decrease: To align with revised projected pay adjustments	Workforce Investments	-89,068	0.0
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>0</b>	<b>0.0</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>0</b>	<b>0.0</b>
<b>GROSS FOR UP0 - WORKFORCE INVESTMENTS ACCOUNT</b>		<b>0</b>	<b>0.0</b>

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

## FY 2021 Approved Budget Changes

Workforce Investments Account's approved FY 2021 gross budget is \$0, which represents a 100.0 percent decrease from its FY 2020 approved gross budget of \$89,068,228. The budget is comprised entirely of Local funds.

### Recurring Budget

Workforce Investments Account's budget reflects no change from the FY 2020 approved budget to the FY 2021 recurring budget.

### Mayor's Proposed Budget

**Decrease:** The FY 2021 proposed budget includes a reduction of \$89,068,228 to align the budget with revised projected costs for potential union and non-union labor agreements.

### District's Approved Budget

**No Change:** The Workforce Investments Account's budget reflects no change from the Mayor's proposed budget to the District's approved budget.





# **H. Enterprise and Other**



# Ballpark Revenue Fund

**Table BK0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$41,184,326	\$35,069,436	\$38,067,000	\$32,012,156	-15.9
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The Ballpark Revenue Fund is a non-lapsing special fund that was established to pay certain costs of the development, construction, and renovation of a stadium that has as its primary purpose the hosting of professional athletic events in the District. The Ballpark Omnibus Financing and Revenue Act of 2004 created the fund, effective April 8, 2005 (D.C.Law 15-320; D.C. Official Code §10-1601.01 et seq.). The District of Columbia owns the stadium.

The agency's FY 2021 approved budget is presented in the following tables:

## **FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type**

Table BK0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table BK0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change		
					from FY 2020	% Change*					from FY 2020	% Change	
<b>ENTERPRISE AND OTHER</b>													
Enterprise and Other Funds-Dedicated Taxes	29,448	23,125	25,919	19,646	-6,273	-24.2	0.0	0.0	0.0	0.0	0.0	N/A	
Enterprise and Other Funds	11,736	11,944	12,148	12,366	218	1.8	0.0	0.0	0.0	0.0	0.0	N/A	

## Table BK0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>Appropriated Fund</b>												
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	41,184	35,069	38,067	32,012	-6,055	-15.9	0.0	0.0	0.0	0.0	0.0	N/A
<b>GROSS FUNDS</b>	41,184	35,069	38,067	32,012	-6,055	-15.9	0.0	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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table BK0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

### Table BK0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
50 - Subsidies and Transfers	21,464	18,447	20,056	17,029	-3,027	-15.1
80 - Debt Service	19,721	16,623	18,011	14,984	-3,027	-16.8
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>41,184</b>	<b>35,069</b>	<b>38,067</b>	<b>32,012</b>	<b>-6,055</b>	<b>-15.9</b>
<b>GROSS FUNDS</b>	<b>41,184</b>	<b>35,069</b>	<b>38,067</b>	<b>32,012</b>	<b>-6,055</b>	<b>-15.9</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table BK0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

### Table BK0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(4000) OFFICE OF CHIEF FINANCIAL OFFICER</b>										
(4100) Office of Finance and Treasury	5,868	5,972	6,074	6,183	109	0.0	0.0	0.0	0.0	0.0
(4200) Office of Tax and Revenue	15,596	12,475	13,982	10,846	-3,136	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (4000) OFFICE OF CHIEF FINANCIAL OFFICER</b>	<b>21,464</b>	<b>18,447</b>	<b>20,056</b>	<b>17,029</b>	<b>-3,027</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## Table BK0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(8000) CAPITAL PROJECT - BALLPARK</b>										
(8008) Baseball Debt Service	19,721	16,623	18,011	14,984	-3,027	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (8000) CAPITAL PROJECT - BALLPARK</b>	<b>19,721</b>	<b>16,623</b>	<b>18,011</b>	<b>14,984</b>	<b>-3,027</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>41,184</b>	<b>35,069</b>	<b>38,067</b>	<b>32,012</b>	<b>-6,055</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Ballpark Revenue Fund operates through the following 2 programs:

**Office of the Chief Financial Officer** – collects applicable taxes and fees related to baseball in the District, including: a ballpark fee on businesses within the District with over \$5,000,000 in gross receipts; a sales tax at the point of sale on tickets of admission to certain events at the ballpark; a sales tax on certain personal property and services at the ballpark; a sales tax on food and beverages; a tax on parking at the ballpark; lease payments from the Washington Nationals team to occupy the baseball stadium; and a utility tax collected from non-residential users.

**Capital Project – Ballpark** – provides for anticipated debt service payments and ancillary long-term costs related to the construction of the District's baseball stadium.

### Program Structure Change

The Ballpark Revenue Fund has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table BK0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

## Table BK0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2020 Approved Budget and FTE</b>		<b>25,919</b>	<b>0.0</b>
Decrease: To align resources with operational spending goals	Multiple Programs	-6,273	0.0
<b>ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2021 Mayor's Proposed Budget</b>		<b>19,646</b>	<b>0.0</b>
No Change		0	0.0

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**Table BK0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2021 District's Approved Budget</b>			
		<b>19,646</b>	<b>0.0</b>
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>			
		<b>12,148</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Multiple Programs	218	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor's Proposed Budget</b>			
		<b>12,366</b>	<b>0.0</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District's Approved Budget</b>			
		<b>12,366</b>	<b>0.0</b>
<b>GROSS FOR BK0 - BALLPARK REVENUE FUND</b>		<b>32,012</b>	<b>0.0</b>

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

**FY 2021 Approved Budget Changes**

The Ballpark Revenue Fund's approved FY 2021 gross budget is \$32,012,156, which represents a 15.9 percent decrease from its FY 2020 approved gross budget of \$38,067,000. The budget is comprised of \$19,646,156 in Enterprise and Other Funds - Dedicated Taxes and \$12,366,000 in Enterprise and Other Funds.

**Mayor's Proposed Budget**

**Increase:** The Ballpark Revenue Fund's proposed budget for Enterprise and Other Funds reflects an increase of \$218,000. This adjustment is comprised of \$109,000 in the Capital Project - Ballpark program, to support the collection of certified revenue from ballpark lease payments and applicable income from other ballpark activities, and \$109,000 in the Office of the Chief Financial Officer program, to support changes to debt service payments.

**Decrease:** The Ballpark Revenue Fund's proposed Enterprise and Other Funds - Dedicated Taxes budget includes a reduction of \$6,272,844 to align the budget with the estimated collection of dedicated taxes related to ballpark operations and activities.

**District's Approved Budget**

**No Change:** The Ballpark Revenue Fund's budget reflects no change from the Mayor's proposed budget to the District's approved budget.



# District of Columbia Retirement Board

www.dcrb.dc.gov

Telephone: 202-343-3200

**Table DY0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$0	\$0	\$42,835,902	\$44,099,430	2.9
FTEs	0.0	0.0	75.0	75.0	0.0
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

**Note:** Prior year actuals are not reported for the District of Columbia Retirement Board because the agency does not use the District's financial system for its actual transactions.

The mission of the District of Columbia Retirement Board (DCRB) is to prudently invest the assets of the pension plans of the police officers, firefighters, and teachers of the District of Columbia, while providing plan members with retirement administration services.

## Summary of Services

DCRB is an independent agency that has exclusive authority and discretion to administer the District's retirement funds for teachers, police officers, and firefighters (hereinafter referred to as the "Fund") pursuant to Section 1-711(a) of the District of Columbia Official Code. In 2005, the responsibility for administering the teachers', police officers' and firefighters' retirement programs was transferred to DCRB.

The federal government assumed the District's unfunded liability for the retirement plans of teachers, police officers, firefighters, and judges under provisions of the National Capital Revitalization and Self-Government Improvement Act of 1997. Under this law, the federal government pays the retirement benefits and death benefits, and a share of disability payments, for members for years of service earned up to the freeze date of June 30, 1997. The District of Columbia government is responsible for all subsequently earned benefits for the members of the retirement plans.

The DCRB Board of Trustees is comprised of 12 voting trustees: 3 appointed by the Mayor, 3 appointed by the District Council, and 6 elected by employee participant groups. In addition, the District's Treasurer serves on the Board as an ex-officio (non-voting) member, representing the District's Chief Financial Officer.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table DY0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table DY0-2**

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>Appropriated Fund</b>													
<b>ENTERPRISE AND OTHER</b>													
Enterprise and Other Funds	0	0	42,836	44,099	1,264	2.9	0.0	0.0	75.0	75.0	0.0	0.0	
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>0</b>	<b>0</b>	<b>42,836</b>	<b>44,099</b>	<b>1,264</b>	<b>2.9</b>	<b>0.0</b>	<b>0.0</b>	<b>75.0</b>	<b>75.0</b>	<b>0.0</b>	<b>0.0</b>	
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>42,836</b>	<b>44,099</b>	<b>1,264</b>	<b>2.9</b>	<b>0.0</b>	<b>0.0</b>	<b>75.0</b>	<b>75.0</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table DY0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table DY0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
11 - Regular Pay - Continuing Full Time	0	0	8,343	8,844	501	6.0
13 - Additional Gross Pay	0	0	310	293	-17	-5.4
14 - Fringe Benefits - Current Personnel	0	0	2,196	2,327	132	6.0
15 - Overtime Pay	0	0	18	17	0	-2.9
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>0</b>	<b>10,866</b>	<b>11,481</b>	<b>615</b>	<b>5.7</b>
20 - Supplies and Materials	0	0	108	135	28	25.9
31 - Telecommunications	0	0	40	50	10	25.0
32 - Rentals - Land and Structures	0	0	1,808	1,945	137	7.6
40 - Other Services and Charges	0	0	27,570	27,962	392	1.4
41 - Contractual Services - Other	0	0	2,088	2,169	81	3.9
70 - Equipment and Equipment Rental	0	0	357	357	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>31,970</b>	<b>32,619</b>	<b>648</b>	<b>2.0</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>42,836</b>	<b>44,099</b>	<b>1,264</b>	<b>2.9</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table DY0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table DY0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(3000) DCRB AGENCY MANAGEMENT</b>										
(3001) Executive	0	0	1,709	1,761	52	0.0	0.0	9.0	8.0	-1.0
(3002) Investments	0	0	16,688	17,066	378	0.0	0.0	5.0	6.0	1.0
(3003) Trustees	0	0	640	1,037	397	0.0	0.0	0.0	0.0	0.0
(3004) Legal Department	0	0	1,970	2,172	202	0.0	0.0	6.0	8.0	2.0
(3005) Benefits	0	0	4,407	4,492	86	0.0	0.0	33.0	32.0	-1.0
(3006) Operations	0	0	4,384	4,653	269	0.0	0.0	11.0	11.0	0.0
(3007) Information Technology	0	0	13,038	12,918	-119	0.0	0.0	11.0	10.0	-1.0
<b>SUBTOTAL (3000) DCRB AGENCY MANAGEMENT</b>	<b>0</b>	<b>0</b>	<b>42,836</b>	<b>44,099</b>	<b>1,264</b>	<b>0.0</b>	<b>0.0</b>	<b>75.0</b>	<b>75.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>42,836</b>	<b>44,099</b>	<b>1,264</b>	<b>0.0</b>	<b>0.0</b>	<b>75.0</b>	<b>75.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Retirement Board (DCRB) operates through the following program:

**DCRB Agency Management** – provides administrative support and the required tools to achieve operational and programmatic results.

This program contains the following 7 activities:

- **Executive** – provides executive direction for all activities to achieve the mission of the agency. Executive activity expenses are paid from two sources: (1) earnings derived from the Fund; and (2) reimbursements from the United States Department of the Treasury (Treasury) for services provided by DCRB for programs for which the federal government is responsible;
- **Investments** – manages all activities and resources dedicated to the investment of the assets of the Fund. Investment activity expenses are paid from the earnings derived from the Fund;
- **Board of Trustees** – determines the overall investment strategy for the Fund and monitors staff implementation of the strategy. The Board of Trustees' activity expenses are paid from the earnings derived from the Fund;
- **Legal Department** – provides legal support to the agency. Legal Department activity expenses are paid from the earnings derived from the Fund;

- **Benefits** – provides administrative services for members and timely and accurate payment of benefits to retirees and survivors. Benefits activity expenses are paid from two sources: (1) earnings derived from the Fund; and (2) reimbursements from the Treasury for services provided by DCRB for programs for which the federal government is responsible;
- **Operations** – provides operational and accounting support. Operations activity expenses are paid from two sources: (1) earnings derived from the Fund; and (2) reimbursements from the Treasury for services provided by DCRB for programs for which the federal government is responsible; and
- **Information Technology** – provides technology systems support to achieve programmatic results, and manages the special projects undertaken by the agency. The Information Technology activity expenses are paid from the earnings derived from the Fund. The Information Technology and Projects budgets are consolidated in the FY 2021 approved budget.

### Program Structure Change

The District of Columbia Retirement Board has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table DY0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table DY0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>		<b>42,836</b>	<b>75.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	DCRB Agency Management	615	0.0
Increase: To support nonpersonal service costs	DCRB Agency Management	501	0.0
Increase: To align Fixed Costs with proposed estimates	DCRB Agency Management	147	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>44,099</b>	<b>75.0</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District's Approved Budget</b>		<b>44,099</b>	<b>75.0</b>
<b>GROSS FOR DY0 - DISTRICT OF COLUMBIA RETIREMENT BOARD</b>		<b>44,099</b>	<b>75.0</b>

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

### FY 2021 Approved Budget Changes

The District of Columbia Retirement Board's (DCRB) approved FY 2021 gross budget is \$44,099,430, which represents a 2.9 percent increase over its FY 2020 approved gross budget of \$42,835,902. The budget is comprised entirely of Enterprise and Other Funds.

#### Mayor's Proposed Budget

**Increase:** The proposed FY 2021 budget for DCRB reflects an increase of \$615,279 to align salaries and Fringe Benefits with projected costs. The proposed budget also reflects a net increase of \$501,249, which will primarily be used to support investment activities. Additionally, a net increase of \$147,000 in fixed costs estimates accounts for an increase of \$137,000 in Rent and \$10,000 in Telecommunications.

#### District's Approved Budget

**No Change:** The District of Columbia Retirement Board's budget reflects no change from the Mayor's proposed budget to the District's approved budget.

# District of Columbia Water and Sewer Authority

www.dcwater.com

Telephone: 202-787-2000

Table LA0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$0	\$0	\$614,523,000	\$642,663,000	4.6
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

Note: Prior year actuals are not reported for the District of Columbia Water and Sewer Authority (WASA), also known as DC Water, because the agency does not use the District's financial system for its actual transactions.

The vision of the District of Columbia Water and Sewer Authority (DC Water) is to be known for superior service, stewardship and ingenuity to advance the health and well-being of our diverse workforce and communities, with the mission to exceed expectations by providing high quality water services in a safe, environmentally friendly, and efficient manner.

**History:** In 1996, the District of Columbia Water and Sewer Authority was created by District law, with the approval of the United States Congress, as an independent authority of the District government with a separate legal existence. In June 2010, the agency adopted a new logo and brand name, DC Water, while its official name remained District of Columbia Water and Sewer Authority. Beginning in FY 2013, for accounting purposes, DC Water was no longer reported as a component unit of the District government.

