



FY 2019

Proposed Budget *and* Financial Plan

#FairShot

VOLUME 2 - AGENCY BUDGET CHAPTERS - PART I
Governmental Direction and Support, Economic Development
and Regulation, and Public Safety and Justice

A FAIR SHOT



Submitted to the
COUNCIL OF THE DISTRICT OF COLUMBIA
by MURIEL BOWSER, MAYOR
Government of the District of Columbia

March 21, 2018



Government of the District of Columbia
FY 2019 Proposed Budget and Financial Plan

A FAIR SHOT

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

Submitted to the
Council of the District of Columbia

by
Muriel Bowser, Mayor

March 21, 2018



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

District of Columbia Government

District of Columbia

For the Fiscal Year Beginning

October 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to District of Columbia Government, District of Columbia, for its annual budget for the fiscal year beginning October 1, 2017. 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 eighteenth 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.

Government of the District of Columbia

Muriel Bowser, Mayor

Rashad M. Young

City Administrator

John Falcicchio

Chief of Staff

Mark H. Tuohey

Mayor's Office of Legal Counsel

Beverly Perry

Senior Advisor

Kevin Donahue

Deputy City Administrator

and Deputy Mayor for Public Safety and Justice

HyeSook Chung

Deputy Mayor for Health and
Human Services

Brian Kenner

Deputy Mayor for Planning and
Economic Development

Ahnna Smith

Interim Deputy Mayor for Education

Courtney Snowden

Deputy Mayor for Greater Economic Opportunity

Jeffrey S. DeWitt

Chief Financial Officer

Members of the Council

Phil Mendelson

Chairman

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

Jennifer Budoff

Budget Director

Office of the Chief Financial Officer

Angell Jacobs

Deputy Chief Financial Officer and Chief of Staff

Jeffrey Barnette

Deputy Chief Financial Officer
Office of Finance and Treasury

Keith Richardson

Deputy Chief Financial Officer
Office of Tax and Revenue

Fitzroy Lee

Deputy Chief Financial Officer
Office of Revenue Analysis

Bill Slack

Deputy Chief Financial Officer
Office of Financial Operations and Systems

David Tseng

General Counsel

Assistant General Counsels

Patricia Gracyalny
Aaron Droller

Associate Chief Financial Officers

Delicia V. Moore

Human Support Services

Cyril Byron, Jr.

Economic Development and Regulation

George Dines

Government Services

Shelly Graham

Interim, Public Safety and Justice

Angelique Hayes Rice

Interim, Government Operations

Deloras Shepherd

Education

Office of the CIO

Alok Chadda, Interim Chief Information Officer

Sandra M. Pinder, Director
Narayan Ayyagari, IT Manager

Office of Budget and Planning

Gordon McDonald
Deputy Chief Financial Officer

Lakeia Williams, Executive Assistant

James Spaulding
Associate Deputy Chief Financial Officer

OPERATING BUDGET

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

Operating Budget Advisors

Joshua Agbebakun
William Powell
Charles Pryor

Senior Operating Budget Analysts

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

Operating Budget Analysts

Alex Akporji
Cynthia Holman
Veda Hunter
Benjamin Iyun

Administrative Clerk

Mishae Pate

FINANCIAL PLANNING, ANALYSIS, AND MANAGEMENT SERVICES

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

Senior Financial Systems Analysts

Robert Johnson
Carlotta Osorio
Sue Taing

Financial Systems Analyst

Darryl Miller

Senior Cost Analyst

Duane Smith

CAPITAL BUDGET/CIP

David Clark, Director
Sherrie Greenfield, Manager
Haroun Dumbuya, Budget Technician

Senior Capital Budget Analysts

Omar Herzi
Bharat Kothari
Alex Tessema

OPERATIONS

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

Office of the City Administrator

Office of Budget and Performance Management

Jennifer Reed
Director

Saesha Carlile
Deputy Director

Chris Murray
Senior Budget Analyst

Daniel Kornfield
Senior Budget Analyst

Colin Sollitt
Budget Analyst

John McGaw
Director
Capital Improvements Program

Nathan Mulat
Deputy Director
Capital Improvements Program

Alexis Griffin
Senior Budget Analyst

Jared Botchway
Senior Budget Analyst



District of Columbia Organization Chart



GOVERNMENT OF THE DISTRICT OF COLUMBIA



RESIDENTS

EXECUTIVE BRANCH

MAYOR

City Administrator

Mayor's Office of Legal Counsel

Office of the Inspector General

Office of the Attorney General

LEGISLATIVE BRANCH

Council of the District of Columbia

DC Auditor

Advisory Neighborhood Commissions

JUDICIAL BRANCH

DC Court of Appeals

DC Superior Court

Joint Committee on Judicial Administration

Commission on Judicial Disabilities and Tenure

Judicial Nomination Commission

Sentencing and Criminal Code Revision Commission

Office of the Chief Financial Officer

Office of Budget and Planning
Office of Tax and Revenue
Office of Finance and Treasury

Office of Revenue Analysis
Office of Financial Operations and Systems
Lottery and Charitable Games Control Board

Office of Budget and Finance

Deputy Mayor for Greater Economic Opportunity

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

Deputy Mayor for Education

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

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

Deputy Mayor for Planning and Economic Development

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

Deputy Mayor for Health and Human Services

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

Health Benefit Exchange Authority
Not-for-Profit Hospital Corporation

Deputy City Administrator/
Deputy Mayor for Public Safety and Justice

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

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

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

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

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

New Columbia Statehood Commission†
Office of the Statehood Delegation

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

REGIONAL BODIES

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

NOTES

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

* Agencies marked with an asterisk are Charter independent agencies.

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

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



Transmittal Letters



MURIEL BOWSER
MAYOR

March 21, 2018

The Honorable Phil Mendelson, Chairman
Council of the District of Columbia
1350 Pennsylvania Avenue, NW
Washington, DC 20004

Dear Chairman Mendelson:

On behalf of the residents of the District of Columbia, I am pleased to submit to you the proposed District of Columbia Fiscal Year 2019 Budget and Financial Plan, "*A Fair Shot*." Included in this submission, you will find the "Fiscal Year 2019 Local Budget Act of 2018," the "Fiscal Year 2019 Federal Portion Budget Request Act of 2018," the "Fiscal Year 2019 Budget Support Act of 2018," the "Fiscal Year 2018 Revised Budget Request Emergency Adjustment Act of 2018," the "Fiscal Year 2018 Revised Budget Request Temporary Adjustment Act of 2018," and the "Fiscal Year 2018 Revised Budget Request Emergency Declaration Resolution of 2018."

Washington, DC is now 700,000 residents strong. This proposal makes significant investments in people by providing a broad range of services and programs to ensure that, as we continue to grow, Washingtonians continue to get the fair shot they deserve. For the fourth consecutive year, I heard from residents before I finalized my budget: through a series of budget engagement forums, residents shared their ideas and concerns about education, public safety, affordable housing, jobs and economic development, and health and human services. This year, we also convened a telephone town hall to hear directly from seniors about their concerns and budget priorities and a telephone town hall for DC Government employees to share their ideas on how we can more effectively and efficiently deliver services to District residents. From these discussions, I finalized the proposed FY 2019 Budget and Financial Plan.

The budget before you reflects the ideas and priorities of District residents and delivers on my commitment to building more pathways to the middle class for Washingtonians in all eight wards. From again investing \$100 million in the Housing Production Trust Fund to allocating \$1.35 billion over the next six years for the continued modernization of our schools, this budget continues to move Washington, DC forward. This budget also maintains critical investments to building a *safer, stronger* DC and to ensure our residents have access to job training programs that prepare them for high-paying jobs and careers that exist—and will exist—in our city. Below are a few of the key investments in the proposed FY 2019 Budget and Financial Plan.

Washington Metropolitan Area Transit Authority (WMATA)

The continued growth and vitality of our city and the region relies on a safe, efficient, and reliable Metro system to transport residents and visitors. The FY 2019 budget fully funds the District's contribution toward Metro's capital needs by allocating \$178.5 million in dedicated funding each year to WMATA. We are grateful that our partners in Virginia and Maryland are now on board with what we have known for years: that dedicated funding streams are key to the safety and success of Metro. We have proposed several funding streams and are open to discussion about the appropriate mix as long as the funding is dedicated, sustainable, and competitive. This investment will ensure that Metro can make the critical safety and infrastructure improvements they need with a \$500 million annual commitment from the region.

High-Quality Education

My Administration is committed to ensuring that every child in Washington, DC has access to first class public education. The FY 2019 budget makes significant investments in education, including the following:

- \$2.3 billion in total funds for K-12 public education, with a \$94 million increase in local funding for the District of Columbia Public Schools (DCPS) and DC public charter schools (DCPCS). This is yet again the largest investment ever in public education;
- A 3.91 percent increase to the base amount of the Uniform Per Student Funding Formula;
- Fully funding implementation of the Enhanced Special Education Services Act of 2014;
- \$12.5 million in new investments to help families obtain high quality and affordable child care, including \$10 million in provider rate increases to help providers stay open and create more slots for our families;
- \$1 million for field trips for schoolchildren to go to art exhibits and performances and \$1 million in cultural study-abroad experiences for students;
- \$19.2 million to create 700 more out of school time slots and 3,035 additional summer slots;
- \$63.2 million for the DC Public Library;

- \$87 million for programs and services at the University of the District of Columbia and the UDC Community College, in addition to a \$132 million in capital investments over the next six years for UDC to make campus improvements; and,
- \$1.35 billion over the next six years for the modernization of twenty-six elementary schools, three high schools, and two middle schools.

Safer, Stronger DC

Washington, DC is safer than ever – crime is at record lows and we continue to see decreases in both violent crime and property crime. However, one homicide is one too many, so we have more work to do. The FY 2019 budget includes the following investments to further our commitment to a safer, stronger DC:

- \$11 million to continue funding for third-party ambulance services;
- \$4.6 million to hire 80 additional correctional officers at the Department of Corrections;
- \$2.4 million to hire 42 new dual-role firefighter/paramedics;
- \$1.7 million to expand the Police Cadet Corps by 30 slots, from 70 to 100 positions, and \$250,000 to expand a successful student loan forgiveness program for Metropolitan Police Department officers;
- \$1.5 million for community-based grants for violence interruption and \$575,000 for the Pathways program to support 50 at-risk youths through the newly created Office of Neighborhood Safety and Engagement;
- \$22 million in capital investments in FY 2019 and \$76.4 million through the six-year capital improvements plan (CIP) for the Fire and Emergency Medical Services Department for emergency vehicles and apparatuses; and,
- \$4.7 million in capital investments in FY 2019 and \$36 million through the six-year CIP for Metropolitan Police Department vehicles.