**Governance:** DC Water's Board of Directors establishes policies and guides the strategic planning process. The Board is composed of eleven members and eleven alternates, representing the District, Montgomery and Prince George's Counties in Maryland, and Fairfax and Loudoun Counties in Virginia. The Board's District members establish policies, set rates, and charges for all District services. The entire Board votes and establishes policies for joint-use services. The General Manager/CEO reports to the Board and manages the operations and performance of the enterprise.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table LA0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table LA0-2**

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>Appropriated Fund</b>													
<b>ENTERPRISE AND OTHER</b>													
Enterprise and Other Funds	0	0	614,523	642,663	28,140	4.6	0.0	0.0	0.0	0.0	0.0	N/A	
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>0</b>	<b>0</b>	<b>614,523</b>	<b>642,663</b>	<b>28,140</b>	<b>4.6</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>0</b>	<b>0</b>	<b>614,523</b>	<b>642,663</b>	<b>28,140</b>	<b>4.6</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>	

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table LA0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table LA0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
11 - Regular Pay - Continuing Full Time	0	0	123,293	128,287	4,994	4.1
14 - Fringe Benefits - Current Personnel	0	0	39,303	41,422	2,119	5.4
15 - Overtime Pay	0	0	8,084	8,154	70	0.9
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>0</b>	<b>170,680</b>	<b>177,863</b>	<b>7,183</b>	<b>4.2</b>
20 - Supplies and Materials	0	0	33,157	36,081	2,924	8.8
30 - Energy, Communication and Building Rentals	0	0	26,953	27,910	957	3.6
40 - Other Services and Charges	0	0	34,929	36,250	1,321	3.8
41 - Contractual Services - Other	0	0	81,886	88,533	6,647	8.1
50 - Subsidies and Transfers	0	0	22,034	22,372	338	1.5
70 - Equipment and Equipment Rental	0	0	989	1,030	41	4.1
80 - Debt Service	0	0	243,895	252,624	8,729	3.6
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>443,843</b>	<b>464,800</b>	<b>20,957</b>	<b>4.7</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>614,523</b>	<b>642,663</b>	<b>28,140</b>	<b>4.6</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table LA0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table LA0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) WASA</b>										
(1100) WASA	0	0	614,523	642,663	28,140	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) WASA</b>	<b>0</b>	<b>0</b>	<b>614,523</b>	<b>642,663</b>	<b>28,140</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>614,523</b>	<b>642,663</b>	<b>28,140</b>	<b>0.0</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 approved funding for the activities within this agency’s programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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

**Service Area:** DC Water provides more than 700,000 residents and 21.3 million annual visitors in the District of Columbia with retail water and wastewater (sewer) service. With a total service area of approximately 725 square miles, DC Water also treats wastewater for approximately 1.6 million people in neighboring jurisdictions, including Montgomery and Prince George’s Counties in Maryland, and Fairfax and Loudoun Counties in Virginia.



**Drinking Water Quality:** With a strong emphasis on water quality, DC Water maintains an annual flushing program, regulatory and voluntary water quality testing, and ongoing system upgrades. In partnership with the U.S. Army Corps of Engineers' Washington Aqueduct, DC Water ensures a high-quality treatment process for delivering outstanding drinking water throughout the year.

**Pumped and Treated Water Storage:** During Fiscal Year 2019, DC Water pumped an average of 96.41 million gallons of water per day. In addition, DC Water stores 61 million gallons of treated water at its eight facilities. The Washington Aqueduct, which treats drinking water, stores an additional 49 million gallons.

**Water Distribution System:** DC Water delivers water through 1,350 miles of interconnected pipes, four pumping stations, five reservoirs, four elevated water tanks, 43,860 valves, and 9,510 fire hydrants.

**Blue Plains Advanced Wastewater Treatment Plant:** Blue Plains, located at the southernmost tip of the District, is the largest advanced wastewater treatment facility in the world, covering more than 150 acres along the Potomac River. Blue Plains treats an annual average of 320 million gallons per day (MGD) and has a design capacity of 384 MGD, with a peak design capacity to treat more than one billion gallons per day.

**Sewer System:** DC Water operates approximately 2,000 miles of combined and separate stormwater sewers, 50,000 manholes and 25,000 catch basins, 16 stormwater pumping stations and 9 offsite wastewater pumping stations.

### Program Structure Change

DC Water has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table LA0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table LA0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>		<b>614,523</b>	<b>0.0</b>
Increase: To align the budget with projected nonpersonal services costs	WASA	10,569	0.0
Increase: To align the budget with projected debt service costs	WASA	8,729	0.0
Increase: To align personal services and Fringe Benefits with projected costs	WASA	7,183	0.0
Increase: To align Fixed Costs with proposed estimates	WASA	1,659	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>642,663</b>	<b>0.0</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District's Approved Budget</b>		<b>642,663</b>	<b>0.0</b>
<b>GROSS FOR LA0 - DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY</b>		<b>642,663</b>	<b>0.0</b>

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



## **FY 2021 Approved Budget Changes**

The District of Columbia Water and Sewer Authority's (DC Water) approved FY 2021 gross budget is \$642,663,000, which represents a 4.6 percent increase over its FY 2020 approved budget of \$614,523,000. The budget is comprised entirely of Enterprise and Other funds.

## **Mayor's Proposed Budget**

**Increase:** DC Water's FY 2021 proposed budget includes an increase of \$10,569,000 for programmatic operational goals, mainly in nonpersonal services for contractual services, chemicals, utilities, and small equipment purchases. Additionally, the budget proposal includes increases of \$8,729,000 in debt service costs associated with the capital improvement program, and \$7,183,000 in personal services to maintain its high performance workforce. Lastly, DC Water proposes an increase of \$1,659,000 in fixed costs, which includes \$1,321,000 for DC Water's share of the Washington Aqueduct's FY 2021 Operating budget and \$338,000 for the Payment In Lieu of Taxes (PILOT) consistent with the Memorandum of Understanding with the District.

## **District's Approved Budget**

**No Change:** The Water and Sewer Authority's budget reflects no change from the Mayor's proposed budget to the District's approved budget.



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# Green Finance Authority

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**Table KB0-1**

<b>Description</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Approved</b>	<b>FY 2021 Approved</b>	<b>% Change from FY 2020</b>
OPERATING BUDGET	\$0	\$0	\$0	\$22,000,000	N/A
FTEs	0.0	0.0	0.0	12.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The Green Finance Authority will serve to increase private investment in clean energy, clean transportation, clean water, stormwater management, energy efficiency, water efficiency, and green infrastructure projects in the District of Columbia. The Green Finance Authority Board will manage the operations of the Green Finance Authority.

## **Summary of Services**

The Authority shall increase the use of private funds for sustainable projects and programs. The Authority will offer and promote the use of loans, loan guarantees, credit enhancements, bonds, and other financial mechanisms for sustainable projects and programs. It may not invest in projects located outside of the District of Columbia if the Authority is the sole long-term credit provider. The Authority shall establish an 11-member board, which will create policies and best practices and appoint the Executive Director of the Authority.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table KB0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table KB0-2**

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>Appropriated Fund</b>													
<b>ENTERPRISE AND OTHER</b>													
Enterprise and Other Funds	0	0	0	22,000	22,000	N/A	0.0	0.0	0.0	12.0	12.0	N/A	
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,000</b>	<b>22,000</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>12.0</b>	<b>12.0</b>	<b>N/A</b>	
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,000</b>	<b>22,000</b>	<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>12.0</b>	<b>12.0</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table KB0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table KB0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
11 - Regular Pay - Continuing Full Time	0	0	0	1,288	1,288	N/A
14 - Fringe Benefits - Current Personnel	0	0	0	309	309	N/A
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,597</b>	<b>1,597</b>	<b>N/A</b>
50 - Subsidies and Transfers	0	0	0	20,403	20,403	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,403</b>	<b>20,403</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,000</b>	<b>22,000</b>	<b>N/A</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table KB0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table KB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) GREEN FINANCE AUTHORITY</b>										
(1100) Green Finance Authority	0	0	0	22,000	22,000	0.0	0.0	0.0	12.0	12.0
<b>SUBTOTAL (1000) GREEN FINANCE AUTHORITY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,000</b>	<b>22,000</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>12.0</b>	<b>12.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,000</b>	<b>22,000</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>12.0</b>	<b>12.0</b>

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

**Note:** For more detailed information regarding the approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Department of Energy and Environment operates through the following program:

**Green Finance Authority** – increases private investments in clean energy opportunities throughout the District of Columbia.

### Program Structure Change

The Green Finance Authority is a new agency in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table KB0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table KB0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Create: To align resources with operational spending goals	Green Finance Authority	20,403	0.0
Create: To align personal services and Fringe Benefits with projected costs	Green Finance Authority	1,597	12.0

---

**Table KB0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>22,000</b>	<b>12.0</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District's Approved Budget</b>		<b>22,000</b>	<b>12.0</b>
<b>GROSS FOR KB0 - GREEN FINANCE AUTHORITY</b>		<b>22,000</b>	<b>12.0</b>

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

**FY 2021 Approved Budget Changes**

The Green Finance Authority's approved FY 2021 gross budget is \$22,000,000. The budget is comprised entirely of Enterprise and Other funds.

**Mayor's Proposed Budget**

**Create:** The Green Finance Authority is newly established in Fiscal Year 2021. It will work in conjunction with District agencies to increase clean energy initiatives throughout the District of Columbia. The proposed budget submission is comprised of \$22,000,000 in Enterprise and Other funds. Of this amount, \$20,403,179 will support direct services and \$1,596,821 will support salary and Fringe Benefit costs of 12.0 Full-Time Equivalents.

**District's Approved Budget**

**No Change:** The Green Finance Authority's budget reflects no change from the Mayor's proposed budget to the District's approved budget.

# Health Benefit Exchange Authority

www.hbx.dc.gov

Telephone: 202-715-7576

Table HI0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$40,875,683	\$34,274,589	\$31,768,832	\$30,947,602	-2.6
FTEs	101.0	97.1	101.0	109.0	7.9
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the D.C. Health Benefit Exchange Authority is to implement a health insurance exchange program in the District of Columbia in accordance with the Patient Protection and Affordable Care Act, thereby ensuring access to quality and affordable health care to all District of Columbia residents.

## Summary of Services

In March of 2010, the Patient Protection and Affordable Care Act of 2010 was signed into law with the central goal of ensuring that all Americans have access to quality, affordable health care. It enabled implementation of significant health insurance reforms including the establishment of Health Benefit Exchanges nationwide. The D.C. Health Benefit Exchange Authority is a quasi-governmental agency of the District of Columbia government charged with implementing and operating the District's Health Benefit Exchange. The Health Benefit Exchange operates DC Health Link, an online marketplace for District residents and small businesses to compare private health insurance plans, learn if they are eligible for tax credits or subsidies to purchase private insurance or qualify for Medicaid, and enroll in a health plan that best meets their needs. The Health Benefit Exchange enables individuals and small businesses and their employees to find affordable and easier-to-understand health insurance. The District of Columbia Health Benefit Exchange Authority is now in its eighth year of operation and concluded its seventh open enrollment period for people purchasing individual insurance on January 31, 2020.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table HI0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table HI0-2**

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>Appropriated Fund</b>													
<b>ENTERPRISE AND OTHER</b>													
Enterprise and Other Funds	40,876	34,275	31,769	30,948	-821	-2.6	101.0	97.1	101.0	109.0	8.0	7.9	
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>40,876</b>	<b>34,275</b>	<b>31,769</b>	<b>30,948</b>	<b>-821</b>	<b>-2.6</b>	<b>101.0</b>	<b>97.1</b>	<b>101.0</b>	<b>109.0</b>	<b>8.0</b>	<b>7.9</b>	
<b>GROSS FUNDS</b>	<b>40,876</b>	<b>34,275</b>	<b>31,769</b>	<b>30,948</b>	<b>-821</b>	<b>-2.6</b>	<b>101.0</b>	<b>97.1</b>	<b>101.0</b>	<b>109.0</b>	<b>8.0</b>	<b>7.9</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table HI0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table HI0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
11 - Regular Pay - Continuing Full Time	7,998	9,405	10,051	11,130	1,079	10.7
12 - Regular Pay - Other	1,804	1,213	1,260	946	-314	-24.9
13 - Additional Gross Pay	198	192	102	131	29	28.9
14 - Fringe Benefits - Current Personnel	1,827	2,053	2,794	2,983	189	6.8
15 - Overtime Pay	46	97	45	45	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>11,874</b>	<b>12,960</b>	<b>14,251</b>	<b>15,235</b>	<b>984</b>	<b>6.9</b>
20 - Supplies and Materials	30	35	77	46	-31	-39.9
31 - Telecommunications	327	382	484	515	31	6.4
32 - Rentals - Land and Structures	2,349	1,075	3,010	2,442	-568	-18.9
35 - Occupancy Fixed Costs	0	61	0	0	0	N/A
40 - Other Services and Charges	385	420	535	551	15	2.9
41 - Contractual Services - Other	25,911	19,272	13,325	12,063	-1,262	-9.5
70 - Equipment and Equipment Rental	0	71	86	95	9	10.8
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>29,002</b>	<b>21,315</b>	<b>17,518</b>	<b>15,713</b>	<b>-1,805</b>	<b>-10.3</b>
<b>GROSS FUNDS</b>	<b>40,876</b>	<b>34,275</b>	<b>31,769</b>	<b>30,948</b>	<b>-821</b>	<b>-2.6</b>

\*Percent change is based on whole dollars.



## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table HI0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table HI0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Personnel	244	251	326	270	-56	1.1	1.0	1.0	1.0	0.0
(1015) Training	0	34	0	0	0	0.0	0.0	0.0	0.0	0.0
(1020) Contracts and Procurement	576	571	658	587	-70	5.5	3.8	4.0	4.0	0.0
(1030) Property Management	1,439	1,643	1,336	1,357	21	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	133	128	130	140	10	1.1	1.0	1.0	1.0	0.0
(1060) Legal Services	1,041	813	1,071	977	-93	6.6	5.8	5.0	5.0	0.0
(1090) Performance Management	5,748	5,720	2,141	2,466	326	5.5	5.8	7.0	8.0	1.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>9,180</b>	<b>9,161</b>	<b>5,661</b>	<b>5,798</b>	<b>137</b>	<b>19.8</b>	<b>17.3</b>	<b>18.0</b>	<b>19.0</b>	<b>1.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budget Operations	167	175	180	188	8	1.1	1.0	1.0	1.0	0.0
(120F) Accounting Operations	167	175	180	188	8	1.1	1.0	1.0	1.0	0.0
(140F) Agency Fiscal Officer	292	303	375	391	17	1.1	1.0	1.0	1.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>626</b>	<b>653</b>	<b>734</b>	<b>768</b>	<b>34</b>	<b>3.3</b>	<b>2.9</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>
<b>(5000) CONSUMER EDUCATION AND OUTREACH PROGRAM</b>										
(5010) Consumer Education and Outreach Support Services	1,575	694	1,111	1,071	-40	4.4	2.9	4.0	4.0	0.0
(5020) Marketing and Communication	173	881	917	922	5	1.1	1.9	1.0	1.0	0.0
(5040) Navigators Counselors and IPA	638	923	955	1,002	47	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (5000) CONSUMER EDUCATION AND OUTREACH PROGRAM</b>	<b>2,386</b>	<b>2,499</b>	<b>2,983</b>	<b>2,996</b>	<b>12</b>	<b>5.5</b>	<b>4.8</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>
<b>(7000) MARKETPLACE INNOVATION POLICY AND OPS</b>										
(7010) Contact Center	1,067	1,149	2,319	2,249	-71	0.0	0.0	0.0	0.0	0.0
(7020) Plan Management	1,682	1,803	2,780	2,757	-23	3.8	5.3	12.5	12.5	0.0
(7030) Eligibility and Enrollment	1,062	861	1,477	1,239	-237	14.8	4.3	5.0	5.0	0.0
(7040) Member Services	2,002	1,854	1,272	1,351	80	3.8	14.9	9.5	9.5	0.0
(7050) Data Analytics and Reporting	164	171	165	171	5	2.2	1.0	1.0	1.0	0.0
(7060) S.H.O.P Operations	1,626	1,482	2,479	2,873	393	20.3	16.8	18.0	22.0	4.0
<b>SUBTOTAL (7000) MARKETPLACE INNOVATION POLICY AND OPS</b>	<b>7,604</b>	<b>7,321</b>	<b>10,492</b>	<b>10,639</b>	<b>147</b>	<b>45.0</b>	<b>42.3</b>	<b>46.0</b>	<b>50.0</b>	<b>4.0</b>

**Table HI0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(8000) IT RELATED OPERATIONS</b>										
(8010) IT Related Operations	21,079	14,642	11,898	10,746	-1,152	27.4	29.8	29.0	32.0	3.0
<b>SUBTOTAL (8000) IT RELATED OPERATIONS</b>	<b>21,079</b>	<b>14,642</b>	<b>11,898</b>	<b>10,746</b>	<b>-1,152</b>	<b>27.4</b>	<b>29.8</b>	<b>29.0</b>	<b>32.0</b>	<b>3.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>40,876</b>	<b>34,275</b>	<b>31,769</b>	<b>30,948</b>	<b>-821</b>	<b>101.0</b>	<b>97.1</b>	<b>101.0</b>	<b>109.0</b>	<b>8.0</b>

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

**Note:** For more detailed information regarding the approved funding for the activities within this agency’s programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Health Benefit Exchange Authority operates through the following 5 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.

**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.

**Consumer Education and Outreach** – educates and informs District residents, small business owners, and small business employees about health coverage options available through DC Health Link by organizing special events, participating in sponsored activities, conducting educational seminars, partnering with other District agencies and organizations as well as conducting intensive outreach through all of these methods.

This program contains the following 3 activities:

- **Consumer Education and Outreach Support Services** – educates District residents, small business owners and small business employees about health coverage options available through DC Health Link by organizing special events, participating in outside events, conducting educational seminars, partnering with other District agencies and organizations, and conducting intensive outreach through all of these methods;
- **Marketing and Communication** – provides support and awareness for DC Health Link through development of an earned media plan, printed materials for distribution, paid media campaigns that may include outdoor advertising, broadcast, newspapers and other publications, digital, and social media avenues; and
- **Navigators, Counselors, and In-Person Assisters (IPA)** – required for state-based marketplaces and is a condition for certification as a state-based marketplace. Navigators, Certified Application Counselors, and In-Person Assisters provide people one-on-one help with enrollment.

**Marketplace Innovation Policy and Operations** – performs functions required of all state-based marketplaces, including plan management eligibility determinations, and certification of qualified health and dental plans, as well as to ensure the efficient operation of an online insurance marketplace where individuals, families, small businesses, and their employees can shop and enroll in health insurance.

This program contains the following 6 activities:

- **Contact Center** – required for state-based marketplaces and is a condition for certification as a state-based marketplace. Contact center takes calls to assist consumers with DC Health Link questions and on-line applications. Processes paper applications and provides information for escalated cases to the HBX and Economic Security Administration (ESA);
- **Plan Management** – required for state-based marketplaces and is a condition for certification as a state-based marketplace. Working in conjunction with local and federal regulatory bodies, establishes and oversees the process to certify, recertify, and decertify Qualified Health Plans and Qualified Dental Plans available through DC Health Link. Also manages enrollment issues with Qualified Health Plan and Qualified Dental Plan carriers including the coordination of all Electronic Data Interchange (EDI)-related transactions to and from DC Health Link;
- **Eligibility and Enrollment** – required for state-based marketplaces and is a condition for certification as a state-based marketplace. With the support of IT, designs and manages the eligibility and enrollment process through a seamless, web-based application to determine individual and family member eligibility for Medicaid and/or advanced premium tax credits and to enable individuals and families to enroll in qualified health plans and qualified dental plans available through DC Health Link, manages and facilitates a legally required consumer appeals process; and, as required by federal law, provides tax reporting information to consumers and the IRS;
- **Member Services** – responsible for core customer service responsibilities essential to successful Exchange operations and evaluated as part of the state-based marketplace certification process. Researches complex customer service problems and works with multiple stakeholders to resolve those issues. Provides assistance to consumers with complex circumstances and to those needing extra help navigating the DC Health Link online marketplace, resolving any technical difficulties a customer may experience, ensuring that changes to eligibility and enrollment information are quickly updated and processed, enabling consumers to conduct certain services (such as address changes, reporting of life events, or special enrollment period transactions) over the phone, and resolving all escalated cases from the Contact Center and other sources;
- **Data Analytics and Reporting** – responsible for the development and implementation of federally required data reporting requirements and consumer-related surveys. This team manages the end-to-end process of developing functionality for electronic federal data reporting as well as the creation and dissemination of required IRS 1095A forms for tax reporting purposes. Develops consumer-related surveys around enrollment and satisfaction with DC Health Link; and
- **S.H.O.P. Operations** – required for state-based marketplaces and is a condition for certification as a state-based marketplace. Develops, operates and manages DC Health Link's Small Business Health Options Program (SHOP). The SHOP facilitates enrollment into qualified health plans for employees of small businesses that purchase coverage through DC Health Link. This team manages that process from end-to-end, designs system improvements, and troubleshoots systems issues to ensure effective operation of the SHOP Marketplace. Works with IT on design, manages broker relationships, training, certification, and cases. Conducts outreach and works with the small business community.

**IT Related Operations** – provides critical development, maintenance and support for DC Health Link. The work includes providing operations and maintenance of HBX systems, managing the team of consultants that develop functionality for DC Health Link, and managing the EDI Operations team that oversees information transmitted between carriers and DC Health Link.

### **Program Structure Change**

The Health Benefit Exchange Authority has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table HI0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table HI0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>		<b>31,769</b>	<b>101.0</b>
Increase: To support additional FTE(s)	Multiple Programs	984	8.0
Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	-537	0.0
Decrease: To realize savings in nonpersonal services	Multiple Programs	-1,268	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>30,948</b>	<b>109.0</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District's Approved Budget</b>		<b>30,948</b>	<b>109.0</b>
<b>GROSS FOR HI0 - HEALTH BENEFIT EXCHANGE AUTHORITY</b>		<b>30,948</b>	<b>109.0</b>

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

## FY 2021 Approved Budget Changes

The Health Benefit Exchange Authority's approved FY 2021 gross budget is \$30,947,602, which represents a 2.6 percent decrease from its FY 2020 approved gross budget of \$31,768,832. The budget is comprised entirely of Enterprise and Other funds.

### Mayor's Proposed Budget

The Health Benefit Exchange (the Exchange) is a quasi-governmental agency charged with implementing and operating the District's Health Insurance Exchange, D.C. Health Link, pursuant to the passage of the federal Affordable Care Act. D.C. Health Link opened for business on October 1, 2013. As of December 31, 2018, D.C. Health Link had approximately 16,000 District residents enrolled in the individual health insurance market and approximately 78,000 persons covered through the Small Business (SHOP) Marketplace. The SHOP number also includes Congress. To continue to operate D.C. Health Link to offer quality, affordable coverage to individuals and families and small businesses and their employees, the Exchange has proposed the following adjustments to the FY 2021 operating budget:

**Increase:** The Exchange's proposed budget includes an increase of \$983,775 across multiple programs in personal services. This will support an additional 8.0 full-time equivalents (FTEs) and associated fringe benefit costs. The agency will also reclassify 5.0 FTEs from temporary to full-time status.

**Decrease:** The proposed budget submission includes savings of \$536,814, which is primarily due to a reduction to the Rent fixed cost estimate. There is also a proposed decrease of \$1,268,191 across multiple programs to nonpersonal services costs, which is primarily the result of a projected savings in approved contracts for Information Technology related operations.

### District's Proposed Budget

**No Change:** The D.C. Health Benefit Exchange Authority's budget reflects no change from the Mayor's proposed budget to the District's approved budget.

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# Housing Finance Agency

www.dchfa.org  
Telephone: 202-777-1600

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Table HF0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$0	\$0	\$13,581,674	\$14,280,596	5.1
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

Note: Prior year actuals are not reported for the Housing Finance Agency, because the agency does not use the District's financial system for its actual transactions.

The Housing Finance Agency (HFA) was established in 1979 as a corporate body with a legal existence separate from the Government of the District of Columbia to stimulate and expand home-ownership and rental housing opportunities for low-and moderate-income families in the District.

The Housing Financing Agency issues taxable and tax-exempt mortgage revenue bonds to lower the costs of financing single-family housing and of acquiring, constructing, and rehabilitating rental housing. In addition, HFA administers the issuance of four percent low-income housing tax credits to achieve its affordable housing preservation, rehabilitation, and development objectives on behalf of the Department of Housing and Community Development (DHCD).

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table HF0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table HF0-2**

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>Appropriated Fund</b>													
<b>ENTERPRISE AND OTHER</b>													
Enterprise and Other Funds	0	0	13,582	14,281	699	5.1	0.0	0.0	0.0	0.0	0.0	N/A	
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>0</b>	<b>0</b>	<b>13,582</b>	<b>14,281</b>	<b>699</b>	<b>5.1</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>0</b>	<b>0</b>	<b>13,582</b>	<b>14,281</b>	<b>699</b>	<b>5.1</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>	

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table HF0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table HF0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
11 - Regular Pay - Continuing Full Time	0	0	6,309	6,715	406	6.4
14 - Fringe Benefits - Current Personnel	0	0	1,935	2,069	134	6.9
15 - Overtime Pay	0	0	30	30	0	0.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>0</b>	<b>8,274</b>	<b>8,814</b>	<b>540</b>	<b>6.5</b>
20 - Supplies and Materials	0	0	120	124	4	3.0
30 - Energy, Communication and Building Rentals	0	0	148	152	4	3.0
31 - Telecommunications	0	0	109	113	3	3.0
33 - Janitorial Services	0	0	106	109	3	3.0
34 - Security Services	0	0	27	28	1	3.0
40 - Other Services and Charges	0	0	1,967	2,026	59	3.0
41 - Contractual Services - Other	0	0	2,623	2,701	79	3.0
70 - Equipment and Equipment Rental	0	0	208	214	6	3.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>5,307</b>	<b>5,467</b>	<b>159</b>	<b>3.0</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>13,582</b>	<b>14,281</b>	<b>699</b>	<b>5.1</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table HF0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table HF0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) HOUSING FINANCE AGENCY</b>										
(1100) Housing Finance Agency	0	0	13,582	14,281	699	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) HOUSING FINANCE AGENCY</b>	<b>0</b>	<b>0</b>	<b>13,582</b>	<b>14,281</b>	<b>699</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>13,582</b>	<b>14,281</b>	<b>699</b>	<b>0.0</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 approved funding for the activities within this agency’s programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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

Although the Housing Finance Agency appears as a single entity in the District’s financial system, it operates through the following 3 programs:

**Multi-Family Development** – provides tax-exempt and taxable bonds, tax credits, and McKinney Act Savings Loan funds as financial tools that are integral to development of the community’s ability to provide affordable, safe and decent housing to low-income and special needs populations. The multi-family mortgage revenue bond and tax credit products serve as vehicles for developers to access low-cost institutional debt and equity tools that enhance return on investment. When combined with 4 percent Low-Income Housing Tax Credits and other subsidies, the HFA’s mortgage revenue bond product, which is offered in enhanced structures, provides competitive, below-market rate pricing and helps to preserve, rehabilitate, or construct affordable and mixed-income housing in the District.

This program contains the following 2 activities:

- **Technical Assistance** – provides technical assistance on all aspects of underwriting to developers who produce affordable housing, and acts as facilitators with city and federal government agencies to help expedite the permitting process and other approvals. In addition, HFA’s staff provides ongoing construction monitoring to ensure construction is successfully completed and properly managed; and
- **Financing Assistance** – provides several financing programs, including the Multi-family Mortgage Revenue Bond Program, Low-Income Housing Tax Credit Program, and McKinney Act Savings Loan Fund. Depending on a project’s eligibility, tax-exempt bonds, taxable bonds or low-interest loans can be used for pre-development activities, as well as the acquisition, construction and renovation of multifamily buildings. Financing can be used for the rehabilitation or construction of rental housing, cooperatives, assisted-living facilities, and transitional housing.

**Single-Family Development** – provides low-interest mortgages for persons purchasing a home in the District at or below the national and local conventional rates.

This program contains the following 2 activities:

- **Homebuyer Assistance** – provides 30-year fixed rate mortgages and assistance with down payment and closing costs, as funds are available; and
- **Homeownership Education** – provides regular seminars and community outreach in an effort to empower persons seeking to become homeowners in the District. Through the HFA, information is made available to residents on the Single Family Bond products, financing options, the District government’s employer assistance program, tax credits, tax abatements, the Home Purchase Assistance Program (HPAP), other programs to help with closing costs, and other incentives for homebuyers.

**Home Saver Program** – is a U.S. Treasury Hardest Hit Fund Initiative, which is federally funded and provides forgivable mortgage loans to homeowners of the District of Columbia who are at risk of foreclosure and who have experienced involuntary job loss.

### Program Structure Change

The Housing Finance Agency has no program structure changes in the FY 2021 approved budget.

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## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table HF0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

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### Table HF0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>		<b>13,582</b>	<b>0.0</b>
Increase: To align personal services and Fringe Benefits with projected costs	Housing Finance Agency	540	0.0
Increase: To support operational requirements	Housing Finance Agency	159	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor’s Proposed Budget</b>		<b>14,281</b>	<b>0.0</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District’s Approved Budget</b>		<b>14,281</b>	<b>0.0</b>
<b>GROSS FOR HF0 - HOUSING FINANCE AGENCY</b>		<b>14,281</b>	<b>0.0</b>

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

### FY 2021 Approved Budget Changes

The Housing Finance Agency’s (HFA) approved FY 2021 gross budget is \$14,280,596, which represents a 5.1 percent increase over its FY 2020 approved gross budget of \$13,581,674. The budget is comprised entirely of Enterprise and Other funds.

### Mayor’s Proposed Budget

**Increase:** The Housing Finance Agency’s FY 2021 proposed budget includes an increase of \$539,700 in personal services to cover higher salaries and cost for current personnel. Also, nonpersonal services costs contain an increase of \$159,221, primarily in Contractual Services and to support projected increases in Supplies and Materials and Fixed Costs.

### District’s Approved Budget

**No Change:** The Housing Finance Agency’s budget reflects no change from the Mayor’s proposed budget to the District’s approved budget.



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# Housing Production Trust Fund

www.dhcd.dc.gov  
Telephone: 202-442-7200

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**Table UZ0-1**

<b>Description</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Approved</b>	<b>FY 2021 Approved</b>	<b>% Change from FY 2020</b>
OPERATING BUDGET	\$154,240,683	\$150,558,561	\$115,680,000	\$100,000,000	-13.6
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Housing Production Trust Fund (HPTF) is to provide financial assistance to a variety of affordable housing programs and opportunities across the District of Columbia. The HPTF funds initiatives to build affordable rental housing, preserve expiring federally assisted housing, and help provide affordable homeownership opportunities for low-income families.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table UZ0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table UZ0-2**

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>Appropriated Fund</b>													
<b>ENTERPRISE AND OTHER</b>													
Enterprise and Other Funds-Dedicated Taxes	108,589	132,800	77,035	73,462	-3,573	-4.6	0.0	0.0	0.0	0.0	0.0	N/A	
Enterprise and Other Funds	45,651	17,758	38,645	26,538	-12,107	-31.3	0.0	0.0	0.0	0.0	0.0	N/A	
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>154,241</b>	<b>150,559</b>	<b>115,680</b>	<b>100,000</b>	<b>-15,680</b>	<b>-13.6</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>154,241</b>	<b>150,559</b>	<b>115,680</b>	<b>100,000</b>	<b>-15,680</b>	<b>-13.6</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>	

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table UZ0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table UZ0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
41 - Contractual Services - Other	154,256	150,559	26,708	16,020	-10,688	-40.0
50 - Subsidies and Transfers	-15	0	88,972	83,980	-4,992	-5.6
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>154,241</b>	<b>150,559</b>	<b>115,680</b>	<b>100,000</b>	<b>-15,680</b>	<b>-13.6</b>
<b>GROSS FUNDS</b>	<b>154,241</b>	<b>150,559</b>	<b>115,680</b>	<b>100,000</b>	<b>-15,680</b>	<b>-13.6</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table UZ0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table UZ0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) HOUSING PRODUCTION TRUST FUND</b>										
(1100) Housing Production Trust Fund (Admin)	10,341	13,368	0	0	0	0.0	0.0	0.0	0.0	0.0
(1101) Housing Production Trust Fund	143,900	137,190	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) HOUSING PRODUCTION TRUST FUND</b>	<b>154,241</b>	<b>150,559</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>0.0</b>
<b>(ADMN) HOUSING PRODUCTION TRUST FUND (ADMIN)</b>										
(1500) Housing Production Trust Fund (Admin)	0	0	17,352	15,000	-2,352	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (ADMN) HOUSING PRODUCTION TRUST FUND (ADMIN)</b>	<b>0</b>	<b>0</b>	<b>17,352</b>	<b>15,000</b>	<b>-2,352</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(PROJ) HOUSING PRODUCTION TRUST FUND (PROJECT)</b>										
(2100) Affordable Housing Project Financing	0	0	75,982	71,980	-4,002	0.0	0.0	0.0	0.0	0.0
(2200) Tenant Opportunity Purchase Assist-Proj	0	0	10,000	10,000	0	0.0	0.0	0.0	0.0	0.0
(3600) Single Family Rehabilitation-Project	0	0	3,010	2,020	-990	0.0	0.0	0.0	0.0	0.0
(4110) Property Acquisition Disposition-Project	0	0	9,336	1,000	-8,336	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (PROJ) HOUSING PRODUCTION TRUST FUND (PROJECT)</b>	<b>0</b>	<b>0</b>	<b>98,328</b>	<b>85,000</b>	<b>-13,328</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>154,241</b>	<b>150,559</b>	<b>115,680</b>	<b>100,000</b>	<b>-15,680</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 operates through the following 2 programs:

**Housing Production Trust Fund (Administration)** – provides administrative services associated with the operation of the HPTF.