Affordable Housing

Producing, preserving and protecting affordable housing in Washington, DC is a top priority for my Administration. The FY 2019 budget demonstrates this commitment by making the following investments in affordable housing:

- \$100 million for the Housing Production Trust Fund;
- \$10 million for the Housing Preservation Fund so that along with creating new affordable housing units we continue to bring additional focus to preserving existing affordable housing units;
- \$96 million to subsidize affordable housing through the District of Columbia Housing Authority;

- \$10 million in additional funds to the Home Purchase Assistance Program and the Employer Assisted Housing Program to assist low- and moderate-income families and District employees afford the down payment on their first home; and,
- \$57 million to make additional progress on the New Communities Initiatives at Park Morton, Barry Farm, and Lincoln Heights/Richardson Dwellings.

Jobs and Economic Opportunity

Maintaining a strong, diverse, and resilient city requires that every resident has a fair shot, and a pathway to the middle class. We accomplish this by supporting our most vulnerable families and residents; providing job training that leads to real employment opportunities; and by nurturing our small businesses to help ensure their growth and success. The FY 2019 Budget makes the following investments to help achieve these goals:

- \$19.2 million for the Mayor Marion S. Barry Summer Youth Employment Program, which provides constructive and gainful employment for youth during summer break;
- \$10.6 million for job training programs that target residents with barriers to employment, including Project Empowerment;
- \$2 million for information technology apprenticeships to provide pathways to the middle class in high-tech industries;
- \$1.2 million in other targeted apprenticeship programs, including the Career Connections and Learn, Earn, Advance, Prosper (LEAP) programs;
- \$6 million to help offset the Clean Rivers Impervious Area Charge, to be matched by DC Water, for a total of \$12 million in relief for residents, non-profits, and religious institutions;
- \$14.3 million for the Commission on Arts and Humanities for capital grants to support renovations and repairs at our arts facilities, operating grants to support program development and operations, and funds for a new statue to honor a notable Washingtonian;
- \$1 million for three new clean teams and three new Main Streets; and,
- \$8.3 million in our Great Streets and Neighborhood Prosperity programs to support business development across the city with a focus on mixed-use development in high-unemployment areas.

Health and Human Services

Investing in the health and well-being of District residents remains a top priority of my Administration. This means ensuring more Washingtonians are able to provide for their families and connecting families with valuable care and supportive programs when they need it most. The FY 2019 budget creates critical supports and opportunities through the following investments:

- \$23 million in increased investments toward achieving the goals of Homeward DC - to make homelessness rare, brief, and non-recurring;
- \$2.5 million to expand the homeless crisis service response system for single adults, including day services, outreach to encampments, and improvements to low-barrier shelters;
- \$1.4 million to fund the Parental and Adolescent Support Services (PASS) and Strengthening Teens and Enriching Parents (STEP) programs to keep our youth and families engaged and moving toward a productive future;
- \$4.4 million to provide 40 hours each week of nursing suite coverage for each school;
- \$3 million for mental health services for school children;
- \$1.1 million to implement a local individual mandate to keep the Affordable Care Act protections strong in DC;
- \$300 million for a new, state-of-the-art hospital at St. Elizabeth's east campus;
- \$640,000 to open pools two hours earlier at 10 a.m. in the summer; and,
- \$900,000 for rat abatement efforts at the Department of Health.

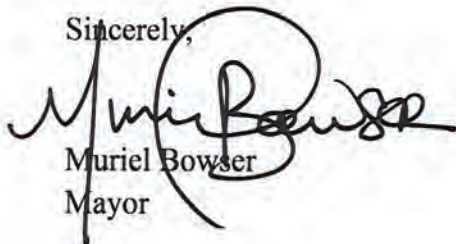
Government Operations

We are building a government that works for the residents of the District Columbia, streamlines processes, and improves efficiency. The FY 2019 budget supports these improvements by investing:

- \$2.6 million in additional funds to purchase new voting equipment for the Board of Elections;
- \$952,000 to support the Statehood Campaign Initiative to make sure DC becomes the 51st state;
- \$900,000 to defend the rights of immigrant residents through information programs and direct legal aid; and,
- \$22.1 million to implement the Fair Elections Amendment Act in the budget and financial plan.

The District's finances are the envy of cities across the country. This budget reflects our growing population of 700,000 residents and the benefits, needs, and stresses such growth entails. Most important, this budget gives more Washingtonians a fair shot.

Sincerely,



Muriel Bowser
Mayor

GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER



Jeffrey S. DeWitt
Chief Financial Officer

March 21, 2018

The Honorable Muriel Bowser
Mayor of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, Room 306
Washington, DC 20004

Dear Mayor Bowser:

I am pleased to transmit the Fiscal Year (FY) 2019 Proposed Budget and Financial Plan. The FY 2019 Proposed Budget includes \$7.8 billion in Local funds and \$14.4 billion in Gross funds (excluding Intra-District funds).

The Office of the Chief Financial Officer (OCFO) worked closely with your executive leadership team, the City Administrator's Office of Budget and Performance Management staff, and agency program staff to produce a balanced budget and five-year financial plan. The FY 2019 policy budget reflects your administration's funding priorities and determinations.

After careful review, I certify that the FY 2019 – FY 2022 Budget and Financial Plan are balanced.

REVENUE OUTLOOK

The revenue outlook is predicated on moderate growth in the national economy and assumes similar growth in the District's economy, with added jobs and residents over the period of the financial plan.

There is a high degree of uncertainty regarding implementation and administration of the new federal tax law and, as a result, we will be monitoring developments closely. In addition, the federal government remains the major engine of the District's economy, and the outlook for this sector remains a source of concern. The bipartisan budget resolution enacted last month that increases the federal budget for the next two years and raises the debt ceiling removes one source of uncertainty around federal fiscal policy. Whether increased appropriations for domestic programs will benefit the District of Columbia economy, however, is not yet clear. Furthermore, although the federal tax reform legislation is expected to provide an immediate boost to economic growth, it also adds to the national debt, increases the risks of inflation and a steeper rise in interest rates, and may eventually lead to additional efforts to control domestic spending.

Because of all these factors, we remain somewhat cautious in our outlook, particularly as it relates to federal spending and growth of total jobs and population in the city. Even with uncertainty in the federal sector, personal income growth in the District of Columbia is expected to be about equal to the 10-year average growth rate.

In the past several months, both interest rates and inflation have increased, and partly in response to these occurrences, the stock market experienced higher volatility in February. (The S & P 500 stock index lost 7.7 percent of its value in the first week of the month, about half of which was recovered in the next two weeks.) Experience has shown that three of the District's most volatile revenue sources -- deed taxes, corporate profits, and individual capital gains -- can be adversely affected quickly by developments in the nation's economy and capital markets. We will continue to closely monitor key economic indicators for deviations from the February forecast that might impact the financial plan.

The \$7.8 billion estimate for FY 2019 Local Fund revenue, prior to policy proposals included in the budget, includes estimates for effects of federal tax legislation of \$51.9 million, increasing revenue growth to 3.1 percent. Total General Fund revenue in FY 2019 is \$8.8 billion, an increase of \$251 million over FY 2017.

Various policy initiatives increase General Fund revenue by \$83.2 million in FY 2019, and approximately \$89 million annually through the remainder of the Financial Plan. A major initiative in this budget is the funding of the District's share of the long-term Washington Metropolitan Area Transit Authority (WMATA) capital plan. The District is dedicating \$178.5 million in sales tax revenue primarily to help fund Metro capital projects,¹ supported by a number of revenue-generating initiatives, including:

- Increasing sales tax rates for retail, alcohol, restaurant, and hotel transactions by 0.25 percent
- Increasing the top commercial property tax rate from \$1.85 to \$1.87 per \$100 of taxable value
- Increasing the gross receipts tax on private for-hire vehicles (excluding taxicabs) from 1 percent to 4.75 percent

Other policy proposals include Office of Tax and Revenue compliance initiatives to increase the delinquent collections and an initiative of the Alcoholic Beverage Regulation Administration to expand bar hours around holiday weekends. The Proposed Budget and Financial Plan also fund several laws that were passed subject to appropriation, including a sales tax exemption for feminine hygiene products.

¹The sales tax dedication to WMATA begins FY 2019 for the District's operating contribution and will go toward the long-term capital plan beginning FY 2020, contingent on Virginia and Maryland dedicating agreed-upon shares.

EXPENDITURES

Local Funds

The Mayor's Proposed FY 2019 Budget includes approximately \$7,846.7 million in spending and \$24.7 million for required increases in Emergency, Contingency, and Debt Service Reserves supported by \$7,871.9 million of resources, with an operating margin of \$0.5 million, as shown in Table 1.

Table 1	
FY 2019 Proposed Budget Summary	
Local Funds	
(\$ in millions)	
Taxes	\$ 7,335.6
Non-Tax Revenues	430.0
Lottery	45.0
All Other Resources	23.4
Revenue Proposals	107.4
WMATA new dedicated funding for Metro (Shift from Local to Dedicated Taxes)	(178.5)
Fund Balance Use	109.0
Total Local Fund Resources	\$ 7,871.9
Local Expenditures	\$ 7,846.7
Required increases in Emergency, Contingency, and Debt Service Reserves	\$ 24.7
Projected FY 2019 Operating Margin	\$0.5

Gross Funds

The proposed FY 2019 gross funds operating budget (excluding intra-District funds) is \$14.4 billion, an increase of \$408.9 million, or 2.9 percent, over the FY 2018 approved gross budget of \$14 billion. The Local and non-Local funding components of the proposed FY 2019 gross budget and the changes from FY 2018 are summarized in Table 2 below.

Table 2				
FY 2019 Gross Funds Budget by Fund Type				
(\$ in millions)				
Fund Type	FY 2018 Approved Budget	FY 2019 Mayor's Proposed	Change	% Change
Local	\$ 7,745.9	\$ 7,846.7	\$ 100.9	1.3%
Dedicated Tax	375.4	522.1	146.7	39.1%
Special Purpose	662.9	701.1	38.2	5.8%
Subtotal, General Fund	\$ 8,784.2	\$ 9,069.9	\$ 285.7	3.3%
Federal	3,439.3	3,434.7	-4.6	-0.1%
Private	3.9	4.2	0.3	7.9%
Total, Operating Funds	\$ 12,227.4	\$ 12,508.8	\$ 281.5	2.3%
Enterprise and Other Funds (including from Dedicated Taxes)	1,806.7	1,934.1	127.5	7.1%
Total Gross Funds	\$ 14,034.0	\$ 14,443.0	\$ 408.9	2.9%

Note: Details may not add to totals due to rounding

MAJOR COST DRIVERS – LOCAL FUNDS

Overall, the proposed FY 2019 Local funds budget increased in several areas over FY 2018. Table 3 provides a snapshot of major cost drivers.

Table 3	
Mayor's FY 2019 Proposed Budget	
Cost Drivers - Local Funds (in millions)	Amount
Major Changes:	
District of Columbia Public Charter Schools	\$ 78.2
Department of Health Care Finance	70.2
District of Columbia Public Schools	57.1
Repayment of Loans and Interest	48.7
Department of General Services	26.6
District Department of Transportation	25.1

Primary Cost Drivers

- **Public Charter Schools:** \$78.2 million increase over FY 2018, primarily due to a 3.91 percent increase to the adjusted student foundation level of \$10,257 to the FY 2019 level of \$10,658.
- **Department of Healthcare Finance:** \$70.2 million increase over FY 2018, primarily due to \$36 million for increased payments to Medicaid and Alliance providers; \$25 million for the creation of an administration within the Department of Health Care Finance with responsibility to design, develop, implement and manage the District of Columbia Access System (DCAS), which is an eligibility system for all health and human services for the District; and the balance supports increased staffing costs, contractual increases, and other administrative spending.
- **Public Schools:** \$57.1 million increase over FY 2018, primarily due to a 3.91 percent increase to the adjusted student foundation level of \$10,257 to the FY 2019 level of \$10,658.
- **Repayment of Loans and Interest:** \$48.7 million increase over FY 2018, due to borrowing for capital projects.
- **Department of General Services:** \$26.6 million increase over FY 2018, primarily due to a one-time funding of \$10.9 million for the Phase 2 demolition of the DC General Hospital, as well as facility maintenance costs that increased by \$18.9 million but were partially offset by projected savings from security costs and programmatic changes.
- **District Department of Transportation:** \$25.1 million increase over FY 2018, primarily to reflect the transfer of operations and management of the Circulator from WMATA to the Department of Transportation.

CAPITAL IMPROVEMENTS PLAN

The District is addressing its continuing infrastructure needs through its Capital Improvements Plan (CIP). The total proposed appropriation request for the FY 2019 through FY 2024 CIP is \$8.1 billion from all sources. The majority of the capital budget will be financed with municipal bonds totaling \$4.8 billion, along with Pay-As-You-Go (Paygo) transfers from the General Fund, Federal Grants, a local match to the grants from the Federal Highway Administration, private donations, sale of assets, and local transportation fund revenue. In FY 2019, the District provides funding for its share of the WMATA capital request, and beginning in FY 2020, the District will increase its capital contribution to WMATA by \$178.5 million as its compact share of a region-wide commitment to increase capital funding by \$500 million per year. The District's contribution grows by 3 percent annually thereafter. The additional contribution will provide the necessary annual revenue to WMATA to fund improvements for a state of good repair. This increased contribution totals \$947.7 million through the FY 2024 CIP planning period, which is a major factor in the increase of \$1.4 billion over last year.

The proposed capital budget for FY 2019 includes \$1.6 billion in planned capital expenditures to be financed by \$930 million in new I.T. or G.O. bonds, \$223.3 million from new short-term bonds, \$168.1 million from Grant Anticipation Revenue Vehicle (GARVEE) bonds, \$43.7

million in Paygo, \$173.7 million in federal grants and payments, \$34 million in the Local Match to the Federal Highway Administration grants, \$38 million from the Local Transportation Revenue Fund, \$1 million from private grants, and \$17.8 million from the Sale of Assets. Debt service within the CIP period remains below the 12 percent debt cap.

MULTI-YEAR FINANCIAL PLAN

As in the past, the plan shows substantial growth in debt service costs during the plan period to support the \$8.1 billion Capital Improvements Plan through FY 2024. Because of the growth in these costs, labor costs and other non-capital cost growth must be constrained throughout the financial plan. Careful monitoring of these costs, as well as execution of the capital plan, is required to ensure the plan remains balanced in the future.

CONCLUSION

The leadership provided by you and your team, along with the hard work of the Office of Budget and Planning, the Associate Chief Financial Officers and their staffs, the Office of Revenue Analysis and others in the OCFO, allowed us to work effectively together to produce a balanced budget. I look forward to continuing to work with you and the Council during the upcoming budget deliberations.

Sincerely,

A handwritten signature in black ink, reading "Jeffrey S. DeWitt". The signature is written in a cursive, flowing style. The first name "Jeffrey" is written in a larger, more prominent script, followed by "S. DeWitt" in a slightly smaller, more compact script.

Jeffrey S. DeWitt



Table of Contents

FY 2018 Proposed Budget and Financial Plan

Volume 2

Agency Budget Chapters - Part I *(by Appropriation Title)*

Contents

1. How to Read the Budget and Financial Plan

2. Agency Budget Chapters by Appropriation Title

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

A. Governmental Direction and Support

1. Council of the District of Columbia (AB0)	A-1
2. Office of the District of Columbia Auditor (AC0)	A-7
3. Advisory Neighborhood Commissions (DX0)	A-13
4. Uniform Law Commission (AL0)	A-17
5. Office of the Mayor (AA0)	A-21
6. Mayor's Office of Legal Counsel (AH0)	A-29
7. Office of the Senior Advisor (AI0)	A-33
8. Office of the Secretary (BA0)	A-37
9. Office of the City Administrator (AE0)	A-49
10. Office of the Deputy Mayor for Greater Economic Opportunity (EM0)	A-61
11. D.C. Office of Risk Management (RK0)	A-73
12. D.C. Department of Human Resources (BE0)	A-87
13. Office of Disability Rights (JR0)	A-103
14. Captive Insurance Agency (RJ0)	A-113
15. Office of Finance and Resource Management (AS0)	A-119
16. Office of Contracting and Procurement (PO0)	A-125
17. Purchase Card Transactions (PX0)	A-139
18. Office of the Chief Technology Officer (TO0)	A-143
19. Department of General Services (AM0)	A-163
20. Contract Appeals Board (AF0)	A-185
21. Board of Elections (DL0)	A-193
22. Office of Campaign Finance (CJ0)	A-203
23. Public Employee Relations Board (CG0)	A-213
24. Office of Employee Appeals (CH0)	A-223
25. Metropolitan Washington Council of Governments (EA0)	A-231
26. Office of the Attorney General for the District of Columbia (CB0)	A-237
27. D.C. Board of Ethics and Government Accountability (AG0)	A-249
28. Statehood Initiatives (AR0)	A-259
29. Office of the Inspector General (AD0)	A-263
30. Office of the Chief Financial Officer (AT0)	A-275

B. Economic Development and Regulation

1. Office of the Deputy Mayor for Planning and Economic Development (EB0).....	B-1
2. Office of Planning (BD0).....	B-15
3. Department of Small and Local Business Development (EN0).....	B-29
4. Office of Cable Television, Film, Music, and Entertainment (CIO).....	B-43
5. Office of Zoning (BJ0).....	B-57
6. Department of Housing and Community Development (DB0).....	B-67
7. Department of Employment Services (CF0).....	B-87
8. Real Property Tax Appeals Commission (DA0).....	B-103
9. Department of Consumer and Regulatory Affairs (CR0).....	B-113
10. Office of the Tenant Advocate (CQ0).....	B-129
11. D.C. Commission on the Arts and Humanities (BX0).....	B-135
12. Alcoholic Beverage Regulation Administration (LQ0).....	B-149
13. Public Service Commission (DH0).....	B-159
14. Office of the People's Counsel (DJ0).....	B-171
15. Department of Insurance, Securities, and Banking (SR0).....	B-181
16. Housing Authority Subsidy (HY0).....	B-197
17. Housing Production Trust Fund Subsidy (HP0).....	B-201
18. Business Improvement Districts Transfer (ID0).....	B-205

C. Public Safety and Justice

1. Metropolitan Police Department (FA0).....	C-1
2. Fire and Emergency Medical Services Department (FB0).....	C-17
3. Police Officers' and Fire Fighters' Retirement System (FD0).....	C-35
4. Department of Corrections (FL0).....	C-39
5. District of Columbia National Guard (FK0).....	C-55
6. Homeland Security and Emergency Management Agency (BN0).....	C-61
7. Commission on Judicial Disabilities and Tenure (DQ0).....	C-75
8. Judicial Nomination Commission (DV0).....	C-83
9. Office of Police Complaints (FH0).....	C-91
10. District of Columbia Sentencing Commission (FZ0).....	C-101
11. Criminal Code Reform Commission (MA0).....	C-111
12. Neighborhood Safety and Engagement (NS0).....	C-117
13. Office of the Chief Medical Examiner (FX0).....	C-123
14. Office of Administrative Hearings (FS0).....	C-137
15. Criminal Justice Coordinating Council (FJ0).....	C-147
16. Office of Unified Communications (UC0).....	C-163
17. Homeland Security Grants (FT0).....	C-175
18. Department of Forensic Sciences (FR0).....	C-181
19. Corrections Information Council (FI0).....	C-193
20. Office of Victim Services and Justice Grants (FO0).....	C-201
21. Office of the Deputy Mayor for Public Safety and Justice (FQ0).....	C-215

Volumes Bound Separately

Volume 1 - FY 2019 Proposed Budget and Financial Plan - *Executive Summary*

Volume 3 - FY 2019 Proposed Budget and Financial Plan - *Agency Budget Chapters - Part II*

Volume 4 - FY 2019 Proposed Budget and Financial Plan - *Agency Budget Chapters - Part III*

Volume 5 - FY 2019 Proposed Budget and Financial Plan - *FY 2019 - FY 2024 Capital Improvements Plan (Including Highway Trust Fund)*

Web Only: Volume 6 - FY 2019 Proposed Budget and Financial Plan - *Operating Appendices*



How to Read the FY 2019 Proposed Budget and Financial Plan

How to Read the FY 2019 Proposed Budget and Financial Plan

The District of Columbia's FY 2019 Proposed Budget and Financial Plan is a communication tool that presents and explains policy priorities, agency operations, including programmatic/organizational structures, and performance measures in the context of the Financial Plan, which shows the District's sources of revenue and planned expenditures. The Budget and Financial Plan includes forecasts of economic and financial conditions, current and planned long-term debt financing, policy decisions, and other important financial information for the District's government, all of which are essential elements for accurate financial reporting and sound management of public resources.

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

The FY 2019 Budget and Financial Plan is presented in six volumes summarized as follows:

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

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

Capital Improvements Plan (Including Highway Trust Fund) (Volume 5) – describes the District’s proposed six-year Capital Improvements Plan for all of the District’s agencies. The Highway Trust Fund describes the District’s proposed FY 2019 to FY 2024 planned transportation projects including federal highway grants.

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

Detailed information on the chapter contents of each volume include:

Volume 1: Executive Summary

Includes the following sections:

Introduction: FY 2019 Proposed Budget and Financial Plan

This chapter is a narrative and graphic summary of the proposed budget and financial plan. It describes the overall proposed budget, including the sources and uses of public funds, and compares the prior year’s approved budget to the current one. The chapter also explains the budget development process and budget formulation calendar for FY 2019.

Financial Plan

The Financial Plan summarizes actual and planned revenues and expenditures from FY 2016 through FY 2022. This chapter includes financing sources, uses, and the assumptions used to derive the District’s short-term and long-term economic outlook.

Revenue

This chapter shows current revenue projections for each revenue type as certified by the Office of the Chief Financial Officer. It also details the District’s revenue sources, provides an overview of the District’s and regional economy and economic trends, and describes the revenue outlook for FY 2019 through FY 2022.

Operating Expenditures

This chapter describes the District’s recent Local funds expenditures. It includes analysis of expenditures between FY 2014 and FY 2017, both by agency and by expense category (e.g. personnel, supplies, and fixed costs).