**Housing Production Trust Fund (Project)** – provides financial assistance to promote and enable affordable rental housing and residential housing in the District.

This program 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. 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;
- **Tenant Opportunity to Purchase Assistance** – requires current landlords to provide their tenants the opportunity to first purchase properties before the landlord is permitted to sell. The Department of Housing and Community Development (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;
- **Single Family Rehabilitation-Project** – 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; and
- **Property Acquisition and Disposition** – 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. DHCD's Property Acquisition and Disposition Division (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.

### Program Structure Change

The Housing Production Trust Fund has no program structure changes in the FY 2021 approved budget.

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## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table UZ0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

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### Table UZ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2020 Approved Budget and FTE</b>			
		<b>77,035</b>	<b>0.0</b>
Increase: To support affordable housing programs	Multiple Programs	6,257	0.0
Reduce: To align budget with projected revenues	Multiple Programs	-9,830	0.0

## Table UZ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2021 Mayor's</b>			
<b>Proposed Budget</b>		<b>73,462</b>	<b>0.0</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2021 District's</b>			
<b>Approved Budget</b>		<b>73,462</b>	<b>0.0</b>
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>			
Decrease: To align resources with operational spending goals	Multiple Programs	-5,937	0.0
Enhance: To adjust the Contractual Services budget	Multiple Programs	276	0.0
Reduce: To align resources with operational spending goals	Multiple Programs	-6,446	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor's Proposed Budget</b>			
Enhance: To align resources with operational spending goals	Housing Production Trust Fund (Project)	5,000	0.0
Reduce: To align resources with operational spending goals	Housing Production Trust Fund (Project)	-5,000	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District's Approved Budget</b>			
		<b>26,538</b>	<b>0.0</b>
<b>GROSS FOR UZ0 - HOUSING PRODUCTION TRUST FUND</b>		<b>100,000</b>	<b>0.0</b>

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

### FY 2021 Approved Budget Changes

The Housing Production Trust Fund's (HPTF) approved FY 2021 gross budget is \$100,000,000, which represents a 13.6 percent decrease from its FY 2020 approved gross budget of \$115,680,000. The budget is comprised of \$73,462,167 in Enterprise and Other Funds – Dedicated Taxes and \$26,537,833 in Enterprise and Other Funds.

#### Mayor's Proposed Budget

**Increase:** The FY 2021 proposed budget includes a net increase of \$6,257,047 in Enterprise and Other Funds - Dedicated Taxes, in accordance with the Mayor's commitment to increase affordable housing opportunities in the District. These funds provide financial assistance to non-profit and for-profit developers that support the construction, rehabilitation, and acquisition of affordable housing for rental or homeownership in the District of Columbia.

**Decrease:** The HPTF's budget proposal reflects a decrease of \$5,937,047 in Enterprise and Other Funds to align resources with operational goals.

**Enhance:** The proposed budget reflects a net increase of \$275,545 in contractual services in Enterprise and Other funds.

**Reduce:** HPTF's proposed budget includes a net decrease of \$9,829,833 in Enterprise and Other Funds - Dedicated Taxes to align with projected revenues. Additionally, in Enterprise and Other Funds, a reduction of \$6,445,712 aligns operational goals with Housing Production Trust Fund Subsidy funding levels.

#### District's Approved Budget

The Housing Production Trust Fund transfers Intra-District funds to DHCD for administrative costs that occur in that agency, as that is where personnel, facilities, and other costs for which the HPTF shares allocated costs (such as the costs of third-party loan servicing) reside. Direct project costs, including Affordable Housing Financing, Single Family Rehabilitation, and Property Acquisition/Disposition, are budgeted for and charged directly in HPTF.

**Enhance:** In Enterprise and Other Funds, HPTF's approved budget includes an increase of \$5,000,000 in Subsidies and Transfers to properly align the budget with operational spending goals.

**Reduce:** The Housing Production Trust Fund's budget in Enterprise and Other Funds reflects a decrease of \$5,000,000 in Contractual Services to properly reallocate the budget in alignment with programmatic obligations.

# Not-For-Profit Hospital Corporation

www.united-medicalcenter.com

Telephone: 202-574-6000

Table HW0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$0	\$0	\$152,137,445	\$155,000,000	1.9
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

**Note:** Prior year actuals are not reported for the Not-For-Profit Hospital Corporation because the agency does not use the District's financial system for its actual transactions.

The mission of the Not-For-Profit Hospital Corporation (NFPHC) is dedicated to the health and well-being of individuals and communities entrusted to our care. NFPHC will be an efficient, high value, patient-focused provider of high-quality healthcare to improve the lives of District residents. We will employ innovative approaches that yield excellent experiences and will empower healthcare professionals as they work to care for our patients. We will pursue this vision through collaboration with other providers and as part of a larger District-based delivery system.

NFPHC, commonly known as United Medical Center (UMC) and United Medical Nursing Center, is an independent District instrumentality, created by legislation adopted by the Council of the District of Columbia. It provides inpatient, outpatient, psychiatric, and emergency care, and a skilled nursing facility (SNF). NFPHC is located east of the Anacostia River in the Southeast section of Washington, D.C. Its primary service market includes residents of Wards 7 and 8 and the state of Maryland's Prince George's County. Approximately 88 percent of United Medical Center's hospital admissions were paid for by the public programs Medicare or Medicaid.

NFPHC is governed by a 14-member Board of Directors, 11 of whom are voting members and three of whom are non-voting members. Six members are appointed by the Mayor and three members are appointed by the Council of the District of Columbia. The Chief Financial Officer of the District, or his or her designee, and a representative of the entity maintaining the largest collective bargaining agreement with the corporation serve as ex-officio voting members. The Chief Executive Officer and Chief Medical Officer of NFPHC and the President of the District of Columbia Hospital Association serve as non-voting ex-officio members.

The Board of Directors of NFPHC adopted a new Strategic Vision and Plan on August 2, 2013, and this Plan was approved by the Mayor and endorsed by the District Council. The Council in that endorsement urged the Board and the Executive to carry out the Plan, including recommendations from Huron Consulting, “swiftly.” Five major areas within this plan of focus remain:

- Align with a partner(s) and position UMC to thrive under healthcare reform;
- Achieve financial stability;
- Recruit, deploy, and retain talented and enthusiastic personnel focused on providing excellent patient experiences;
- Achieve superior quality and patient safety outcomes; and
- Contribute to overall health within the communities that UMC serves.

The NFPHC has made several advancements with regard to financial stability and recruiting highly qualified personnel. These advancements have seen the Hospital's quality measures increase over the last three years. The Hospital continues to work with local officials to align with a partner and position UMC to thrive under healthcare reform.

The agency’s FY 2021 approved budget is presented in the following tables:

### FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table HW0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table HW0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>ENTERPRISE AND OTHER</b>												
Enterprise and Other Funds	0	0	152,137	155,000	2,863	1.9	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>0</b>	<b>0</b>	<b>152,137</b>	<b>155,000</b>	<b>2,863</b>	<b>1.9</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>0</b>	<b>0</b>	<b>152,137</b>	<b>155,000</b>	<b>2,863</b>	<b>1.9</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer’s website.



## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table HW0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table HW0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
50 - Subsidies and Transfers	0	0	152,137	155,000	2,863	1.9
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>152,137</b>	<b>155,000</b>	<b>2,863</b>	<b>1.9</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>152,137</b>	<b>155,000</b>	<b>2,863</b>	<b>1.9</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table HW0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table HW0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) NOT-FOR-PROFIT HOSPITAL CORPORATION</b>										
(1001) Not-For-Profit Hospital Corporation	0	0	152,137	155,000	2,863	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) NOT-FOR-PROFIT HOSPITAL CORPORATION</b>	<b>0</b>	<b>0</b>	<b>152,137</b>	<b>155,000</b>	<b>2,863</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>152,137</b>	<b>155,000</b>	<b>2,863</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Not-For-Profit Hospital Corporation operates through revenues generated primarily, though not exclusively, through its hospital patient and Skilled Nursing Facility (SNF) resident operations.

**Hospital Services** – NFPHC operates an acute care program with 234 licensed acute care beds, which provides medical, surgical, and psychiatric care. Other hospital services include adult emergency care and outpatient and diagnostic services. Children's National Medical Center, through a lease arrangement and as a separately licensed organization, provides pediatric emergency care on the campus of NFPHC.

**Skilled Nursing Facility (SNF) Services** – With a capacity of 120 beds, the SNF provides skilled nursing services to chronically ill residents, with a significant percentage of the patients being the elderly.

**Program Structure Change**

The Not-For-Profit Hospital Corporation has no program structure changes in the FY 2021 approved budget.

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**FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type**

Table HW0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table HW0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>		<b>152,137</b>	<b>0.0</b>
Increase: To support hospital operations	Not-For-Profit Hospital Corporation	2,863	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor’s Proposed Budget</b>		<b>155,000</b>	<b>0.0</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District’s Approved Budget</b>		<b>155,000</b>	<b>0.0</b>

**GROSS FOR HW0 - NOT-FOR-PROFIT HOSPITAL CORPORATION** **155,000** **0.0**

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

**FY 2021 Approved Budget Changes**

The Not-For-Profit Hospital Corporation’s (NFPHC) approved FY 2021 gross budget is \$155,000,000, which represents a 1.9 percent increase over its FY 2020 approved gross budget of \$152,137,445. The budget is comprised entirely of Enterprise and Other funds.

**Mayor’s Proposed Budget**

**Increase:** NFPHC's budget proposal includes an increase of \$2,862,555 in continuing support for the hospital's operational costs and the delivery of medical services.

**District’s Approved Budget**

**No Change:** The Not-For-Profit Hospital Corporation's budget reflects no change from the Mayor's proposed budget to the District's approved budget..

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# Office of Lottery and Gaming

[www.lottery.dc.gov](http://www.lottery.dc.gov)  
 Telephone: 202-645-8000

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**Table DC0-1**

<b>Description</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Approved</b>	<b>FY 2021 Approved</b>	<b>% Change from FY 2020</b>
OPERATING BUDGET	\$210,708,426	\$213,366,444	\$211,973,874	\$507,308,471	139.3
FTEs	0.0	67.0	76.5	88.5	15.7
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Office of Lottery and Gaming (OLG) is to provide revenue-generating entertainment through the sale of innovative lottery products and promotions that directly benefits the residents and the economic vitality of the District of Columbia.

Since its inception in 1982, OLG has contributed over \$2 billion to the District's General Fund. The OLG annual transfer to the General Fund remains a vital component in aiding the city's economy, thereby benefiting all residents of the District of Columbia. The General Fund supports services such as education, recreation and parks, public safety, housing, and senior and child services. The OLG directly benefits its players by paying out more than 50 percent of annual sales in prize money. It also directly benefits local businesses by providing commissions to retailers licensed to sell D.C. Lottery games and offering contracting opportunities.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table DC0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table DC0-2**

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>Appropriated Fund</b>													
<b>GENERAL FUND</b>													
Special Purpose													
Revenue Funds	0	7	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR GENERAL FUND</b>	<b>0</b>	<b>7</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>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>ENTERPRISE AND OTHER</b>													
Enterprise and													
Other Funds	210,708	213,360	211,974	507,308	295,335	139.3	0.0	67.0	76.5	88.5	12.0	15.7	
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>210,708</b>	<b>213,360</b>	<b>211,974</b>	<b>507,308</b>	<b>295,335</b>	<b>139.3</b>	<b>0.0</b>	<b>67.0</b>	<b>76.5</b>	<b>88.5</b>	<b>12.0</b>	<b>15.7</b>	
<b>GROSS FUNDS</b>	<b>210,708</b>	<b>213,366</b>	<b>211,974</b>	<b>507,308</b>	<b>295,335</b>	<b>139.3</b>	<b>0.0</b>	<b>67.0</b>	<b>76.5</b>	<b>88.5</b>	<b>12.0</b>	<b>15.7</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table DC0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table DC0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	6,293	6,502	7,493	9,291	1,798	24.0
12 - Regular Pay - Other	97	75	99	97	-2	-1.9
13 - Additional Gross Pay	31	64	16	16	0	0.0
14 - Fringe Benefits - Current Personnel	1,371	1,422	1,738	2,150	411	23.7
15 - Overtime Pay	49	62	156	176	20	12.8
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>7,841</b>	<b>8,126</b>	<b>9,502</b>	<b>11,730</b>	<b>2,227</b>	<b>23.4</b>
20 - Supplies and Materials	63	157	325	438	112	34.6
30 - Energy, Communication and Building Rentals	11	44	17	202	186	1,110.2
31 - Telecommunications	231	220	252	247	-5	-1.9
32 - Rentals - Land and Structures	2,330	2,456	2,568	2,579	11	0.4
34 - Security Services	1,366	576	713	711	-2	-0.3

**Table DC0-3**

(dollars in thousands)

<b>Comptroller Source Group</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Percentage Change*</b>
35 - Occupancy Fixed Costs	39	6	62	53	-9	-14.9
40 - Other Services and Charges	7,693	8,289	9,875	10,958	1,083	11.0
41 - Contractual Services - Other	10,181	10,888	15,584	52,804	37,219	238.8
50 - Subsidies and Transfers	180,632	182,285	172,652	427,208	254,556	147.4
70 - Equipment and Equipment Rental	323	321	425	380	-45	-10.6
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>202,867</b>	<b>205,241</b>	<b>202,472</b>	<b>495,579</b>	<b>293,107</b>	<b>144.8</b>
<b>GROSS FUNDS</b>	<b>210,708</b>	<b>213,366</b>	<b>211,974</b>	<b>507,308</b>	<b>295,335</b>	<b>139.3</b>

\*Percent change is based on whole dollars.

**FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity**

Table DC0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table DC0-4**

(dollars in thousands)

<b>Division/Program and Activity</b>	<b>Dollars in Thousands</b>					<b>Full-Time Equivalents</b>				
	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>	<b>Actual FY 2018</b>	<b>Actual FY 2019</b>	<b>Approved FY 2020</b>	<b>Approved FY 2021</b>	<b>Change from FY 2020</b>
<b>(1000) AGENCY MANAGEMENT</b>										
(1010) Human Resources	763	801	797	842	45	0.0	6.1	7.0	7.0	0.0
(1015) Executive Direction and Support	933	835	1,068	1,147	79	0.0	3.5	4.0	4.0	0.0
(1030) Property and Fleet Management	413	504	652	712	60	0.0	2.6	3.0	3.0	0.0
(1040) Information Technology	1,003	1,037	2,276	1,546	-730	0.0	2.6	4.0	4.0	0.0
(1050) Financial Services	4,698	4,156	5,230	5,499	269	0.0	0.0	0.0	0.0	0.0
(1060) Legal Services	2	0	9	9	0	0.0	0.0	0.0	0.0	0.0
(1075) Security	848	1,006	1,122	1,207	85	0.0	4.4	5.0	5.0	0.0
(1080) Communications	608	609	1,617	1,633	16	0.0	3.5	4.0	4.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>9,269</b>	<b>8,948</b>	<b>12,770</b>	<b>12,594</b>	<b>-176</b>	<b>0.0</b>	<b>22.8</b>	<b>27.0</b>	<b>27.0</b>	<b>0.0</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(110F) Budget Operations	110	114	138	141	4	0.0	0.9	1.0	1.0	0.0
(120F) Accounting Operations	701	644	754	784	30	0.0	5.2	6.0	6.0	0.0
(130F) Fiscal Officer	181,416	183,082	173,574	428,269	254,695	0.0	3.5	4.0	4.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>182,227</b>	<b>183,839</b>	<b>174,465</b>	<b>429,194</b>	<b>254,729</b>	<b>0.0</b>	<b>9.6</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0</b>
<b>(6000) GAMING OPERATIONS PROGRAM</b>										
(6200) Marketing	7,695	8,334	11,707	13,759	2,051	0.0	8.8	10.0	12.0	2.0
(6300) Trade Development	2,932	3,556	2,382	2,856	475	0.0	8.8	10.0	10.0	0.0
(6400) Draw Division	538	507	675	578	-97	0.0	3.1	3.5	2.5	-1.0

**Table DC0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
(6500) Licensing and Charitable Games	582	632	672	696	24	0.0	4.4	5.0	5.0	0.0
(6600) Information Technology (Games)	7,466	7,551	9,294	42,505	33,211	0.0	9.6	10.0	10.0	0.0
(6700) Claim Center	0	0	8	8	0	0.0	0.0	0.0	0.0	0.0
(6900) Sports Wagering Regulations	0	0	0	5,117	5,117	0.0	0.0	0.0	11.0	11.0
<b>SUBTOTAL (6000) GAMING</b>										
<b>OPERATIONS PROGRAM</b>	<b>19,213</b>	<b>20,579</b>	<b>24,738</b>	<b>65,520</b>	<b>40,782</b>	<b>0.0</b>	<b>34.6</b>	<b>38.5</b>	<b>50.5</b>	<b>12.0</b>
<b>TOTAL APPROVED</b>										
<b>OPERATING BUDGET</b>	<b>210,708</b>	<b>213,366</b>	<b>211,974</b>	<b>507,308</b>	<b>295,335</b>	<b>0.0</b>	<b>67.0</b>	<b>76.5</b>	<b>88.5</b>	<b>12.0</b>

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

**Note:** For more detailed information regarding the approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Lottery and Gaming (OLG) operates through the following 3 programs:

**Gaming Operations**– provides support services to lottery and sports wagering retailers, and the gaming public so that they can benefit from the portfolio of gaming offered by OLG. Gaming Operations oversees three types of games: Instant Games – provides a portfolio of instant lottery games to the gaming public so that they can experience the entertainment value and potential reward of playing and winning with scratch-off style lottery tickets; and Online Games - provides online lottery-type games and services, which are lottery game tickets sold to the gaming public by lottery retail agents and video gaming machines, and played by the public at social settings targeted to the gaming public, and sports wagering -provides the ability for individuals to place wagers on select sporting events so that the District can experience a steady source of revenue through the transfer of net proceeds from sales. Online games is comprised of the following 12 games: The Lucky One, DC2, DC3, DC4, DC5, Powerball, Mega Millions, Keno, Race 2 Riches, Lucky for Life, Tap-N-Play and Fast Play; and provides online (kiosk-based) lottery gaming experience for the gaming public so that they can experience the entertainment value of OLG's portfolio of games and the potential rewards of playing and winning.