Capital Improvements Plan (CIP)

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

Appendices

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

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

- The Fund Structure and relationship to the Budget Structure section relates the District's fund structure to its budget presentation;
- The Current Services Funding Level (CSFL) Development section describes how the CSFL was developed for the Local funds budget;
- The Agency Performance Plans section describes how the Office of the City Administrator evaluates government agencies, services, and operations; contains details on major plan revisions or changes in the assessment process; and directs readers to the agency plans, including performance measures, on the District's website;
- The Summary Tables detail the District's proposed operating budget by agency and fund type for both budgeted dollars and positions;
- The Glossary of Budget Terms section describes unique budgeting, accounting, and District terms that may not be known by the general reader; 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 2019 proposed operating budget table.

Introduction:

- Agency Mission; and
- Summary of Services.

Financial and Program Information:

- Proposed Funding and Full-Time Equivalents by Source table;
- Proposed Expenditure by Comptroller Source Group table;
- Division/Program descriptions;
- Proposed Expenditure by Division/Program table;
- FY 2019 Proposed Budget Changes; and
- FY 2018 Approved Budget to FY 2019 Proposed Budget reconciliation table.

FY 2019 Proposed Budget Changes

The FY 2019 Proposed Budget Changes section within each agency chapter provides a comprehensive explanation of the FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type table that appears in nearly every chapter. Please see the Current Services Funding Level (CSFL) Development appendix in this volume for more

information about the CSFL methodology, which is only applied to agencies with Local funds. This section includes major changes within the agency budget by program, fund, and full-time equivalents, from the initial request through the policy decisions made by the Mayor. The FY 2019 Proposed Budget Changes section uses the following terms to describe budgetary or programmatic changes:

Actions with an impact on services:

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

Actions with no service impact:

- **Increase:** Additional funds necessary to continue service at current levels (e.g., Fund recurring operating cost of Automated Traffic Enforcement).
- **Decrease:** Reduction in cost without a service impact (e.g., Align energy budget with revised DGS estimate).
- **Transfer-In:** Shift of an existing program, operation, or personnel from another District agency (e.g., Transfer the Central Cell Block Security activity from MPD to DOC).
- **Transfer-Out:** Shift of an existing program, operation, or personnel to another District agency (e.g., Transfer APRA division from DOH to establish DBH).
- **Shift:** Shift an existing program or operation from one fund type to another (e.g., Shift from Special Purpose Revenue to Local funds to support telecommunications for the D.C. Lottery).
- **Technical Adjustment:** An increase or decrease to the budget that is required because of a legislative mandate or to correct an error or omission.
- **No Change:** The agency has no changes in funding and/or budget structures from the FY 2018 approved budget to the FY 2019 proposed budget.

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

Agency Performance Plans

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

Under the new process, agencies had the opportunity to update major components of their performance plan for FY 2019 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.

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

This volume covers the District's FY 2019 - FY 2024 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 2019 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 2019 through FY 2024, including a description, its annual operating impact, milestone data, and its location; and
- **Appendices** that provide supporting tables and a glossary about the District's capital budget, including:
 - The FY 2018 Appropriated Budget Authority Request table that summarizes proposed new projects and changes (increase or decrease) for ongoing projects by agency, project, and funding source;
 - The FY 2019 - FY 2024 Planned Expenditures from New Allotments table that summarizes the new allotments planned for FY 2019 - FY 2024 expenditures by agency and project;
 - The FY 2019 - FY 2024 Planned Funding table that summarizes the FY 2019 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 2018 approved budget;
 - FY 2018 year-to-date budget actions; and
 - Rescissions, Redirections, and Reprogrammings that occurred between June 15, 2017 (the cut-off date for last year's budget book) and September 30, 2017 (the end of FY 2017)

Highway Trust Fund

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

- An **Introduction** chapter, which describes the Highway Trust Fund program, including the sources and uses of the funds, the District's policies and procedures for the trust fund, and the FY 2018 planning process;
- The **Project Description Forms**, which show planned allotments, for FY 2019 through FY 2024 and descriptions for Highway Trust Fund master projects; and
- **Appendices** that provide supporting tables for the District's Highway Trust Fund program.
- An overview of the District of Columbia's Water and Sewer Authority's FY 2017 - FY 2026 Capital Improvements Plan.

Volume 6: Operating Appendices

This volume provides supporting tables to each agency's proposed operating budget. The tables generally include FY 2016 and 2017 actual expenditures, the FY 2018 approved budget, the FY 2019 proposed budget, and the change from FY 2018 to FY 2019 (unless noted).

The following tables are provided:

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

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

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

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

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

Schedule 80 - dollars and FTEs summarized by appropriated fund, with specific revenue source (for the FY 2019 Proposed Budget only).

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

(KA0)

Department of Transportation

Agency budget code

www.ddot.dc.gov
Telephone: 202-673-4811

This shows the agency's FY 2016 and 2017 actual expenditures, FY 2018 approved budget, the FY 2019 proposed budget, and the percent variance from FY 2019 to FY 2018. This includes the agency's operating budget and FTEs.

Table KA0-1

Description	FY 2016 Actual	FY 2017 Actual	Approved	Proposed	FY 2019
OPERATING BUDGET	\$104,014,771	\$89,913,412	\$129,872,340	\$143,833,718	10.2
FTEs	455.4	321.6	422.4	425.4	0.5

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.

This section describes the agency's mission and purpose.

Summary of Services

DDOT exercises its mission through the work of the following Administration is responsible for multi-modal infrastructure project delivery, and traffic engineering and safety; the Operations Administration manages 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; and the Performance Administration tracks and reports performance metrics, manages facilities, fleet, and information technology resources, and provides customer service.

The agency's FY 2019 proposed budget is presented in the following tables.

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

Table K.A0-2
(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalent					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change From FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change From FY 2018	% Change*
Appropriated Fund												
GENERAL FUND												
Local Funds	\$1,440	\$1,158	\$2,065	\$4,025	\$1,960	94.1	471.6	384.4	671.6	471.6	0.0	0.0
Special Purpose Revenue Funds	14,788	20,748	22,100	22,100	0.0	0.0	1,174.0	1,644.0	1,714.0	1,714.0	0.0	0.0
TOTAL												
FOR GENERAL FUND	17,048	21,906	24,165	26,125	1,960	8.1	1,645.6	1,828.4	1,985.6	2,186.0	200.4	10.1
FEDERAL RESOURCES												
Federal Grant Funds	1,815	8,000	11,488	11,488	0.0	0.0	61.8	258.0	268.0	268.0	0.0	0.0
TOTAL												
FOR FEDERAL RESOURCES	1,815	8,000	11,488	11,488	0.0	0.0	61.8	258.0	268.0	268.0	0.0	0.0
INTRA-DISTRICT FUNDS												
Intra-District Funds	1,447	0	0	0	0	0.0	10.0	0.0	0.0	0.0	0.0	0.0
TOTAL												
FOR INTRA-DISTRICT FUNDS	1,447	0	0	0	0	0.0	10.0	0.0	0.0	0.0	0.0	0.0
TOTAL												
FOR TOTAL DISTRICT	19,310	29,906	35,653	37,613	1,960	5.5	1,717.4	1,886.4	2,253.6	2,454.0	190.4	8.4

This table presents the agency's total operating budget and Full-Time Equivalent (FTE) positions, comparing the FY 2016 and 2017 actuals, FY 2018 approved, FY 2019 proposed budgets and the dollar and FTE changes.

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

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table K.A0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table K.A0-3
(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change From FY 2018	Percentage Change*
Comptroller Source Group						
01 - Regular Pay - Continuing Full Time	11,708	14,308	11,177	14,378	3,201	28.6
02 - Regular Pay - Other						
03 - Additional Class Pay						
04 - Fringe Benefits - Current Personnel						
05 - Contract Pay						
SUBTOTAL PERSONNEL SERVICES (PS)						
06 - Supplies And Materials						
08 - Energy, Communications And Building Costs						
09 - Telephone, Telegraph, Telegram, Etc.	110	124	150	150	0	0.0
40 - Other Services And Charges	4,975	5,380	5,374	5,852	4,478	83.3
41 - Contractual Services - Other	48,139	49,450	52,172	48,807	(3,365)	-6.4
42 - Subcontract And Franchise	5,404	5,404	4,400	4,400	(1,004)	-22.8

This table lists the agency's total operating expenditures for FY 2016 and FY 2017, the FY 2018 approved budget, and the FY 2019 proposed budget at the Comptroller Source Group level.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table KA0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 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)

Division/Program and Activity	Dollars in Thousands					Full Time Equivalent				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(100) AGENCY MANAGEMENT										
(100) Personnel	1,832	1,467	0	0	0	23.8	23.7	0.0	0.0	0.0
(101) Training And Employment Development	236	176	0	0	0	2.5	2.6	0.0	0.0	0.0
(102) Property Management	880	870	0	0	0	4.9	3.5	0.0	0.0	0.0
(104) Information Technology	1,006	1,350	0	0	0	14.0	17.6	0.0	0.0	0.0
(105) Risk Management	403	376	0	0	0	3.3	3.7	0.0	0.0	0.0
(106) Legal	159	103	0	0	0	0.8	0.9	0.0	0.0	0.0
(107) Fleet Management	3,823	-1	0	0	0	8.0	0.0	0.0	0.0	0.0
(108) Communications	412	406	0	0	0	3.0	3.7	0.0	0.0	0.0
(109) Customer Service	869	752	0	0	0	12.4	12.8	0.0	0.0	0.0
(100) Performance Management	387	1,151	0	0	0	4.8	8.4	0.0	0.0	0.0
REVENUE (100) AGENCY MANAGEMENT	11,309	8,836	0	0						0.0
(100) AGENCY FINANCIAL OPERATIONS										
(101) Budget Operations	1,834	1,362	0	0						0.0
REVENUE (100) AGENCY FINANCIAL OPERATIONS	1,834	1,362	0	0						0.0
(000) TR END CLOS										
No Activity Assigned	-1	-21	0	0						0.0
REVENUE (000) TR END CLOS	-1	-21	0	0						0.0
(300) ADMINISTRATIVE ADMINISTRATION										
(300) Administrative Services Division	0	0	1,431	1,746						21.0
(300) Office Of The Chief										

This table provides an overall budgeted funding level and number of approved FTEs for the FY 2016 and 2017 actuals, the FY 2018 approved budget, and the FY 2019 proposed budget for specific programs (or divisions) and activities.

Division Description

The District Department of Transportation operates through the following 5 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 4 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;
- **Design Bureau Division** – *Analyzes contracts and interviews project managers to determine total construction costs; develops and implements comprehensive labor agreements for the Department; and conducts project labor agreements with wage and hour provisions; and*
- **Office of the Chief Construction Officer** – oversees construction projects consistent with the Department's goals.

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

Operations Administration – manages the day-to-day operations of the Department, including such as streets, alleys, sidewalks, and trees; maintains the condition of transportation infrastructure; manages public space and parking regulations; and conducts snow removal operations.

This administration contains the following 7 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;
- **Operations Administration Division** – responsible for administrative tasks related to the Operations Administration;
- **Parking and Ground Transportation Division** – conducts research, develops policies and deploys technologies — including permits, meters, kiosks, and dynamic parking zones — to manage

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table KAO-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table KAO-5
(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE			
Reversal of Prior Year Costs	Multiple Programs	-442	0.0
LOCAL FUNDS: FY 2018 Recurring Budget		41,361	597.4
COLA: FY 2019 COLA Adjustment			
Agency Request-Increase: To adjust the Contractual Services Budget	Project Delivery Administration	11,940	0.0
Agency Request-Increase: To align personnel services and Fringe Benefits with projected costs	Multiple Programs	840	0.0
Agency Request-Increase: To align increases with operational spending goals	Operations Administration	100	0.0
Agency Request-Increase: To align personnel services and Fringe Benefits with projected costs	Multiple Programs	-1,268	-0.0
Mayor's Policy Initiative: To support capital construction along Park Street Ave	Project Delivery Administration	1,000	0.0
Mayor's Policy Initiative: To support the Children's bus operations	Project Delivery Administration	600	0.0
Mayor's Policy Initiative: To adjust the Contractual Services Budget	Operations Administration	-300	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		43,993	607.4
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE			
COLA: FY 2019 COLA Adjustment			
Agency Request-Increase: To align budget with projected increases	Operations Administration	75	0.0
Agency Request-Increase: To align budget with projected increases	Operations Administration	0	0.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		11,674	20.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE			
COLA: FY 2019 COLA Adjustment			
Agency Request-Increase: To align budget with projected increases	Multiple Programs	100	0.0
Agency Request-Increase: To align personnel services and Fringe Benefits with projected costs	Project Delivery Administration	-4,500	0.0
Agency Request-Increase: To align personnel services and Fringe Benefits with projected costs	Office of the Director	129	0.0

Typically referred to as Table 5, the *FY 2018 Approved Budget compared to FY 2019 Proposed 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 2019 Proposed Budget Changes

The District Department of Transportation's (DDOT) proposed FY 2019 gross budget is \$143,033,719, which represents a 19.2 percent increase over its FY 2018 budget of \$120,000,000. The budget is comprised of \$108,028,619 in Local funds, \$11,474,000 in Federal Grant funds, and \$23,531,100 in Special Purpose Revenue funds.

Recurring Budget

The FY 2019 budget for DDOT includes a recurring budget of \$108,028,619, which represents a 19.2 percent increase over its FY 2018 budget of \$90,600,000. The recurring budget is comprised of \$108,028,619 in Local funds, \$11,474,000 in Federal Grant funds, and \$23,531,100 in Special Purpose Revenue funds.

Mayer's Proposed Budget

Cost-of-Living Adjustment: DDOT's budget proposal includes a cost-of-living adjustment (COLA) of 2.5 percent, which is applied to all salaries and wages.

Agency Request - Increase: The FY 2019 budget proposal allows DDOT to carry out its primary objective, which is to ensure that people and goods move safely and with minimum impact to the environment. In Local funds, DDOT's budget proposal includes an increase of \$22,949,917 in the Project Delivery Administration, primarily because of transfer of \$24,226,000 from WMATA to support the operations and management of the Circulator Bus System.

The DDOT Local funds proposed includes an increase of \$846,354 and 8.0 Full-Time Equivalent (FTEs) in personal services to cover projected salary, step and Fringe Benefits increases in the Administrative Administration totaling \$389,885 and 4.0 FTEs and the Performance Administration totaling \$556,469 and 4.0 FTEs. Also, operational costs increased by \$100,000 to support Operations Administration initiatives.

In Federal Grant funds, the proposed budget includes an increase of \$8,585 due to a projected carry-over from an Indirect Cost Recovery funding.

DDOT's budget proposal in Special Purpose Revenue funds includes an increase of \$4,800,000 in the Project Delivery Administration primarily due to transfers of Project and Circulator funds from WMATA. This adjustment includes \$4,300,000 in Other Services and Charges and \$500,000 in Contractual Services. Additionally, the Office of the Director's budget increased by \$128,048 and 1.0 FTE to enhance oversight and management of the agency.

Agency Request - Decrease: DDOT FY 2019 budget includes a decrease of \$1,187,915 and 8.0 FTEs to account for the reallocation adjustments to salary and Fringe Benefits costs. This is primarily due to the decrease in the Project Delivery Administration, a \$485,373 decrease in the Office of the Director.

The Special Purpose Revenue budget decreased by \$4,800,000 to account for salary and Fringe Benefits cost adjustment.

The FY 2019 Proposed 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.

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

budget decreased by \$234,634 and the Operations Administration decreased by \$134,138 and 2.0 FTEs. Also, a contractual services savings of \$4,678,708 in the Operations Administration and the Office of the is due to a programmatic change to the Transportation Infrastructure Mitigation fund that helps strengthen internal controls.

Mayer's Policy-Enhance: The proposed FY 2019 budget in Local funds includes two adjustments within the Project Delivery Administration as follows: an increase of \$1,000,000 to support the rapid bus study along New York Ave and \$600,000 and 5.0 FTEs will support the operations and management of the Circulator Bus System.

Mayer's Policy-Reduce: The proposed budget in Local funds includes a decrease of \$333,000 in the Operations Administration to because of contractual services savings.

Agency Performance Plan*

The District Department of Transportation (DDOT) has the following strategic objectives for FY 2019:

Strategic Objectives

Strategic Objectives describe what the agency will do in a high-level, action-based sentences that define what an agency does for its customers or other District agencies, and how that improves the District.

Objectives:

1. Maintain and improve the core transportation infrastructure to enhance the quality of transportation and reduce traffic congestion.
2. Enhance safety and reduce traffic related deaths and injuries for all travelers of the transportation system.
3. Improve mobility for non-car transportation to expand transportation choices.
4. Improve the livability and sustainability of transportation routes for local communities.
5. Invest in near-term capital projects for the future of the transportation system.
6. Create and maintain a highly efficient, transparent and responsive District government.**

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

ACTIVITIES

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

1. Maintain and improve the core transportation infrastructure to enhance the quality of transportation and reduce traffic congestion. (4 Activities)

Activity Title	Activity Description	Type of Activity
Parking Regulation	Preservation and maintenance of parking meters and management of on-street parking regulations.	Daily Service
Right-of-Way Preservation	Resurfacing and sealing large areas of the roadway and repairs to street such as crack sealing, potholes, deep potholes and storm potholes.	Daily Service
Alley Preservation	Sealing, patching, repaving and resurfacing alleys.	Daily Service
Bridge Preservation	Preservation and maintenance of bridge assets.	Daily Service
Traffic Preservation	Preservation and maintenance of roads and sidewalks.	Daily Service
Core Infrastructure Management	Combined management of the multiple types core infrastructure assets including shared materials.	Daily Service

Agency Budget Chapters

A - Governmental Direction and Support

B - Economic Development and Regulation

C - Public Safety and Justice

How to Read the Agency Chapters

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

Each chapter contains the following, if applicable:

The first page of each agency chapter displays the agency name and budget code, website address, and telephone number. The page also shows a table that contains the agency’s gross funds, or total operating, budget. The table shows the Fiscal Year (FY) 2016 and 2017 actual expenditures and Full-Time Equivalents (FTEs); the FY 2018 Approved budget and FTEs; the FY 2019 Proposed budget and FTEs; and the percent change from the previous year for the budget and FTEs. Lastly, this page typically contains the agency mission statement and a summary of its services.

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

- ***Proposed Funding by Source table*** displays the agency FY 2016 and FY 2017 actuals, the FY 2018 Approved, and the FY 2019 Proposed dollars by fund type.
 - ***Proposed Full-Time Equivalents table*** shows the agency FY 2016 and 2017 actuals, the FY 2018 Approved, and the FY 2019 Proposed FTEs by fund type.
 - ***Proposed Expenditure by Comptroller Source Group (CSG) table*** identifies the gross fund changes by CSG, which is a type of budgetary classification that identifies category spending within personal services (personnel costs, such as salaries and fringe benefits) and nonpersonal services (operational costs, such as contracts, supplies, and subsidy payments).
 - ***Proposed Operating Budget and FTEs, by Division/Program and Activity table*** shows the gross fund changes from the approved budget by dollars and FTEs. The Division/Program descriptions section that follows this table explains the purpose of the divisions/programs and activities funded in the FY 2019 Proposed budget.
 - ***FY 2018 Approved Budget to FY 2019 Proposed Budget reconciliation table*** shows the FY 2019 Proposed budget and FTE changes, by division or program, from the FY 2018 Approved budget. This table also includes a brief description of the change. A detailed narrative of the changes is found in the FY 2019 Proposed Budget Changes section that follows this table.
 - ***Agency Performance Plan Objectives*** and the accompanying Agency Performance Measures table show the agency-level plan that contains the agency’s mission, summary of services, objectives, initiatives, and performance measures for a set period of time. For some agencies, the initiatives and performance measures are grouped by division/program.
-

Agency Budget Chapters

Part I

(by Appropriation Title)

A. Governmental Direction and Support

1. Council of the District of Columbia (AB0)	A-1
2. Office of the District of Columbia Auditor (AC0)	A-7
3. Advisory Neighborhood Commissions (DX0)	A-13
4. Uniform Law Commission (AL0)	A-27
5. Office of the Mayor (AA0)	A-21
6. Mayor's Office of Legal Counsel (AH0)	A-29
7. Office of the Senior Advisor (AI0)	A-33
8. Office of the Secretary (BA0)	A-37
9. Office of the City Administrator (AE0)	A-49
10. Office of the Deputy Mayor for Greater Economic Opportunity (EM0)	A-61
11. D.C. Office of Risk Management (RK0)	A-73
12. D.C. Department of Human Resources (BE0)	A-87
13. Office of Disability Rights (JR0)	A-103
14. Captive Insurance Agency (RJ0)	A-113
15. Office of Finance and Resource Management (AS0)	A-119
16. Office of Contracting and Procurement (PO0)	A-125
17. Purchase Card Transactions (PX0)	A-139
18. Office of the Chief Technology Officer (TO0)	A-143
19. Department of General Services (AM0)	A-163
20. Contract Appeals Board (AF0)	A-185
21. Board of Elections (DL0)	A-193
22. Office of Campaign Finance (CJ0)	A-203
23. Public Employee Relations Board (CG0)	A-213
24. Office of Employee Appeals (CH0)	A-223
25. Metropolitan Washington Council of Governments (EA0)	A-231
26. Office of the Attorney General for the District of Columbia (CB0)	A-237
27. D.C. Board of Ethics and Government Accountability (AG0)	A-249
28. Statehood Initiatives (AR0)	A-259
29. Office of the Inspector General (AD0)	A-263
30. Office of the Chief Financial Officer (AT0)	A-275

Council of the District of Columbia

www.dccouncil.us
Telephone: 202-724-8000

Table AB0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$21,295,122	\$22,359,240	\$25,373,058	\$26,393,522	4.0
FTEs	181.0	186.1	197.5	205.0	3.8