This program contains the following 7 activities:

- **Marketing** – provides advertising and promotional information to eligible players. The goal is to attract eligible players to purchase lottery tickets so that they may enjoy the entertainment value offered by OLG's portfolio of games;
- **Trade Development (Sales Department)** – provides sales goals and retail development services to lottery retail agents. The goals are to assist lottery retail agents in reaching established minimum sales volume levels and to achieve sustained growth;
- **Draw Division** – provides draw-related services to the gaming public. The goal is to maintain the public's trust through ensuring unbiased and random draws;
- **Licensing and Charitable Games** – provides licensing and regulatory compliance services to existing and prospective lottery retail agents and non-profit charitable organizations. The goal is to ensure that

lottery retail agents and non-profit charitable organizations receive appropriate licenses to sell lottery products and conduct charitable gaming activities in accordance with the laws and regulations set forth by the District;

- **Information Technology (Games)** –provides technical coordination and oversight services to lottery retail agents, customers, and internal OLG operations. The goals are for retail agents, customers, and internal operations to deliver, play, and provide an uncompromised portfolio of lottery products; and
- **Claim Center** – provides claims processing and gaming information services to the gaming public. The goals are for the public to redeem prizes and enjoy a positive gaming experience.
- **Sports Wagering Regulations**– provides licensing and regulatory compliance to existing or prospective lottery operated, and non-lottery operated sports wagering licensees. The goal is to ensure that sports wagering organizations receive appropriate licenses to sell sport wagering products and conduct gaming activities in accordance with the laws and regulations set forth by the District.

**Agency Management Program** – 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 Office of Lottery and Gaming has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table DC0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

### Table DC0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>		<b>211,974</b>	<b>76.5</b>
Increase: To support nonpersonal services costs	Multiple Programs	254,146	0.0
Increase: To support operational requirements	Gaming Operations Program	40,782	12.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	226	0.0
Increase: To align Fixed Costs with proposed estimates	Agency Management	181	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>507,308</b>	<b>88.5</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District's Approved Budget</b>		<b>507,308</b>	<b>88.5</b>
<b>GROSS FOR DC0 - OFFICE OF LOTTERY AND GAMING</b>		<b>507,308</b>	<b>88.5</b>

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

## **FY 2021 Approved Budget Changes**

The Office of Lottery and Gaming (OLG) approved FY 2021 gross budget is \$507,308,471, which represents a 139.3 percent increase over its FY 2020 approved gross budget of \$211,973,874. The budget is comprised entirely of Enterprise and Other funds.

## **Mayor's Proposed Budget**

**Increase:** OLG's FY 2021 proposed budget increased by \$295,334,597, largely attributed to the additional Sports Wagering Regulations activity. OLG allocated a net increase of \$254,145,183, primarily in subsidies and transfers to support essential fiscal operations for funding transfers and payouts. The proposed budget also includes an increase of \$40,782,128 to support current personal services cost and the onboarding of 12 additional FTEs. In addition, OLG has increased fixed cost by \$181,063 to meet the required payment estimates of general services provided by the Department of General Services.

## **District's Approved Budget**

**No Change:** The Office of Lottery and Charitable Games' budget reflects no change from the Mayor's proposed budget to the District's approved budget.



# Other Post-Employment Benefits Administration

Table UB0-1

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$0	\$0	\$9,069,423	\$9,088,000	0.2
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The Other Post-Employment Benefits Administration (OPEBA) agency is used to account for expenditures related to the administration of the Other Post-Employment Benefits Trust Fund.

The government of the District of Columbia established the District’s Annuitants’ Health and Life Insurance Employer Contribution Trust Fund on October 1, 1999 under the Annuitants’ Health and Life Insurance Employer Contribution Amendment Act of 1999 (D.C. Official Code 1-621.09). Health and life insurance benefits for retirees are known as “Other Post-Employment Benefits” (OPEB), also referred to as the OPEB Plan. The OPEB Plan includes a trust fund that receives the District’s annual contributions toward health and life insurance benefits for District employees who have retired, as well as premium payments from retirees. These contributions and premiums, along with investment earnings, are used to pay future benefits on behalf of qualified participants. The OPEB Plan is jointly administered by the District’s Office of Finance and Treasury, within the Office of the Chief Financial Officer (OCFO), and the District of Columbia Department of Human Resources.

The agency’s FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table UB0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table UB0-2**

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>Appropriated Fund</b>												
<b>ENTERPRISE AND OTHER</b>												
Enterprise and Other Funds	0	0	9,069	9,088	19	0.2	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>0</b>	<b>0</b>	<b>9,069</b>	<b>9,088</b>	<b>19</b>	<b>0.2</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>0</b>	<b>0</b>	<b>9,069</b>	<b>9,088</b>	<b>19</b>	<b>0.2</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table UB0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table UB0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
41 - Contractual Services - Other	0	0	9,069	9,088	19	0.2
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>9,069</b>	<b>9,088</b>	<b>19</b>	<b>0.2</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>9,069</b>	<b>9,088</b>	<b>19</b>	<b>0.2</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table UB0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table UB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1100) OTHER POST-EMPLOYMENT BENEFITS</b>										
(1101) Other Post-Employment Benefits	0	0	9,069	9,088	19	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1100) OTHER POST-EMPLOYMENT BENEFITS</b>	<b>0</b>	<b>0</b>	<b>9,069</b>	<b>9,088</b>	<b>19</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>9,069</b>	<b>9,088</b>	<b>19</b>	<b>0.0</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 approved funding for the activities within this agency’s programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Other Post-Employment Benefits Administration agency operates through the following program:

**Other Post-Employment Benefits** - OPEBA is used to account for expenditures related to the administration of the Other Post-Employment Benefits Fund. OPEBA receives an allocation of a portion of assets of the OPEB Fund. The District’s annual contribution to the OPEB Fund is budgeted in the District Retiree Health Contribution agency. The OPEB Fund accounts for resources accumulated and used for post-employment health insurance and life insurance benefits for former District employees. The OPEBA agency provides transparency regarding the administrative costs of the OPEB Plan, which were previously supported within the budget of the OCFO.

### Program Structure Change

The Other Post-Employment Benefits Administration has no program structure change in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table UB0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table UB0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>		<b>9,069</b>	<b>0.0</b>
Increase: To cover costs associated with post-employment benefits	Other Post-Employment Benefits	19	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>9,088</b>	<b>0.0</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District's Approved Budget</b>		<b>9,088</b>	<b>0.0</b>
<b>GROSS FOR UB0 - OTHER POST-EMPLOYMENT BENEFITS TRUST ADMINISTRATION</b>		<b>9,088</b>	<b>0.0</b>

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

### FY 2021 Approved Budget Changes

The Other Post-Employment Benefits Administration's (OPEBA) approved FY 2021 gross budget is \$9,088,000, which represents a less than 1.0 percent increase over its FY 2020 approved gross budget of \$9,069,423. The budget is comprised entirely of Enterprise and Other Funds.

#### Mayor's Proposed Budget

**Increase:** The FY 2021 budget proposal for OPEBA includes an increase of \$18,577 to support operational costs as well as benefits-related management fees.

#### District's Approved Budget

**No Change:** The Other Post-Employment Benefit Administration's budget reflects no change from the Mayor's proposed budget to the District's approved budget.

(TY0)

# Repayment of PILOT Financing

**Table TY0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$27,519,339	\$22,043,063	\$57,964,788	\$50,991,618	-12.0
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

Repayment of PILOT Financing is a program through which the District provides economic development project funds by borrowing against the future receipts from Payment-in-Lieu-of-Taxes (PILOT).

A PILOT payment on debt issued under the District's PILOT Act equals the amount the property owner would otherwise pay in property taxes, based on the assessed value of the property. The repayment of the borrowing against this future PILOT revenue is budgeted in this program. This borrowing is similar in concept to Tax Increment Financing, in which the District borrows against future tax receipts and uses the proceeds to spur economic development. In addition, the District Council can approve other project-based PILOT financing, outside the scope of the PILOT Act.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table TY0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table TY0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents						
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change		
<b>ENTERPRISE AND OTHER</b>														
Enterprise and Other														
Funds-Dedicated Taxes	27,519	22,043	57,965	50,992	-6,973	-12.0	0.0	0.0	0.0	0.0	0.0	N/A		
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>27,519</b>	<b>22,043</b>	<b>57,965</b>	<b>50,992</b>	<b>-6,973</b>	<b>-12.0</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>27,519</b>	<b>22,043</b>	<b>57,965</b>	<b>50,992</b>	<b>-6,973</b>	<b>-12.0</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>		

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table TY0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table TY0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
50 - Subsidies and Transfers	6,410	1,997	30,126	23,190	-6,936	-23.0
80 - Debt Service	21,109	20,046	27,839	27,802	-37	-0.1
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>27,519</b>	<b>22,043</b>	<b>57,965</b>	<b>50,992</b>	<b>-6,973</b>	<b>-12.0</b>
<b>GROSS FUNDS</b>	<b>27,519</b>	<b>22,043</b>	<b>57,965</b>	<b>50,992</b>	<b>-6,973</b>	<b>-12.0</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table TY0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table TY0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) REPAYMENT OF PILOT FINANCING</b>										
(1100) Repayment of PILOT Financing	27,519	22,043	57,965	50,992	-6,973	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) REPAYMENT OF PILOT FINANCING</b>	<b>27,519</b>	<b>22,043</b>	<b>57,965</b>	<b>50,992</b>	<b>-6,973</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>27,519</b>	<b>22,043</b>	<b>57,965</b>	<b>50,992</b>	<b>-6,973</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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

Repayment of PILOT Financing operates through the following program:

**Repayment of PILOT Financing** – provides budget authority for debt service payments on debt borrowed against the following PILOT projects:

- **U.S. Department of Transportation Headquarters Building** – PILOT bond proceeds supported the District’s park and infrastructure improvements in the Anacostia Waterfront Initiative (AWI) area. The debt service payment in FY 2021 is estimated to be \$10,452,301;
- **Southeast Federal Center** – PILOT debt issued under this program supports public infrastructure paid for by the developer of The Yards project, a multi-stage, mixed use development near the Navy Yard. The first issuance was in FY 2010, the second was in FY 2014, and a third issuance is anticipated for FY 2020. The combined estimated debt service payment on all three issuances is \$5,318,242 in FY 2021;
- **Rhode Island Metro Plaza** – The Rhode Island Metro Plaza project contains new residential apartments and retail shops as well as a parking garage for the Washington Metropolitan Area Transit Authority. The debt service payment in FY 2021 is estimated to be \$375,119; and
- **Southwest Waterfront** – PILOT debt issued under this project supports the multi-stage, mixed use development located in the District's Southwest quadrant known as the Wharf. The first issuance was in FY 2015, the second was in FY 2018, and a third issuance is anticipated for FY 2020. The outstanding balance on the second issuance was fully paid off in FY 2020. The combined debt service payment in FY 2021 is \$12,428,900.

In addition, the program budget contains a contingency of \$22,417,056 if projected PILOT revenues are higher than minimum debt service and must be paid to the bond holder. No funds are anticipated to be returned to the General Fund for Anacostia Waterfront capital projects in FY 2021.

## Program Structure Change

Repayment of PILOT Financing has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table TY0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table TY0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2020 Approved Budget and FTE</b>			
		<b>57,965</b>	<b>0.0</b>
Decrease: To align budget with projected revenues	Repayment Of Pilot Financing	-6,973	0.0
<b>ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2021 Mayor’s Proposed Budget</b>			
		<b>50,992</b>	<b>0.0</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2021 District’s Approved Budget</b>			
		<b>50,992</b>	<b>0.0</b>
<b>GROSS FOR TY0 - REPAYMENT OF PILOT FINANCING</b>		<b>50,992</b>	<b>0.0</b>

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

### **FY 2021 Approved Budget Changes**

Repayment of PILOT Financing's approved FY 2021 gross budget is \$50,991,618, which represents a 12.0 percent decrease from its FY 2020 approved gross budget of \$57,964,788. The budget is comprised entirely of Enterprise and Other Funds - Dedicated Taxes.

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

**Decrease:** The FY 2021 proposed budget for Repayment of PILOT Financing includes a decrease of \$6,973,170 to align the budget with projected revenue.

### **District's Approved Budget**

**No Change:** The Repayment of Pilot Financing's budget reflects no change from the Mayor's proposed budget to the District's approved budget.



# Tax Increment Financing (TIF) Program

**Table TX0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$47,790,020	\$44,492,315	\$64,352,319	\$56,340,258	-12.5
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

Tax Increment Financing (TIF) is a program through which the District provides economic development project funds by borrowing against future tax receipts expected to be generated as a result of the construction and operation of projects partially funded by these funds.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table TX0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table TX0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual	Actual	Approved	Approved	Change	%	Actual	Actual	Approved	Approved	Change	%	
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2020	Change*	FY 2018	FY 2019	FY 2020	FY 2021	FY 2020	Change	
<b>ENTERPRISE AND OTHER</b>													
Enterprise and Other Funds-Dedicated Taxes	47,790	44,492	64,352	56,340	-8,012	-12.5	0.0	0.0	0.0	0.0	0.0	N/A	
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>47,790</b>	<b>44,492</b>	<b>64,352</b>	<b>56,340</b>	<b>-8,012</b>	<b>-12.5</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>47,790</b>	<b>44,492</b>	<b>64,352</b>	<b>56,340</b>	<b>-8,012</b>	<b>-12.5</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>	

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table TX0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table TX0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
50 - Subsidies and Transfers	33,749	32,579	42,421	32,940	-9,481	-22.3
80 - Debt Service	14,041	11,913	21,931	23,400	1,469	6.7
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>47,790</b>	<b>44,492</b>	<b>64,352</b>	<b>56,340</b>	<b>-8,012</b>	<b>-12.5</b>
<b>GROSS FUNDS</b>	<b>47,790</b>	<b>44,492</b>	<b>64,352</b>	<b>56,340</b>	<b>-8,012</b>	<b>-12.5</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table TX0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table TX0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) TAX INCREMENT FINANCING (TIF) PROGRAM</b>										
(1100) Tax Increment Financing (TIF) Program	47,790	44,492	64,352	56,340	-8,012	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) TAX INCREMENT FINANCING (TIF) PROGRAM</b>	<b>47,790</b>	<b>44,492</b>	<b>64,352</b>	<b>56,340</b>	<b>-8,012</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>47,790</b>	<b>44,492</b>	<b>64,352</b>	<b>56,340</b>	<b>-8,012</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Tax Increment Financing Program operates through the following program:

**Tax Increment Financing** – provides budget authority pursuant to the Tax Increment Financing Act of 1998, which established a TIF program to support economic development projects that would not be developed "but for" public financial assistance. The initiative was reauthorized by the Tax Increment Financing Reauthorization Act of 2002 and the Tax Increment Financing Reauthorization Amendment Act of 2017. In addition, the District Council approved other project-based tax-supported revenue bonds, including Tax Increment Financings, outside the scope of the TIF Act.