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

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AB0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table AB0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	21,174	22,289	25,338	26,359	1,020	4.0	181.0	185.1	197.5	205.0	7.5	3.8
TOTAL FOR GENERAL FUND	21,174	22,289	25,338	26,359	1,020	4.0	181.0	185.1	197.5	205.0	7.5	3.8
PRIVATE FUNDS												
Private Donations	102	40	0	0	0	N/A	0.0	1.0	0.0	0.0	0.0	N/A
TOTAL FOR PRIVATE FUNDS	102	40	0	0	0	N/A	0.0	1.0	0.0	0.0	0.0	N/A

Table AB0-2

(dollars in thousands)

Dollars in Thousands							Full-Time Equivalents					
Appropriated Fund	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
INTRA-DISTRICT FUNDS												
Intra-District Funds	20	30	35	35	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	20	30	35	35	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	21,295	22,359	25,373	26,394	1,020	4.0	181.0	186.1	197.5	205.0	7.5	3.8

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table AB0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table AB0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	14,816	15,570	18,234	18,021	-213	-1.2
12 - Regular Pay - Other	534	451	135	1,001	865	640.4
13 - Additional Gross Pay	89	525	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	3,030	3,135	4,170	4,538	368	8.8
15 - Overtime Pay	6	7	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	18,476	19,688	22,540	23,560	1,020	4.5
20 - Supplies and Materials	84	138	169	169	0	0.0
31 - Telephone, Telegraph, Telegram, Etc.	141	60	147	147	0	0.0
40 - Other Services and Charges	2,561	2,460	2,417	2,417	0	0.0
70 - Equipment and Equipment Rental	33	13	100	100	0	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	2,819	2,671	2,833	2,833	0	0.0
GROSS FUNDS	21,295	22,359	25,373	26,394	1,020	4.0

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AB0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) COUNCIL ADMINISTRATION										
(1101) Council Benefits	0	0	512	512	0	0.0	0.0	0.0	0.0	0.0
(1102) Council Fixed Costs	108	60	147	147	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) COUNCIL ADMINISTRATION	108	60	660	660	0	0.0	0.0	0.0	0.0	0.0
(2000) COUNCIL CENTRAL OFFICES										
(0025) Secretary to the Council	4,153	3,691	4,010	4,964	954	26.7	36.6	26.0	34.0	8.0
(0026) General Counsel	1,622	1,739	1,784	1,822	38	11.9	13.6	13.5	13.0	-0.5
(0027) Budget Director	1,143	1,241	1,295	1,297	2	8.6	8.4	9.0	9.0	0.0
(0031) Office of Information Technology	1,001	1,161	1,307	1,308	1	6.7	6.6	7.0	7.0	0.0
SUBTOTAL (2000) COUNCIL CENTRAL OFFICES	7,918	7,832	8,397	9,392	995	54.0	65.2	55.5	63.0	7.5
(3000) COUNCILMEMBERS										
(0100) Councilmember Ward 1	678	759	775	776	1	6.7	6.6	7.0	7.0	0.0
(0200) Councilmember Ward 2	707	738	775	776	1	6.7	6.6	7.0	7.0	0.0
(0300) Councilmember Ward 3	750	728	775	776	1	6.7	6.6	7.0	7.0	0.0
(0400) Councilmember Ward 4	666	816	775	776	1	6.7	6.6	7.0	7.0	0.0
(0500) Councilmember Ward 5	695	879	775	776	1	6.7	6.6	7.0	7.0	0.0
(0600) Councilmember Ward 6	681	881	775	776	1	6.7	6.6	7.0	7.0	0.0
(0700) Councilmember Ward 7	713	762	775	776	1	6.7	6.6	7.0	7.0	0.0
(0800) Councilmember Ward 8	654	707	775	776	1	6.7	6.6	7.0	7.0	0.0
(0900) Councilmember At Large A	745	684	775	776	1	6.7	6.6	7.0	7.0	0.0
(1010) Councilmember At Large B	927	840	775	776	1	6.7	6.6	7.0	7.0	0.0
(1011) Councilmember At Large C	704	768	775	776	1	6.7	6.6	7.0	7.0	0.0
(1012) Councilmember At Large D	753	814	775	776	1	6.7	6.6	7.0	7.0	0.0
(1300) Chairman 13	1,126	1,228	1,107	1,109	2	7.6	7.5	8.0	8.0	0.0
SUBTOTAL (3000) COUNCILMEMBERS	9,799	10,603	10,404	10,420	16	87.9	86.2	92.0	92.0	0.0
(4000) COMMITTEE										
(4020) Committee of the Whole (COW)	517	570	982	983	2	7.6	7.5	8.0	8.0	0.0
(4025) Committee on Finance and Revenue	462	440	474	475	1	3.8	3.8	4.0	4.0	0.0
(4030) Comm on Business and Economic Devel.	0	171	474	475	1	0.0	0.0	4.0	4.0	0.0
(4035) Committee on Health	0	285	474	475	1	0.0	0.0	4.0	4.0	0.0
(4040) Transportation and the Environment	480	494	474	475	1	4.8	3.8	4.0	4.0	0.0
(4041) Committee on Education	119	301	474	475	1	3.8	3.8	4.0	4.0	0.0
(4045) Committee on Human Services	0	254	474	475	1	0.0	0.0	4.0	4.0	0.0
(4055) Business Consumer and Regulatory Affairs	462	93	0	0	0	4.8	3.8	0.0	0.0	0.0

Table AB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(4060) Government Operations	0	212	474	475	1	0.0	0.0	4.0	4.0	0.0
(4065) Judiciary and Public Safety	0	254	662	663	1	0.0	0.0	6.0	6.0	0.0
(4070) Comm on Labor and Workforce Development	0	209	474	475	1	0.0	0.0	4.0	4.0	0.0
(4081) Comm on Housing and NBHD Revitalization	381	349	474	475	1	3.8	3.8	4.0	4.0	0.0
(4082) Comm. on Health and Human Services	587	156	0	0	0	5.7	3.8	0.0	0.0	0.0
(4083) Comm. on Judiciary	461	82	0	0	0	4.8	4.7	0.0	0.0	0.0
SUBTOTAL (4000) COMMITTEE	3,470	3,871	5,912	5,922	10	39.2	34.7	50.0	50.0	0.0
(9960) YR END CLOSE										
No Activity Assigned	0	-8	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-8	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	21,295	22,359	25,373	26,394	1,020	181.1	186.1	197.5	205.0	7.5

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Council of the District of Columbia operates through the following 4 programs:

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

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

This program contains the following 4 activities:

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

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

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

This program contains the following 13 activities:

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

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

This program contains the following 11 activities:

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

Program Structure Change

The Council of the District of Columbia has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table AB0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table AB0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		25,338	197.5
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		25,338	197.5
COLA: FY 2019 COLA Adjustment	Multiple Programs	541	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	480	7.5
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		26,359	205.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		35	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		35	0.0
GROSS FOR AB0 - COUNCIL OF THE DISTRICT OF COLUMBIA		26,394	205.0

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

FY 2019 Proposed Budget Changes

The Council of the District of Columbia's (Council) proposed FY 2019 gross budget is \$26,393,522, which represents a 4.0 percent increase over its FY 2018 approved gross budget of \$25,373,058. The budget is comprised of \$26,358,522 in Local funds and \$35,000 in Intra-District funds.

Recurring Budget

No Change: The Council of the District of Columbia's budget proposal reflects no change from the FY 2018 recurring budget to the FY 2019 Mayor's proposed budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: The Council's budget proposal includes a cost-of-living adjustment (COLA) of \$540,937 in Local funds.

Agency Request – Increase: The FY 2019 proposed Local funds budget for the Council contains an increase of \$479,527 and 7.5 Full-Time Equivalents (FTEs) to support the Council's initiatives. This includes the reallocation of Council Fringe Benefits costs from the Council Administration program across agency programs and activities, the reallocation 4.5 FTEs from full-time to part-time status, additional staff to support the Council's mission, and miscellaneous adjustments to salaries and Fringe Benefits.

Office of the District of Columbia Auditor

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

Table AC0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$4,548,554	\$4,669,477	\$5,860,412	\$5,333,059	-9.0
FTEs	29.2	30.9	32.0	31.6	-1.2

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

Summary of Services

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

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AC0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table AC0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	4,549	4,669	5,860	5,333	-527	-9.0	29.2	30.9	32.0	31.6	-0.4	-1.2
TOTAL FOR												
GENERAL FUND	4,549	4,669	5,860	5,333	-527	-9.0	29.2	30.9	32.0	31.6	-0.4	-1.2
GROSS FUNDS	4,549	4,669	5,860	5,333	-527	-9.0	29.2	30.9	32.0	31.6	-0.4	-1.2

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table AC0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table AC0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	2,306	2,461	2,718	2,761	43	1.6
12 - Regular Pay - Other	488	438	473	469	-4	-0.8
13 - Additional Gross Pay	19	23	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	558	611	744	764	20	2.7
SUBTOTAL PERSONAL SERVICES (PS)	3,370	3,532	3,936	3,995	59	1.5
20 - Supplies and Materials	17	15	19	19	0	0.0
30 - Energy, Communication and Building Rentals	0	0	0	0	0	N/A
31 - Telephone, Telegraph, Telegram, Etc.	13	16	14	22	8	56.8
32 - Rentals - Land and Structures	533	545	557	594	37	6.6
34 - Security Services	0	0	0	0	0	N/A
35 - Occupancy Fixed Costs	0	0	0	3	3	N/A
40 - Other Services and Charges	114	192	144	144	0	0.0
41 - Contractual Services - Other	413	294	1,051	508	-543	-51.7
70 - Equipment and Equipment Rental	88	74	140	48	-92	-65.8
SUBTOTAL NONPERSONAL SERVICES (NPS)	1,178	1,137	1,925	1,338	-587	-30.5
GROSS FUNDS	4,549	4,669	5,860	5,333	-527	-9.0

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AC0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AC0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1030) Property Management	544	546	571	620	49	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	221	228	239	242	3	1.9	1.9	2.0	2.0	0.0
(1050) Financial Management	0	11	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	765	784	810	862	52	1.9	1.9	2.0	2.0	0.0
(2000) AUDIT, FINANCIAL OVERSIGHT AND INVESTIG.										
(2010) Perform. and Financial Audits and Program Evals	3,742	3,887	5,050	4,471	-580	26.3	28.1	30.0	29.6	-0.4
(2020) Mgmt of Contract Audits and Evaluations	42	0	0	0	0	0.9	0.9	0.0	0.0	0.0
SUBTOTAL (2000) AUDIT, FINANCIAL OVERSIGHT AND INVESTIG.	3,784	3,887	5,050	4,471	-580	27.3	29.0	30.0	29.6	-0.4
(9960) YR END CLOSE										
	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	4,549	4,669	5,860	5,333	-527	29.2	30.9	32.0	31.6	-0.4

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of the District of Columbia Auditor operates through the following 2 programs:

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

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

Program Structure Change

The Office of the District of Columbia Auditor has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table AC0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table AC0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		5,860	32.0
Removal of One-Time Costs	Audit, Financial Oversight and Investig.	-642	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		5,218	32.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	114	0.0
Agency Request-Increase: To align Fixed Costs with proposed estimates	Agency Management	49	0.0
Agency Request-Increase: To adjust the Contractual Services budget	Audit, Financial Oversight and Investig.	7	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-55	-0.4
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		5,333	31.6
GROSS FOR AC0 - OFFICE OF THE DISTRICT OF COLUMBIA AUDITOR		5,333	31.6

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

FY 2019 Proposed Budget Changes

The Office of the DC Auditor's (ODCA) proposed FY 2019 gross budget is \$5,333,059, which represents a 9.0 percent decrease from its FY 2018 approved gross budget of \$5,860,412. The budget is comprised entirely of Local funds.

Recurring Budget

The FY 2019 budget of the ODCA includes a reduction \$642,175 to account for the removal of one-time funding appropriated in FY 2018. This amount includes \$550,000 for an auditor study of school enrollment trends and \$92,175 to support website improvements, audit software purchases, and network upgrades.

Mayor's Proposed Budget

Cost-of-Living Adjustment: ODCA's budget proposal includes a cost-of-living adjustment (COLA) of \$114,425 in Local funds.

Agency Request-Increase: ODCA's proposed Local funds budget includes an increase of \$48,752 in the Agency Management program to properly align fixed costs with estimates from the Department of General Services and the Office of the Chief Technology Officer respectively. This amount is comprised of increases of \$36,859 in Rent, \$7,888 in Telecommunications, \$3,150 in Occupancy, \$477 in Energy, and \$378 in Security. The proposed Local funds budget also includes an increase of \$6,745 in the Audit, Financial Oversight and Investigations (AFOI) program to reflect the cost of specialized expert audit-related services.

Agency Request-Decrease: ODCA's reduction of \$55,100 and a partial Full-Time Equivalent was necessary to account for adjustments in salary and Fringe Benefits across multiple programs.

Advisory Neighborhood Commissions

www.anc.dc.gov
Telephone: 202-727-9945

Table DX0-1

Description	FY 2016	FY 2017	FY 2018	FY 2019	% Change
	Actual	Actual	Approved	Proposed	from FY 2018
OPERATING BUDGET	\$787,722	\$850,801	\$1,026,907	\$1,130,614	10.1
FTEs	2.5	2.5	3.5	4.5	28.6

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

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DX0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table DX0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	788	851	1,027	1,131	104	10.1	2.5	2.5	3.5	4.5	1.0	28.6
TOTAL FOR GENERAL FUND	788	851	1,027	1,131	104	10.1	2.5	2.5	3.5	4.5	1.0	28.6
GROSS FUNDS	788	851	1,027	1,131	104	10.1	2.5	2.5	3.5	4.5	1.0	28.6

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table DX0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table DX0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	173	177	253	347	94	36.9
12 - Regular Pay - Other	32	32	33	34	1	3.0
14 - Fringe Benefits - Current Personnel	28	29	47	55	8	17.9
15 - Overtime Pay	0	0	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	233	238	333	436	103	30.9
20 - Supplies and Materials	1	0	5	5	0	0.0
40 - Other Services and Charges	0	3	11	12	1	7.4
41 - Contractual Services - Other	0	1	0	0	0	N/A
50 - Subsidies and Transfers	554	609	678	678	0	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	555	613	694	695	1	0.1
GROSS FUNDS	788	851	1,027	1,131	104	10.1

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table DX0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table DX0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1080) Communications	0	3	4	5	1	0.0	0.0	0.0	0.0	0.0
(1085) Customer Services	234	239	346	448	103	2.5	2.5	3.5	4.5	1.0
SUBTOTAL (1000) AGENCY MANAGEMENT	234	241	349	453	104	2.5	2.5	3.5	4.5	1.0
(2000) ANCS										
(0200) ANCS	554	609	678	678	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) ANCS	554	609	678	678	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	788	851	1,027	1,131	104	2.5	2.5	3.5	4.5	1.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Advisory Neighborhood Commissions (ANC) operates through the following 2 programs:

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

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

Program Structure Change

The Advisory Neighborhood Commissions has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table DX0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table DX0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		1,027	3.5
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		1,027	3.5
COLA: FY 2019 COLA Adjustment	Agency Management	13	0.0
Agency Request-Increase: To implement the ANC Omnibus Amendment Act of 2016	Agency Management	90	1.0
Agency Request-Increase: To support nonpersonal service costs	Agency Management	1	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		1,131	4.5
GROSS FOR DX0 - ADVISORY NEIGHBORHOOD COMMISSIONS		1,131	4.5

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

FY 2019 Proposed Budget Changes

The Advisory Neighborhood Commissions' (ANC) proposed FY 2019 gross budget is \$1,130,614, which represents a 10.1 percent increase over its FY 2018 approved gross budget of \$1,026,907. The budget is comprised entirely of Local funds.

Recurring Budget

No Change: The Advisory Neighborhood Commissions' budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: The ANC's budget proposal includes a cost-of-living adjustment (COLA) of \$12,694 in Local funds.

Agency Request – Increase: The Advisory Neighborhood Commissions' proposed budget reflects changes to the Agency Management program. Specifically, an increase of \$90,182 and 1.0 Full-Time Equivalent position supports the implementation of the Omnibus Amendment Act of 2016 (D.C. Law 21-269). Also, an increase of \$832 in nonpersonal services supports anticipated contract and procurement activities.

Uniform Law Commission

Table AL0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$48,365	\$46,529	\$51,250	\$60,250	17.6
FTEs	0.0	0.0	0.0	0.0	N/A

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

Summary of Services

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

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AL0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table AL0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	48	47	51	60	9	17.6	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	48	47	51	60	9	17.6	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	48	47	51	60	9	17.6	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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table AL0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table AL0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
40 - Other Services and Charges	48	47	51	60	9	17.6
SUBTOTAL NONPERSONAL SERVICES (NPS)	48	47	51	60	9	17.6
GROSS FUNDS	48	47	51	60	9	17.6

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AL0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AL0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) UNIFORM LAW COMMISSION										
(1001) Uniform Law Commission	48	47	51	60	9	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) UNIFORM LAW COMMISSION	48	47	51	60	9	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	48	47	51	60	9	0.0	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Uniform Law Commission operates through the following program:

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

Program Structure Change

The Uniform Law Commission has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table AL0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table AL0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		51	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		51	0.0
Agency Request-Increase: To align resources with operational spending goals	Uniform Law Commission	9	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		60	0.0
GROSS FOR AL0 - UNIFORM LAW COMMISSION		60	0.0

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

FY 2019 Proposed Budget Changes

The Uniform Law Commission's proposed FY 2019 gross budget is \$60,250, which represents a 17.6 percent increase over its FY 2018 approved gross budget of \$51,250. The budget is comprised entirely of Local funds.

Recurring Budget

No Change: The Uniform Law Commission's budget proposal reflects no change from the FY 2018 approved budget to the Mayor's proposed budget.

Mayor's Proposed Budget

Agency Request - Increase: The proposed FY 2019 Local funds budget for the Uniform Law Commission's includes an increase of \$9,000 for annual membership dues.

Office of the Mayor

www.dc.gov

Telephone: 202-727-1000

Table AA0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$11,759,982	\$14,453,363	\$14,506,384	\$15,465,627	6.6
FTEs	76.2	88.2	98.5	102.5	4.1

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

Summary of Services

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

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AA0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table AA0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	%
GENERAL FUND												
Local Funds	7,891	9,736	10,472	10,700	228	2.2	66.6	80.5	91.5	92.8	1.2	1.4
TOTAL FOR GENERAL FUND	7,891	9,736	10,472	10,700	228	2.2	66.6	80.5	91.5	92.8	1.2	1.4

Table AA0-2

(dollars in thousands)

Dollars in Thousands							Full-Time Equivalents					
Appropriated Fund	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
FEDERAL RESOURCES												
Federal Grant Funds	3,152	3,742	3,546	4,083	537	15.1	0.7	2.3	2.0	3.2	1.2	62.5
TOTAL FOR FEDERAL RESOURCES	3,152	3,742	3,546	4,083	537	15.1	0.7	2.3	2.0	3.2	1.2	62.5
INTRA-DISTRICT FUNDS												
Intra-District Funds	717	976	489	683	194	39.7	8.9	5.4	5.0	6.5	1.5	30.0
TOTAL FOR INTRA-DISTRICT FUNDS	717	976	489	683	194	39.7	8.9	5.4	5.0	6.5	1.5	30.0
GROSS FUNDS	11,760	14,453	14,506	15,466	959	6.6	76.2	88.2	98.5	102.5	4.0	4.1

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table AA0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table AA0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	5,144	6,855	7,364	8,152	788	10.7
12 - Regular Pay - Other	952	516	616	358	-258	-41.9
13 - Additional Gross Pay	58	54	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	1,195	1,432	1,644	1,751	108	6.5
15 - Overtime Pay	1	1	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	7,349	8,858	9,624	10,261	637	6.6
20 - Supplies and Materials	51	135	86	113	27	30.9
31 - Telephone, Telegraph, Telegram, Etc.	12	30	0	0	0	N/A
40 - Other Services and Charges	883	1,039	1,204	1,118	-86	-7.2
41 - Contractual Services - Other	122	693	20	0	-20	-100.0
50 - Subsidies and Transfers	3,218	3,503	3,512	3,927	415	11.8
70 - Equipment and Equipment Rental	126	195	60	47	-13	-22.1
SUBTOTAL NONPERSONAL SERVICES (NPS)	4,411	5,595	4,882	5,204	322	6.6
GROSS FUNDS	11,760	14,453	14,506	15,466	959	6.6

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AA0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1070) Fleet Management	102	60	115	115	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	102	60	115	115	0	0.0	0.0	0.0	0.0	0.0
(2000) OFFICE OF THE MAYOR										
(2001) Office of the Mayor	1,103	1,633	1,126	1,179	52	5.0	7.0	7.0	7.0	0.0
(2002) Scheduling Unit	479	349	319	352	33	4.0	4.0	4.0	4.0	0.0
(2003) Office of Communications	472	722	929	957	28	5.0	7.0	9.0	9.0	0.0
(2004) Office of Support Services	770	1,153	838	866	28	7.5	7.5	7.5	7.5	0.0
(2005) Mayor's Correspondence Unit	496	431	417	441	24	5.0	5.0	5.0	5.0	0.0
(2006) Office of the General Counsel	489	581	572	571	-1	3.0	4.0	4.0	4.0	0.0
(2007) Commission for NCS	0	457	0	0	0	0.0	0.0	0.0	0.0	0.0
(2010) Emancipation Day	206	239	250	250	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) OFFICE OF THE MAYOR	4,014	5,565	4,452	4,616	164	29.7	34.4	36.5	36.5	0.0
(3000) OFFICE OF POLICY AND LEGISLATIVE AFFAIRS										
(3001) Office of Policy and Legislative Affairs	7	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (3000) OFFICE OF POLICY AND LEGISLATIVE AFFAIRS	7	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(4100) MAYOR'S OFFICE OF TALENT AND APPOINTMENT										
(4101) Talent and Appointments	562	551	539	573	34	6.0	6.0	6.0	6.0	0.0
SUBTOTAL (4100) MAYOR'S OFFICE OF TALENT AND APPOINTMENT	562	551	539	573	34	6.0	6.0	6.0	6.0	0.0
(5000) OFFICE OF COMMUNITY AFFAIRS										
(5001) Community Relations and Services	1,187	1,907	1,989	2,162	172	9.0	17.9	22.0	23.0	1.0
(5002) Office of African American Affairs	121	0	0	0	0	1.0	0.0	0.0	0.0	0.0
(5003) Office of Partnerships and Grant Services	359	369	372	373	2	3.0	3.0	3.0	3.0	0.0
(5004) Office of African Affairs	424	447	568	572	4	3.0	4.0	5.0	5.0	0.0
(5005) Commission on Women	292	392	414	417	3	4.0	4.0	4.0	4.0	0.0
(5006) Office of LGBT Affairs	227	329	225	244	19	2.0	2.0	2.0	2.0	0.0
(5007) Youth Advisory Council	16	0	0	0	0	2.0	0.0	0.0	0.0	0.0
(5008) Office on Returning Citizen Affairs	0	449	791	695	-96	0.0	5.0	7.0	7.0	0.0
(5009) Office of Religious Affairs	117	159	197	200	3	2.0	2.0	2.0	2.0	0.0