This program contains the following 6 projects:

- **Gallery Place** – a mixed-use project that opened in the summer of 2004 and has an estimated debt service payment of \$4,310,500;
- **The Mandarin Oriental Hotel** – opened in March 2004 and has an estimated debt service payment of \$4,509,125;
- **Verizon Center** – funded improvements at the arena, now known as Capital One Arena, to be repaid using an incremental tax of 4.25 percent on merchandise and tickets sold at the venue, with an estimated debt service payment of \$3,695,098;
- **City Market at O Street** – a mixed-use development project under construction that has an estimated debt service payment of \$2,442,156;
- **Special Retail and Great Streets** – smaller TIF financings issued under a special retail TIF program in the downtown area and retail or mixed-use projects located in Great Streets areas. Estimated debt service for debt issued under these programs is \$715,843; and
- **Convention Center Hotel** – the project opened in May of 2014 and has an estimated debt service of \$8,079,300.

In addition, the budget includes estimated debt service for the following projects expected to be under construction during FY 2021:

- **Skyland** – a mixed-use development project with an estimated debt service payment of \$685,560 to be paid from capitalized interest;
- **Bryant Street** – a residential/retail development project with an estimated debt service payment of \$733,550 to be paid from capitalized interest;
- **Union Market** – a multi-phased, mixed-use development with an estimated debt service payment of \$4,944,000 to be paid from capitalized interest; and
- **Brookland Manor** – a multi-phased mixed-use development containing retail, market rate and affordable housing with a debt service payment of \$2,080,000 to be paid from capitalized interest.

For certain projects, a revenue contingency totaling \$24,145,127 is budgeted if projected revenues are higher than minimum debt service payments, in accordance with the bond agreements. Depending on the structure of bond documents, such additional revenues may be used to pre-pay principal on TIF financings, reserved for future debt service payments, or returned to the District's General Fund. For FY 2021, the District is expected to be entitled to refunds from the Gallery Place and Mandarin bond trustees totaling \$9,118,644. This is the amount by which estimated tax increments from the Gallery Place and Mandarin projects exceed scheduled bond debt service. The District also expects to be entitled to \$2,000,000 from the Convention Center Hotel project in accordance with bond agreement provisions on distributing excess revenues. The transfer of these excess revenues to the General Fund will be funded within the revenue contingency budget.

### Program Structure Change

The Tax Increment Financing (TIF) Program has no program structure changes in the FY 2021 approved budget.

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### FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table TX0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

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#### Table TX0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2020 Approved Budget and FTE</b>			
		<b>64,352</b>	<b>0.0</b>
Decrease: To align budget with projected revenues	Tax Increment Financing (TIF) Program	-8,012	0.0
<b>ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2021 Mayor's Proposed Budget</b>			
		<b>56,340</b>	<b>0.0</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2021 District's Approved Budget</b>			
		<b>56,340</b>	<b>0.0</b>
<b>GROSS FOR TX0 - TAX INCREMENT FINANCING (TIF) PROGRAM</b>		<b>56,340</b>	<b>0.0</b>

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

### FY 2021 Approved Budget Changes

The Tax Increment Financing Program's approved FY 2021 gross budget is \$56,340,258, which represents a 12.5 percent decrease from its FY 2020 approved gross budget of \$64,352,319. The budget is comprised entirely of Enterprise and Other Funds - Dedicated Taxes.

#### Mayor's Proposed Budget

**Decrease:** The FY 2021 proposed budget for the Tax Increment Financing program includes a decrease of \$8,012,061 attributed to a decrease in projected tax revenues as provided by the Office of Revenue Analysis.

#### District's Approved Budget

**No Change:** The Tax Increment Financing (TIF) Program's budget reflects no change from the Mayor's proposed budget to the District's approved budget.

# Unemployment Insurance Trust Fund

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Table UI0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$130,869,861	\$119,728,692	\$185,382,095	\$680,070,824	266.8
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The Unemployment Insurance Trust Fund, administered by the Department of Employment Services (DOES), represents the proceeds from unemployment taxes paid by private sector employers and reimbursements from the District and federal governments deposited in the Unemployment Trust Fund (the “Fund”). The Fund is used to pay benefits for private and public sector employees during periods of unemployment. Payments include transfers to other governments to reimburse unemployment benefits paid to District residents.

Trust funds are fiduciary funds that are used to account for assets held by the District in a trustee capacity or as an agent for individuals, private organizations, and other governments. Such trust funds are custodial in nature, reporting only assets and liabilities. Because fiduciary funds cannot be used for the operations of the government, they are not included in the District's government-wide financial statements.

Prior to FY 2005, these agency trust funds were included in the operating budgets of the agencies that administered the trust funds. The District created a separate agency fund in FY 2005 so that the District's budget structure would report these trust funds pursuant to the District's accounting structure. The Unemployment Insurance Trust Fund was separated from the DOES budget for improved fiscal transparency and to enable the District's budget format to more closely follow the presentation of the Comprehensive Annual Financial Report.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table UI0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table UI0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>FEDERAL RESOURCES</b>													
Federal Payments	0	0	0	215,292	215,292	N/A	0.0	0.0	0.0	0.0	0.0	N/A	
<b>TOTAL FOR FEDERAL RESOURCES</b>													
	0	0	0	215,292	215,292	N/A	0.0	0.0	0.0	0.0	0.0	N/A	
<b>ENTERPRISE AND OTHER</b>													
Enterprise and Other Funds	130,870	119,729	185,382	464,778	279,396	150.7	0.0	0.0	0.0	0.0	0.0	N/A	
<b>TOTAL FOR ENTERPRISE AND OTHER</b>													
	130,870	119,729	185,382	464,778	279,396	150.7	0.0	0.0	0.0	0.0	0.0	N/A	
<b>GROSS FUNDS</b>													
	130,870	119,729	185,382	680,071	494,689	266.8	0.0	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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table UI0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table UI0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
50 - Subsidies and Transfers	130,870	119,729	185,382	680,071	494,689	266.8
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>130,870</b>	<b>119,729</b>	<b>185,382</b>	<b>680,071</b>	<b>494,689</b>	<b>266.8</b>
<b>GROSS FUNDS</b>	<b>130,870</b>	<b>119,729</b>	<b>185,382</b>	<b>680,071</b>	<b>494,689</b>	<b>266.8</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table UI0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table UI0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(2000) UNEMPLOYMENT TRUST FUND</b>										
(2200) Benefits Trust Fund	130,870	119,729	185,382	680,071	494,689	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000)</b>										
<b>UNEMPLOYMENT TRUST FUND</b>	<b>130,870</b>	<b>119,729</b>	<b>185,382</b>	<b>680,071</b>	<b>494,689</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>130,870</b>	<b>119,729</b>	<b>185,382</b>	<b>680,071</b>	<b>494,689</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Unemployment Insurance Trust Fund operates through the following program:

**Unemployment Trust Fund** – pays benefits for private and public sector employees during periods of unemployment.

### Program Structure Change

The Unemployment Insurance Trust Fund has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table UI0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table UI0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>FEDERAL PAYMENTS: FY 2020 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Enhance: To align budget with projected revenues	Unemployment Trust Fund	215,292	0.0
<b>FEDERAL PAYMENTS: FY 2021 Mayor's Proposed Budget</b>		<b>215,292</b>	<b>0.0</b>
No Change		0	0.0
<b>FEDERAL PAYMENTS: FY 2021 District's Approved Budget</b>		<b>215,292</b>	<b>0.0</b>

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**Table UI0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>		<b>185,382</b>	<b>0.0</b>
Increase: To align resources with operational spending goals	Unemployment Trust Fund	2,658	0.0
Enhance: To align resources with operational spending goals	Unemployment Trust Fund	276,738	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>464,778</b>	<b>0.0</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District's Approved Budget</b>		<b>464,778</b>	<b>0.0</b>
<b>GROSS FOR UI0 - UNEMPLOYMENT INSURANCE TRUST FUND</b>		<b>680,071</b>	<b>0.0</b>

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

**FY 2021 Approved Budget Changes**

The Unemployment Insurance Trust Fund's (UITF) approved FY 2021 gross budget is \$680,070,824, which represents a 266.8 percent increase over its FY 2020 approved gross budget of \$185,382,095. The budget is comprised of \$215,292,455 in Federal Payments and \$464,778,369 in Enterprise and Other funds.

**Mayor's Proposed Budget**

**Increase:** The budget proposal for UITF includes a net increase of \$2,657,807 to reflect projected changes in labor markets and to align with historical unemployment compensation benefits costs.

**Enhance:** The FY 2021 Federal Payment proposed budget includes a net increase of \$215,292,455 to support COVID -19 related costs. Also, an increase of \$276,738,467 is proposed in Enterprise and Other Funds to support costs relating to projected increases in Unemployment Insurance benefit claims.

**District's Approved Budget**

**No Change:** The Unemployment Compensation Fund's budget reflects no change from the Mayor's proposed budget to the District's approved budget.



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# Universal Paid Leave Fund

[www.does.dc.gov](http://www.does.dc.gov)  
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**Table UL0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$0	\$0	\$0	\$292,123,774	N/A
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Universal Paid Leave Fund (UPLF) is to provide paid-leave benefits to private employees in the District for up to eight weeks of parental leave, six weeks of family leave, and two weeks of medical leave for every fifty-two weeks worked, thereby contributing to and increasing the quality of life in the Washington, DC metropolitan area.

## Summary of Services

UPLF provides central functions that include, but are not limited, to the call center, executive tasks, research procedures, writing and issuing policies and procedures, facilitating trainings, project management, business analysis and process improvement, program support, internal and external communications regarding the UPLF program, and performing budget analysis. The budget also includes benefit payment amounts.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table UL0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table UL0-2**

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>Appropriated Fund</b>													
<b>ENTERPRISE AND OTHER</b>													
Enterprise and Other Funds	0	0	0	292,124	292,124	N/A	0.0	0.0	0.0	0.0	0.0	N/A	
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>292,124</b>	<b>292,124</b>	<b>N/A</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>0</b>	<b>0</b>	<b>0</b>	<b>292,124</b>	<b>292,124</b>	<b>N/A</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>	

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table UL0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table UL0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
50 - Subsidies and Transfers	0	0	0	292,124	292,124	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>292,124</b>	<b>292,124</b>	<b>N/A</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>292,124</b>	<b>292,124</b>	<b>N/A</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table UL0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table UL0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) UNIVERSAL PAID LEAVE</b>										
(6000) Universal Paid Family Leave Fund	0	0	0	292,124	292,124	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) UNIVERSAL PAID LEAVE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>292,124</b>	<b>292,124</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>292,124</b>	<b>292,124</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Universal Paid Leave Fund operates through the following program:

**Universal Paid Leave Fund** – provides central functions necessary to execute daily activities and pays benefits.

### Program Structure Change

The Universal Paid Leave Fund is a new agency in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table UL0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table UL0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>		<b>0</b>	<b>0.0</b>
Enhance/Create: To align resources with operational spending goals	Universal Paid Leave	271,370	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>271,370</b>	<b>0.0</b>
Enhance: To provide allocation for administrative expenses	Multiple Programs	20,753	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District's Approved Budget</b>		<b>292,124</b>	<b>0.0</b>
<b>GROSS FOR UL0 - UNIVERSAL PAID LEAVE FUND</b>		<b>292,124</b>	<b>0.0</b>

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

**FY 2021 Approved Budget Changes**

The Universal Paid Leave Fund's (UPLF) approved FY 2021 gross budget is \$292,123,774. The budget is comprised entirely of Enterprise and Other funds.

**Mayor's Proposed Budget**

**Enhance/Create:** UPLF has a proposed budget of \$271,370,337 in Enterprise and Other funds, which will be used to support direct services.

**District's Approved Budget**

**Enhance:** UPLF's budget includes an increase of \$20,753,437 to reflect the allocation of administrative expenses.

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# University of the District of Columbia

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**Table GF0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$0	\$0	\$173,857,461	\$177,090,835	1.9
FTEs	0.0	0.0	968.4	948.4	-2.1
CAPITAL BUDGET	\$0	\$0	\$47,000,000	\$19,125,000	-59.3
FTEs	0.0	0.0	5.0	5.0	0.0

**Note:** The University of the District of Columbia does not use the District's financial system for its transactions. For FY 2018 and FY 2019 actual operating budget expenditures, see the FY 2019 District of Columbia Comprehensive Annual Financial Report.

The University of the District of Columbia (UDC) is an urban land grant institution of higher education. Through its community college, flagship, and graduate schools, UDC offers affordable post-secondary education to District of Columbia residents at the certificate, baccalaureate, and graduate levels. These programs prepare students for immediate entry into the workforce, the next level of education, specialized employment opportunities, and life-long learning.

## Summary of Services

The University of the District of Columbia provides high quality learning, research, and public service experience relevant to the needs and interests of students, employees, and research organizations. The University is governed by a board of trustees, as set forth in D.C. Official Code § 38-1202.01, with duties as set forth in § 38-1202.06.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table GF0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table GF0-2**

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>Appropriated Fund</b>													
<b>ENTERPRISE AND OTHER</b>													
Enterprise and Other Funds	0	0	173,857	177,091	3,233	1.9	0.0	0.0	968.4	948.4	-20.0	-2.1	
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>0</b>	<b>0</b>	<b>173,857</b>	<b>177,091</b>	<b>3,233</b>	<b>1.9</b>	<b>0.0</b>	<b>0.0</b>	<b>968.4</b>	<b>948.4</b>	<b>-20.0</b>	<b>-2.1</b>	
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>173,857</b>	<b>177,091</b>	<b>3,233</b>	<b>1.9</b>	<b>0.0</b>	<b>0.0</b>	<b>968.4</b>	<b>948.4</b>	<b>-20.0</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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table GF0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table GF0-3**

(dollars in thousands)

	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
<b>Comptroller Source Group</b>						
11 - Regular Pay - Continuing Full Time	0	0	69,479	70,101	622	0.9
14 - Fringe Benefits - Current Personnel	0	0	16,633	16,864	230	1.4
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>0</b>	<b>86,113</b>	<b>86,965</b>	<b>852</b>	<b>1.0</b>
20 - Supplies and Materials	0	0	1,359	1,359	0	0.0
30 - Energy, Communication and Building Rentals	0	0	3,733	3,493	-240	-6.4
31 - Telecommunications	0	0	594	594	0	0.0
32 - Rentals - Land and Structures	0	0	7,350	7,350	0	0.0
33 - Janitorial Services	0	0	2,747	2,747	0	0.0
40 - Other Services and Charges	0	0	5,256	5,826	570	10.8
41 - Contractual Services - Other	0	0	10,177	19,197	9,020	88.6
50 - Subsidies and Transfers	0	0	55,842	48,873	-6,969	-12.5
70 - Equipment and Equipment Rental	0	0	688	688	0	0.0
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>87,745</b>	<b>90,126</b>	<b>2,381</b>	<b>2.7</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>173,857</b>	<b>177,091</b>	<b>3,233</b>	<b>1.9</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table GF0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table GF0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) AGENCY MANAGEMENT</b>										
(1013) Communications and Public Affairs	0	0	762	845	83	0.0	0.0	3.0	4.0	1.0
(1014) Governmental Affairs Services	0	0	296	292	-4	0.0	0.0	2.0	2.0	0.0
(1020) Strategic Sourcing & Procurement	1	0	1,617	1,459	-157	0.0	0.0	17.0	14.0	-3.0
(1030) Capital Assets & Real Estate	3	0	10,821	10,002	-820	0.0	0.0	40.5	37.5	-3.0
(1035) Auxiliary Services	1	0	1,202	1,193	-9	0.0	0.0	8.0	8.5	0.5
(1040) Information Systems Management	-18	0	4,089	3,958	-131	0.0	0.0	19.0	18.0	-1.0
(1044) Registrar	1	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(1045) Business and Finance Affairs	0	0	0	321	321	0.0	0.0	0.0	2.0	2.0
(1050) Financial Services	0	0	15,753	19,828	4,075	0.0	0.0	0.0	0.0	0.0
(1055) Public Safety and Emergency Management	0	0	2,587	2,519	-67	0.0	0.0	38.0	36.0	-2.0
(1065) Chief Operating Officer	0	0	668	7,867	7,199	0.0	0.0	2.0	2.0	0.0
(1085) Enrollment Management	1	0	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>-12</b>	<b>0</b>	<b>37,794</b>	<b>48,284</b>	<b>10,490</b>	<b>0.0</b>	<b>0.0</b>	<b>129.5</b>	<b>124.0</b>	<b>-5.5</b>
<b>(100F) AGENCY FINANCIAL OPERATIONS</b>										
(101F) Agency Fiscal Officer Operations	0	0	473	484	11	0.0	0.0	2.0	2.0	0.0
(110F) Budget Operations	0	0	1,022	1,065	43	0.0	0.0	8.0	8.0	0.0
(120F) Accounting Operations	2	0	2,405	2,439	34	0.0	0.0	19.0	19.0	0.0
<b>SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS</b>	<b>2</b>	<b>0</b>	<b>3,900</b>	<b>3,988</b>	<b>89</b>	<b>0.0</b>	<b>0.0</b>	<b>29.0</b>	<b>29.0</b>	<b>0.0</b>
<b>(2000) STUDENT DEVELOPMENT SERVICES</b>										
(2030) Career Services	0	0	465	413	-51	0.0	0.0	2.0	2.0	0.0
(2040) Student Services Administration	7	0	3,088	2,270	-818	0.0	0.0	32.0	33.5	1.5
(2045) Enrollment Services	0	0	15,102	17,270	2,168	0.0	0.0	37.0	41.0	4.0
(2060) Financial Aid	13	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(2080) Health Services	0	0	427	405	-22	0.0	0.0	3.0	3.0	0.0
(2090) Student Life and Services	45	0	3,552	3,750	198	0.0	0.0	12.5	13.5	1.0
(2093) Student Center	0	0	1,491	2,277	786	0.0	0.0	8.5	11.0	2.5
(2403) Housing Program	0	0	131	90	-40	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) STUDENT DEVELOPMENT SERVICES</b>	<b>65</b>	<b>0</b>	<b>24,255</b>	<b>26,475</b>	<b>2,220</b>	<b>0.0</b>	<b>0.0</b>	<b>95.0</b>	<b>104.0</b>	<b>9.0</b>
<b>(4000) ACADEMIC AFFAIRS</b>										
(4001) Academic Support (Provost/VPAA)	143	0	8,401	4,762	-3,639	0.0	0.0	15.0	11.5	-3.5
(4003) Learning Resources	2	0	3,831	3,761	-70	0.0	0.0	30.0	31.0	1.0
(4006) Applied Research and Urban Planning	0	0	22	22	0	0.0	0.0	0.0	0.0	0.0

**Table GF0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
(4008) Causes	-308	-6,309	14,157	10,680	-3,478	0.0	0.0	141.4	127.9	-13.5
(4010) Engineering	8	277	6,641	5,971	-670	0.0	0.0	49.0	46.0	-3.0
(4020) Business and Public Administration	0	871	7,803	7,490	-313	0.0	0.0	34.0	36.0	2.0
(4030) David A. Clarke School of Law	17	166	12,390	11,922	-468	0.0	0.0	69.0	69.0	0.0
(4040) College of Arts and Sciences	31	2,875	14,392	13,875	-517	0.0	0.0	131.0	131.0	0.0
<b>SUBTOTAL (4000) ACADEMIC AFFAIRS</b>	<b>-107</b>	<b>-2,121</b>	<b>67,639</b>	<b>58,484</b>	<b>-9,155</b>	<b>0.0</b>	<b>0.0</b>	<b>469.4</b>	<b>452.4</b>	<b>-17.0</b>
<b>(6000) UNIVERSITY PRESIDENT</b>										
(6001) Office of the President	0	0	1,946	1,893	-53	0.0	0.0	10.5	11.0	0.5
(6004) Legal Services	0	0	1,341	1,423	82	0.0	0.0	4.0	4.0	0.0
(6005) Athletics Department	0	0	3,920	3,835	-85	0.0	0.0	25.5	25.5	0.0
(6006) Alumni Relations	0	0	111	305	194	0.0	0.0	1.0	2.0	1.0
(6007) Major Gifts and Development	0	0	361	235	-126	0.0	0.0	3.0	2.0	-1.0
(6008) Communication and Branding Cable TV	0	0	295	363	68	0.0	0.0	2.5	3.0	0.5
(6012) Talent Management	0	0	2,869	2,758	-111	0.0	0.0	17.0	17.0	0.0
(6013) Records Management	0	0	429	414	-14	0.0	0.0	1.0	1.0	0.0
(6014) Institutional Research	0	0	260	509	249	0.0	0.0	0.0	3.0	3.0
(6015) Institutional Effectiveness	0	0	577	481	-96	0.0	0.0	4.0	4.0	0.0
(6016) Risk Management and Compliance	0	0	141	291	151	0.0	0.0	3.0	2.0	-1.0
<b>SUBTOTAL (6000) UNIVERSITY PRESIDENT</b>	<b>0</b>	<b>0</b>	<b>12,248</b>	<b>12,507</b>	<b>260</b>	<b>0.0</b>	<b>0.0</b>	<b>71.5</b>	<b>74.5</b>	<b>3.0</b>
<b>(8000) COMMUNITY COLLEGE (CCI)</b>										
(C100) Chief Community College	0	1,905	2,539	3,051	512	0.0	0.0	24.0	29.0	5.0
(C150) Student Achievement	0	0	284	139	-145	0.0	0.0	1.0	0.0	-1.0
(C200) Academic Affairs - (CCI)	1	216	9,819	8,879	-940	0.0	0.0	80.0	68.5	-11.5
(C300) Workforce Development and Lifelong	0	0	7,126	7,030	-97	0.0	0.0	69.0	67.0	-2.0
(C600) Plant Operations	0	0	8,252	8,252	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (8000) COMMUNITY COLLEGE (CCI)</b>	<b>2</b>	<b>2,121</b>	<b>28,022</b>	<b>27,352</b>	<b>-670</b>	<b>0.0</b>	<b>0.0</b>	<b>174.0</b>	<b>164.5</b>	<b>-9.5</b>
<b>(NA) NO PROGRAM</b>										
(NA ) No Program Information	49	0	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (NA) NO PROGRAM</b>	<b>49</b>	<b>0</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>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>173,857</b>	<b>177,091</b>	<b>3,233</b>	<b>0.0</b>	<b>0.0</b>	<b>968.4</b>	<b>948.4</b>	<b>-20.0</b>

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

**Note:** For more detailed information regarding the approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 University of the District of Columbia ("the University" or "UDC") operates through the following 6 programs:

**Student Development Services** – provides enrichment opportunities and assistance to students in an out-of-classroom environment. These services are designed to prepare students to be successful in achieving their educational, career, and lifelong goals. This program offers outreach, support, and leadership development services to UDC students and other members of the community so that they can experience academic success, participate in University life, and develop leadership skills that will enable successful integration into the global community.

This program contains the following 7 activities:

- **Career Services** – provides a centralized source for job and career information, preparation, and support services for UDC students, alumni, and other members of the University community so that they can find and obtain employment and other postgraduate opportunities;
- **Student Services Administration** – provides leadership development training, opportunities, and experiences to UDC students so that they can develop leadership skills and participate in the effective and timely resolution of student complaints;
- **Enrollment Services** – one-stop shop location to take care of all students' service needs in one central location with regards to undergraduate and graduate admissions, student records, and financial aid;
- **Health Services** – provides preventive health and limited medical care services to the University and public health community so that they can prevent the spread of communicable diseases and respond to emerging health issues;
- **Student Life and Services** – provides outreach, intervention, and academic and nonacademic support services to UDC students so that all students can experience academic success, participate in University life, and develop life and leadership skills that will enable successful integration into the global community;
- **Student Center** – has program elements that enhance student life, welcome people to our campus, elevate the University's profile, and further enrich our relationship with the surrounding community; and
- **Housing Program** – Residence Life staff provides information, guidance, direction, and programming to meet the housing needs of students at the University of the District of Columbia. The ultimate goal of the Residence Life staff is to foster an environment that supports each student's academic success and participation in the life of the University.

**Academic Affairs** – provides affordable postsecondary educational services to students to prepare them for entry into the job market and allow them to successfully achieve professional and personal goals. This program offers quality postsecondary education, research experiences, and public service opportunities to District of Columbia residents so that they can prepare for immediate entry into the workforce, the next level of education, and specialized career opportunities; engage in lifelong learning; and contribute to the resolution of urgent urban problems.

This program contains the following 8 activities:

- **Academic Support** – houses the Office of the Provost and promotes educational quality and effectiveness. This activity provides oversight, leadership, and service to achieve the academic mission of the University. It also works to provide recommendations to the University President on resource allocations for academic units, articulates the academic values and functions of the University, and represents the institution in various settings;
- **Learning Resources** – provides access to books, multimedia materials and equipment, research and reference materials, and consultation and support services to students, faculty, District residents, and Washington Research Consortium members so that they can utilize on-site and online information and resources to support teaching, learning, and research;

- **Research and Graduate Programs** – provides support to promote research expertise, training, and technical assistance to the District and federal funding agencies, programs and organizations such that UDC’s research enterprise can make critical contributions to address local, urban and national priorities. It also provides research administration and proposal development assistance and support for activities that allow UDC undergraduate and graduate students and faculty to gain experience and expertise in conducting university-quality research;
- **CAUSES** – provides instructions, funded research, and public research services to residents of the Washington metropolitan area so that they can make healthier lifestyle choices, improve their literacy level, and fully benefit from economic opportunities;
- **Engineering** – provides instructional, research, public outreach, and support services to UDC students and the community so that students can have employment and career opportunities and be prepared for graduate or professional school to acquire lifelong learning skills;
- **Business and Public Administration** – provides a curriculum of study and research in modern administration for both private business and government;
- **David A. Clarke School of Law** – provides a program of legal education centered around social justice with a commitment to clinical teaching and other experiential opportunities for students; and
- **College of Arts and Sciences** – provides instructional, research, public outreach, and support services to UDC students and the community so that students can gain career opportunities, be prepared for graduate or professional school, and acquire lifelong learning skills so that they can experience an improved quality of life.

**University President** – provides leadership for central executive activities concerned with management and long-range planning and management for the entire institution, and develops and implements UDC’s strategic plan to ensure successful accomplishment of its overall mission.

This program contains the following 11 activities:

- **Office of the President** – administers policies and procedures; plans, operates, and maintains plant facilities; manages the University’s financial affairs, faculty, staff, visitors, and facilities; enhances UDC’s efficiency and effectiveness through information technology utilization; improves and expands services offered to University clientele; and supports UDC’s overall mission;
- **Legal Services** – the Office of General Counsel provides first-class legal services to the University of the District of Columbia. The objective is to keep questions from becoming problems and problems from becoming lawsuits. Through timely and knowledgeable advice, it aids the University in avoiding or reducing exposure to legal risks;
- **Athletics Department** – provides intercollegiate participation, intramural games, and fitness and recreation services to students and other members of the University family and community so that athletically talented students can gain access to an education and stay in school, and all members of the University family can experience an enhanced sense of community;
- **Alumni Relations** – provides outreach services to UDC alumni and alumni of UDC’s predecessor institutions so that they can participate in and be supportive of the academic, research, and community service programs of the University;
- **Major Gifts and Development** – builds relationships with corporations, foundations, individual estates, and other potential donors so that they can consistently support the programs and activities of the University and contribute to its financial security and stability;
- **Communications and Branding** – provides publicity and media services to the District community so that they can be accurately informed about, form a positive image of, and be supportive of UDC and its mission, goals and programs;
- **Talent Management** – recruits, develops and retains a diverse workforce; promotes a student-centered learning environment to facilitate accomplishment of the University’s mission and strategic goals; and manages personnel policies, programs and processes;
- **Records Management** – custodian of all University records. This unit is responsible for the management of University record storage and retrieval;

- **Institutional Research** – source for all institutional official data; provides accurate, meaningful, and actionable data in a timely fashion to support University operation;
- **Institutional Effectiveness** – The mission of the Office of Planning and Institutional Effectiveness (OPIE) is to a) support the University’s commitment to excellence and quality by collaborating with the University of the District of Columbia System’s academic, operational and academic support units to ensure strategic objectives are benchmarked and become operational; and b) identify and recommend solutions for the enhancement of educational programs, administrative and educational support services; and
- **Risk Management and Compliance** – provides support to University operations and programs to identify and minimize risks and protect University assets. Responsible for University compliance with Title IX, Title VII, EEO and ADA and training and investigations related to same.

**The University of the District of Columbia Community College (UDC-CC)** – serves the District’s residents by integrating workforce preparation, employability skill development, quality education and remediation, economic development and employer linkages, and school-to-career training, providing a seamless transition from K-12 to adult education and literacy to college prep, and continuous lifelong learning. This new institution will provide new opportunities to District citizens, employers, the University, and the District of Columbia.

This program contains the following 5 activities;

- **Chief, Community College** – provides leadership development training, opportunities, and experiences to CCDC students so that they can develop leadership skills and participate in the effective and timely resolution of student complaints;
- **Student Achievement** – contains all student service activities, including advising, counseling, career services, etc., as well as student activities funds, SGA, and any other student life programming.
- **Academic Affairs** – provides affordable postsecondary educational services to CCDC students to prepare for entry into the job market and allow them to successfully achieve professional and personal goals;
- **Workforce Development and Lifelong Learning** – provides short-term educational and training programs that enhance professional options or students; and
- **Plant Operations** – the Community College has many sites that require fixed costs, including rent, utilities, building and land maintenance, and security.

**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 University of the District of Columbia has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table GF0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table GF0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>		<b>173,857</b>	<b>968.4</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	2,482	0.0
Decrease: To recognize savings in nonpersonal services (\$4.741M one-time)	Multiple Programs	-15,290	0.0
Enhance: To support the costs of pre-existing programmatic initiatives (one-time)	Agency Management	6,741	0.0
Reduce: To recognize savings in personal and nonpersonal services	Multiple Programs	-2,000	-20.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>165,791</b>	<b>948.4</b>
Enhance: To align budget with federal CARES Act funding (one-time)	Multiple Programs	10,200	0.0
Enhance: To align budget with projected revenues (one-time)	Agency Management	1,100	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District's Approved Budget</b>		<b>177,091</b>	<b>948.4</b>
<b>GROSS FOR GF0 - UNIVERSITY OF THE DISTRICT OF COLUMBIA</b>		<b>177,091</b>	<b>948.4</b>

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

## FY 2021 Approved Budget Changes

The University of the District of Columbia's (UDC) approved FY 2021 gross budget is \$177,090,835, which represents a 1.9 percent increase over its FY 2020 approved gross budget of \$173,857,461. The budget is comprised entirely of Enterprise and Other funds.

### Mayor's Proposed Budget

**Increase:** UDC's proposed budget includes a net personal services increase of \$2,482,244 across multiple programs to align the budget with projected salaries, Fringe Benefits costs, and cost of living adjustments.

**Decrease:** UDC's budget proposal includes a net nonpersonal services decrease of \$15,289,870 across multiple programs, primarily to reflect the impact of decreased grant revenue. This adjustment includes a decrease of \$4,741,156 to account for the removal of one-time funding appropriated in FY 2020 for Information Technology (IT) infrastructure initiatives.

**Enhance:** UDC's budget proposal includes a one-time increase of \$6,741,000 to support the University's critical facilities and IT infrastructure initiatives.

**Reduce:** UDC's budget proposal includes a net reduction of \$2,000,000, of which \$1,630,034 primarily reflects projected personal cost savings in Academic Affairs, Agency Management, Community College, University President and Student Development Services. The remaining \$369,966 is attributed to professional development, travel, and fixed costs in Agency Management.

### District's Approved Budget

**Enhance:** UDC's FY 2021 budget includes a one-time increase of \$10,200,000 to align the University's budget with funding awarded to the University in the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act. This adjustment includes \$7,200,000 in the Agency Management program, \$1,700,000 in the Student Development Services program, and \$1,300,000 in the Academic Affairs program. Additionally, the budget includes a one-time increase of \$1,100,000 in the Agency Management program to align the budget with projected revenues.

# Washington Aqueduct

[www.nab.usace.army.mil/missions/washingtonaqueduct](http://www.nab.usace.army.mil/missions/washingtonaqueduct)  
Telephone: 202-764-2753

**Table LB0-1**

Description	FY 2018	FY 2019	FY 2020	FY 2021	% Change
	Actual	Actual	Approved	Approved	from FY 2020
OPERATING BUDGET	\$0	\$0	\$68,712,123	\$73,139,198	6.4
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

Note: Prior year actuals are not reported for the Washington Aqueduct because the agency does not use the District's financial system for its actual transactions.

The mission of Washington Aqueduct is to collect, purify, and pump an adequate supply of potable water to the distribution system managed by: the District of Columbia Water and Sewer Authority (DC Water); Arlington County, Virginia; and the Fairfax County Water Authority (Fairfax Water), Virginia.

The agency plans to fulfill its mission by achieving the following strategic goals:

- Provide an adequate supply of high quality potable water;
- Provide potable water at an equitable, economical rate that covers all costs; and
- Protect the drinking water consumer from both microbial risk and adverse health effects due to chemicals in the drinking water.

Washington Aqueduct owns and operates intake facilities on the Potomac River at Great Falls and Little Falls, Maryland. Washington Aqueduct also owns and operates two 10-mile gravity conduit systems with a combined 200 million gallon per day (mgd) capacity, a 525-mgd raw water pumping station and transmission system, two major treatment plants with 320-mgd capacity, three booster pumping stations, a 480-mgd finished water pumping station, seven finished storage reservoirs, and many large diameter transmission mains. Washington Aqueduct is owned and operated by the U.S. Army Corps of Engineers and is governed by a Wholesale Customer Board. It sells water to three wholesale customers: DC Water, Arlington County, Virginia, and Fairfax County Water Authority, in Virginia. In FY 2019, Washington Aqueduct pumped 49.1 billion gallons of purified water to its customers, an increase of 2.6 percent from FY 2018. Washington Aqueduct does not receive appropriated funding from the District of Columbia or the federal government. DC Water funds the District of Columbia's portion of the costs of the Washington Aqueduct. As a whole-sale customer, DC Water purchases potable water and makes payments to Washington Aqueduct based on the

number of gallons provided. Washington Aqueduct charges rates based on water sale agreements with DC Water, Arlington County, and Fairfax County Water Authority. The individual wholesale customers are responsible for water distribution.

### Water Quality

Water being produced by Washington Aqueduct treatment plants has consistently met and surpassed all Environmental Protection Agency (EPA) drinking water standards.

The agency’s FY 2021 Board-approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table LB0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table LB0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>ENTERPRISE AND OTHER</b>												
Enterprise and Other Funds	0	0	68,712	73,139	4,427	6.4	0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>0</b>	<b>0</b>	<b>68,712</b>	<b>73,139</b>	<b>4,427</b>	<b>6.4</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>0</b>	<b>0</b>	<b>68,712</b>	<b>73,139</b>	<b>4,427</b>	<b>6.4</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer’s website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table LB0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table LB0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
50 - Subsidies and Transfers	0	0	68,712	73,139	4,427	6.4
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>68,712</b>	<b>73,139</b>	<b>4,427</b>	<b>6.4</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>68,712</b>	<b>73,139</b>	<b>4,427</b>	<b>6.4</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table LB0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table LB0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) WASHINGTON AQUEDUCT</b>										
(1100) Washington Aqueduct	0	0	68,712	73,139	4,427	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) WASHINGTON AQUEDUCT</b>	<b>0</b>	<b>0</b>	<b>68,712</b>	<b>73,139</b>	<b>4,427</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>68,712</b>	<b>73,139</b>	<b>4,427</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 Washington Aqueduct operates through the following program:

**Sale of Water** – The main program at Washington Aqueduct is the sale of drinking water to its three wholesale customers for further distribution to their respective service areas. The Wholesale Customer Board approves the Washington Aqueduct's operations & maintenance and capital budgets annually.

### Program Structure Change

The Washington Aqueduct has no significant program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table LB0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

**Table LB0-5**

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>		<b>68,712</b>	<b>0.0</b>
Increase: To align resources with operational spending goals	Washington Aqueduct	4,427	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>73,139</b>	<b>0.0</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District's Approved Budget</b>		<b>73,139</b>	<b>0.0</b>
<b>GROSS FOR LB0 - WASHINGTON AQUEDUCT</b>		<b>73,139</b>	<b>0.0</b>

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

### **FY 2021 Approved Budget Changes**

The Washington Aqueduct's approved FY 2021 gross budget is \$73,139,198 which represents a 6.4 percent increase over its FY 2020 approved gross budget of \$68,712,123. The budget is comprised entirely of Enterprise and Other funds.

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

**Increase:** The Washington Aqueduct's budget increased by \$4,427,075 to reflect an increased investment in capital assets to sustain the infrastructure and improve the reliability and safety of the water treatment system.

### **District's Approved Budget**

**No Change:** The Washington Aqueduct's budget reflects no change from the Mayor's proposed budget to the District's approved budget.



# Washington Convention and Sports Authority

www.eventsdc.com

Telephone: 202-249-3000

Table ES0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$0	\$0	\$213,801,102	\$164,270,817	-23.2
FTEs	0.0	0.0	0.0	0.0	N/A
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

**Note:** Prior year actuals are not reported for the Washington Convention and Sports Authority because the agency does not use the District's financial system for its actual transactions.

The mission of Events DC is to generate economic and community benefits for the residents and businesses of the District of Columbia by creating the premier event experience in the nation's capital, and through the promotion of Washington, DC, as a world-class tourist destination.

## Summary of Services

In 1994, the Washington Convention Center Authority (WCCA) was created as a corporate body and an independent authority of the District of Columbia government responsible for managing and operating the District's Convention Center and for bringing national and international conventions, trade shows, and meetings to the District of Columbia. ["Washington Convention Center Authority Act of 1994," D.C. Law 10-188, effective September 28, 1994]. Pursuant to the Fiscal Year 2010 Budget Support Second Emergency Act of 2009 and the Fiscal Year 2010 Budget Support Act, the District of Columbia Sports and Entertainment Commission was merged into WCCA to form a new organization known as the Washington Convention and Sports Authority (WCSA). The merger created one umbrella organization with a broadened charter to also promote the District as a key sports, entertainment, and special events destination. Also, as part of the merger, WCSA gained control over the Nationals Park, the Robert F. Kennedy Memorial Stadium (RFK), and the non-military portions of the DC Armory. Facility maintenance for RFK and the Armory, previously performed by the D.C. Sports and Entertainment Commission, was assumed by the Department of Real Estate Services, now the Department of General Services.

In June 2011, the Washington Convention and Sports Authority launched a new brand name, "Events DC." The new brand entity fully encompasses the event experience in the city, elevates the organization's core

assets and portfolio, and perhaps most importantly, aligns with the existing brands for Washington DC and the city’s promotional arm, Destination DC.

Events DC is governed by a 12-member Board of Directors. Three members, including the Chief Financial Officer of the District, the chief executive of the Hotel Association of Washington DC, and the third person designated by the Mayor, serve as voting ex-officio members. The remaining nine public members are appointed by the Mayor with the advice and consent of the Council of the District of Columbia and represent certain sectors of the community. The Mayor designates one public member as chairperson with the advice and consent of the Council.

The agency’s FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table ES0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

**Table ES0-2**

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*		Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change
<b>ENTERPRISE AND OTHER</b>													
Enterprise and Other Funds	0	0	213,801	164,271	-49,530	-23.2		0.0	0.0	0.0	0.0	0.0	N/A
<b>TOTAL FOR ENTERPRISE AND OTHER</b>	<b>0</b>	<b>0</b>	<b>213,801</b>	<b>164,271</b>	<b>-49,530</b>	<b>-23.2</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>0</b>	<b>0</b>	<b>213,801</b>	<b>164,271</b>	<b>-49,530</b>	<b>-23.2</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>

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer’s website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table ES0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table ES0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	0	0	26,043	23,224	-2,819	-10.8
12 - Regular Pay - Other	0	0	1,271	1,819	548	43.1
14 - Fringe Benefits - Current Personnel	0	0	8,422	7,199	-1,223	-14.5
15 - Overtime Pay	0	0	576	710	134	23.3
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>0</b>	<b>0</b>	<b>36,312</b>	<b>32,952</b>	<b>-3,360</b>	<b>-9.3</b>

**Table ES0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
20 - Supplies and Materials	0	0	871	945	74	8.5
30 - Energy, Communication and Building Rentals	0	0	7,672	7,042	-629	-8.2
31 - Telecommunications	0	0	216	216	0	0.0
41 - Contractual Services - Other	0	0	31,773	27,781	-3,993	-12.6
50 - Subsidies and Transfers	0	0	32,953	18,087	-14,866	-45.1
60 - Land and Buildings	0	0	54,485	27,000	-27,486	-50.4
70 - Equipment and Equipment Rental	0	0	450	450	0	0.0
80 - Debt Service	0	0	49,070	49,799	729	1.5
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>0</b>	<b>0</b>	<b>177,489</b>	<b>131,319</b>	<b>-46,170</b>	<b>-26.0</b>
<b>GROSS FUNDS</b>	<b>0</b>	<b>0</b>	<b>213,801</b>	<b>164,271</b>	<b>-49,530</b>	<b>-23.2</b>

\*Percent change is based on whole dollars.

**FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity**

Table ES0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

**Table ES0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) WASHINGTON CONVENTION CENTER</b>										
(1100) Washington Convention Center	0	0	213,801	164,271	-49,530	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) WASHINGTON CONVENTION CENTER</b>	<b>0</b>	<b>0</b>	<b>213,801</b>	<b>164,271</b>	<b>-49,530</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>0</b>	<b>0</b>	<b>213,801</b>	<b>164,271</b>	<b>-49,530</b>	<b>0.0</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 approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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**

Although it appears as a single program in the District's financial system, the Washington Convention and Sports Authority operates through the following 3 divisions:

**Conventions & Meetings Division** – operates the Walter E. Washington Convention Center and the historic Carnegie Library at Mount Vernon square. The Convention Center is a venue for large conventions, trade shows, and mid-sized to small meetings. Recognized as one of the most-energy efficient buildings of its size,

the Convention Center has won awards both for inspiring design and as a major contributor toward urban renewal in downtown DC. Events DC generates economic activity at the Center which brings millions of visitors to a revitalized downtown and the historic Shaw neighborhood. To further leverage the power of large-scale meetings and conventions, Events DC made a significant investment in the Washington Marriott Marquis hotel and continues to create economic benefits for the District. Carnegie Library generates rental income after the opening of the Apple global flagship retail store in the first quarter of FY 2019.

The convention center opened in April 2003 and was later named in honor of the first Mayor of the District under the present Home Rule Charter. Since opening, it has hosted the following number of events per fiscal year:

<u>Fiscal Year</u>	<u>Convention Center Events</u>
2006	106
2007	150
2008	185
2009	204
2010	214
2011	231
2012	201
2013	209
2014	204
2015	233
2016	217
2017	184
2018	167
2019	151

A total of 18.6 million people attended events at the Convention Center during the period of FY 2004 through FY 2019. Currently, the Convention Center has booked or tentatively booked approximately 219 events from 2020-2022. These events are projected to attract 1 million attendees every year. The projection for events and potential attendance will be reduced based on the impact of Coronavirus. The impact is being reviewed and monitored by the Authority's management. The Center has a total of 2.3 million square feet of space, including 703,000 square feet of exhibit space; 118,670 square feet of meeting space (which is divisible into 77 meeting rooms); 44,000 square feet of retail space and street-level restaurants; and a 52,000 square-foot ballroom, which is one of the largest on the East Coast.

**Sports and Entertainment Division** – brings world-class sports, entertainment, cultural and hospitality events to the District while promoting the metropolitan region as a premier destination. It manages and programs the Robert F. Kennedy Memorial Stadium (“RFK Stadium”), the non-military functions of DC Armory, the RFK Festival Grounds, the Skate Park at RFK Stadium, the Fields at RFK, Gateway DC Pavilion, the R.I.S.E. Demonstration Center and the Entertainment and Sports Arena on the St. Elizabeths East Campus. The Department of General Services (DGS) maintains the Stadium and the Armory on the basis of the MOU signed with Events DC. The Deputy Mayor for Planning and Economic Development (DMPED) provides the funding for the operation of the Gateway DC and the R.I.S.E. Demonstration Center, based on the MOU with Events DC.

**Creative Services Division** – is actively involved in the planning and support of some of the city’s most anticipated events, attracting thousands of attendees to locations around the city. Events DC makes strategic investments in various city-wide sports, entertainment and cultural events including the internationally renowned National Cherry Blossom Festival, an annual four-week long festival which features art, theater, and live performances throughout the city each spring, the annual DC Jazz festival, which showcases nearly

80 live performances in clubs, restaurants, hotels and galleries throughout the District, Events DC Embassy Chef Challenge Presented BY TCMA, a month long celebration of DC's diplomatic community through the culinary arts, and the Washington International Horse Show, which is held annually at the Capital One Arena. Additionally, Events DC makes an appearance at the SXSW Conference and Festivals in Austin, Texas as well as supports the Washington Kastles, DC's multiple champion World Team Tennis squad.

### Program Structure Change

The Washington Convention and Sports Authority has no program structure changes in the FY 2021 approved budget.

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table ES0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

### Table ES0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>ENTERPRISE AND OTHER FUNDS: FY 2020 Approved Budget and FTE</b>		<b>213,801</b>	<b>0.0</b>
Increase: To align budget with scheduled debt service payments	Washington Convention Center	729	0.0
Increase: To support nonpersonal services costs	Washington Convention Center	74	0.0
Decrease: To align Fixed Costs with proposed estimates	Washington Convention Center	-629	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Washington Convention Center	-3,360	0.0
Decrease: To adjust the Contractual Services budget	Washington Convention Center	-3,993	0.0
Decrease: To support operational requirements	Washington Convention Center	-14,866	0.0
Decrease: To support the costs of pre-existing programmatic initiatives	Washington Convention Center	-27,486	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>164,271</b>	<b>0.0</b>
No Change		0	0.0
<b>ENTERPRISE AND OTHER FUNDS: FY 2021 District's Approved Budget</b>		<b>164,271</b>	<b>0.0</b>
<b>GROSS FOR ES0 - WASHINGTON CONVENTION AND SPORTS AUTHORITY</b>		<b>164,271</b>	<b>0.0</b>

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

### FY 2021 Approved Budget Changes

The Washington Convention and Sports Authority's (WCSA) approved FY 2021 gross budget is \$164,270,817, which represents a 23.2 percent decrease from its FY 2020 approved gross budget of \$213,801,102. The budget is comprised entirely of Enterprise and Other funds.

### Recurring Budget

**No Change:** The Repayment of Loans and Interest's budget reflects no change from the FY 2020 approved budget to the FY 2021 recurring budget.

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

**Increase:** The Washington Convention and Sports Authority's FY 2021 budget proposal reflects an increase of \$728,980 to support debt service, which includes principal and interest payments that are due in FY 2021, and \$74,100 to procure supply items for the new RFK multipurpose fields.

**Decrease:** WCSA's FY 2021 proposed budget includes a decrease of \$629,405 in Energy to account for savings based on actual usage at the RFK stadium. Other adjustments include \$3,359,984 to personal services to enable WCSA to freeze 37 vacant positions mainly in Convention Management, Financial Management, Maintenance Services, Sales, and Marketing, and \$3,992,646 to Contractual Services to align the budget with projected costs. Furthermore, WCSA reduced Subsidies and Transfers by \$14,865,827 to align the budget with projected revenue from Dedicated Taxes. Finally, the proposed budget reflects a reduction of \$27,485,503 to account for a decrease in capital expenditures and realign the budget with projected revenue due to the impact caused by the coronavirus pandemic on the hospitality industry throughout the nation.

### **District's Approved Budget**

**No Change:** The Washington Convention and Sports Authority's budget reflects no change from the Mayor's proposed budget to the District's approved budget.