Table AA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(5011) Commission on Caribbean Affairs	56	30	75	75	0	0.0	0.0	0.0	0.0	0.0
(5018) Comm. of Fathers, Men and Boys	200	0	0	0	0	2.0	0.0	0.0	0.0	0.0
(5019) Office of Community Affairs	0	0	489	414	-75	0.0	0.0	2.0	2.0	0.0
SUBTOTAL (5000) OFFICE OF COMMUNITY AFFAIRS	2,999	4,082	5,120	5,152	32	28.2	37.9	47.0	48.0	1.0
(7000) SERVE DC										
(7001) Administration	480	488	486	606	120	3.3	4.6	4.0	5.5	1.5
(7002) Americorps	3,086	3,528	3,305	3,745	440	0.0	0.0	0.0	0.0	0.0
(7004) Training	510	182	489	164	-325	9.0	0.0	5.0	1.0	-4.0
(7005) Outreach	0	0	0	494	494	0.0	5.4	0.0	5.5	5.5
SUBTOTAL (7000) SERVE DC	4,076	4,199	4,280	5,009	729	12.4	10.0	9.0	12.0	3.0
(9960) YR END CLOSE										
No Activity Assigned	0	-4	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-4	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	11,760	14,453	14,506	15,466	959	76.2	88.2	98.5	102.5	4.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Executive Office of the Mayor operates through the following 5 programs:

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

This program contains the following 7 activities:

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

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

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

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

This program contains the following 9 activities:

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

Serve DC – The Mayor's Office on Volunteerism – serves as the District of Columbia's Commission on National and Community Service. The mission of the organization is to strengthen and promote the spirit of service through partnerships, national service, and volunteerism by coordinating regular and episodic

volunteer opportunities, as well as serving as the nexus for all volunteer partnerships and related councils, coalitions, and commissions.

This program contains the following 4 activities:

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

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

Program Structure Change

The Executive Office of the Mayor has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table AA0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table AA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		10,472	91.5
Removal of One-Time Costs	Office of Community Affairs	-125	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		10,347	91.5
COLA: FY 2019 COLA Adjustment	Multiple Programs	260	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	34	0.2
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-41	0.0
Mayor's Policy-Enhance: To support additional FTEs	Office of Community Affairs	100	1.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		10,700	92.8
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		3,546	2.0
COLA: FY 2019 COLA Adjustment	Serve DC	8	0.0
Agency Request-Increase: To align resources with operational spending goals	Serve DC	440	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Serve DC	89	1.2
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		4,083	3.2

Table AA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		489	5.0
COLA: FY 2019 COLA Adjustment	Serve DC	17	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Serve DC	129	1.5
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	48	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		683	6.5
GROSS FOR AA0 - OFFICE OF THE MAYOR		15,466	102.5

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

FY 2019 Proposed Budget Changes

The Executive Office of the Mayor's (EOM) proposed FY 2019 gross budget is \$15,465,627, which represents a 6.6 percent increase over its FY 2018 approved gross budget of \$14,506,384. The budget is comprised of \$10,699,792 in Local funds, \$4,082,929 in Federal Grant funds, and \$682,906 in Intra-District funds.

Recurring Budget

The FY 2019 budget for the Executive Office of the Mayor includes a reduction of \$125,000 to account for the removal of one-time funding appropriated in FY 2018 for the Office of Community Affairs' hepatitis outreach for African-led organizations and a strategic plan in partnership with the Council of Excellence.

Mayor's Proposed Budget

Cost-of-Living Adjustment: EOM's budget proposal includes cost-of-living adjustments (COLA) of \$260,056 in Local funds, \$8,248 in Federal Grant funds, and \$17,171 in Intra-District funds.

Agency Request - Increase: EOM's proposed Local funds budget increased by \$34,017 in personal services to reflect salary and Fringe Benefit adjustments across multiple divisions.

In Federal Grant funds, the agency's budget proposal reflects an increase of \$439,771 in nonpersonal services because of changes in funding for grant awards in the ServeDC program. The grants are awarded to community organizations that strengthen and promote the spirit of service through partnerships, national service, and volunteerism. In addition, the budget proposal includes an increase of \$89,026 and 1.25 Full-Time Equivalents (FTEs) primarily to align the salaries and Fringe Benefits with projected costs, as well as to provide resources to achieve the agency's mission.

In Intra-District funds, the budget proposal includes an increase of \$128,756 in personal services within the ServeDC program, which enables EOM to reallocate several positions from Local funds to Federal Grant funds and aligns agency resources with projected operational costs. The reallocation of the FTEs and their associated funding aligns EOM's proposed budget with anticipated spending and supports the agency's promotion of volunteerism throughout the District. An increase of \$48,085 in nonpersonal services across multiple programs supports Memorandum of Understanding agreements from several District agencies.

Agency Request - Decrease: In Local funds, EOM's proposed budget includes a savings in NPS of \$40,886.

Mayor's Policy - Enhance: The FY 2019 proposed budget includes an increase of \$100,000 and 1.0 FTE to support a Director of the Office of Nightlife position within the Office of Community Affairs division.

Mayor's Office of Legal Counsel

Table AH0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$1,091,534	\$1,322,305	\$1,634,468	\$1,633,505	-0.1
FTEs	7.9	9.0	10.0	10.0	0.0

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

Summary of Services

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

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

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

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AH0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table AH0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	1,092	1,322	1,634	1,634	-1	-0.1	7.9	9.0	10.0	10.0	0.0	0.0
TOTAL FOR												
GENERAL FUND	1,092	1,322	1,634	1,634	-1	-0.1	7.9	9.0	10.0	10.0	0.0	0.0
GROSS FUNDS	1,092	1,322	1,634	1,634	-1	-0.1	7.9	9.0	10.0	10.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table AH0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table AH0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	905	1,071	1,266	1,315	50	3.9
12 - Regular Pay - Other	4	0	0	0	0	N/A
13 - Additional Gross Pay	1	0	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	155	188	218	243	26	11.8
SUBTOTAL PERSONAL SERVICES (PS)	1,065	1,259	1,483	1,559	76	5.1
20 - Supplies and Materials	8	4	12	8	-5	-40.0
31 - Telephone, Telegraph, Telegram, Etc.	1	0	10	0	-10	-95.0
40 - Other Services and Charges	16	49	96	52	-45	-46.3
41 - Contractual Services - Other	0	0	18	0	-18	-100.0
70 - Equipment and Equipment Rental	2	10	15	15	0	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	27	64	151	75	-77	-50.6
GROSS FUNDS	1,092	1,322	1,634	1,634	-1	-0.1

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AH0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1090) Performance Management	1,092	-33	0	0	0	7.9	0.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	1,092	-33	0	0	0	7.9	0.0	0.0	0.0	0.0
(2000) LEGAL SERVICES										
(2001) Legal Services	0	1,356	1,634	1,634	-1	0.0	9.0	10.0	10.0	0.0
SUBTOTAL (2000) LEGAL SERVICES	0	1,356	1,634	1,634	-1	0.0	9.0	10.0	10.0	0.0
TOTAL PROPOSED OPERATING BUDGET	1,092	1,323	1,634	1,634	-1	7.9	9.0	10.0	10.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

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

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

Division Structure Change

The Mayor's Office of Legal Counsel has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table AH0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table AH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		1,634	10.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		1,634	10.0
COLA: FY 2019 COLA Adjustment	Legal Services	45	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Legal Services	30	0.0
Agency Request-Decrease: To align resources with operational spending goals	Legal Services	-77	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		1,634	10.0
GROSS FOR AH0 - MAYOR'S OFFICE OF LEGAL COUNSEL		1,634	10.0

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

FY 2019 Proposed Budget Changes

The Mayor's Office of Legal Counsel's (MOLC) proposed FY 2019 gross budget is \$1,633,505, which represents a less than 1.0 percent decrease from its FY 2018 approved gross budget of \$1,634,468. The budget is comprised entirely of Local funds.

Recurring Budget

No change: The Mayor's Office of Legal Counsel's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: This agency received a proposed cost-of-living adjustment (COLA) of \$45,403 in Local funds.

Agency Request – Increase: The Mayor's Office of Legal Counsel's budget proposal includes a Local funds increase of \$30,184 to the personal services budget to cover the projected costs for salary step increases and other position changes.

Agency Request – Decrease: The proposed budget reflects a Local funds reduction of \$76,550 in nonpersonal services, which partially offsets the funding increase to the personal services budget. The proposed budget continues to allow MOLC to update office equipment, maintain subscriptions, and cover professional service fees. The cost savings are primarily a result of the agency no longer purchasing D.C. Code updates for other District agencies, a reduction in telephone services costs, and supplies and materials.

Office of the Senior Advisor

www.osa.dc.gov
Telephone: 202-724-7173

Table AI0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$1,876,529	\$2,122,755	\$3,149,003	\$3,218,622	2.2
FTEs	15.4	17.0	18.0	18.0	0.0

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

Summary of Services

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

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AI0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table AI0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	1,877	2,123	3,149	3,219	70	2.2	15.4	17.0	18.0	18.0	0.0	0.0
TOTAL FOR GENERAL FUND	1,877	2,123	3,149	3,219	70	2.2	15.4	17.0	18.0	18.0	0.0	0.0
GROSS FUNDS	1,877	2,123	3,149	3,219	70	2.2	15.4	17.0	18.0	18.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table AI0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table AI0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	1,454	1,666	1,725	1,768	43	2.5
12 - Regular Pay - Other	0	0	82	120	38	46.0
13 - Additional Gross Pay	2	12	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	237	280	304	316	13	4.2
15 - Overtime Pay	0	3	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	1,693	1,961	2,110	2,204	94	4.4
20 - Supplies and Materials	19	25	67	67	0	0.0
31 - Telephone, Telegraph, Telegram, Etc.	1	1	0	0	0	N/A
40 - Other Services and Charges	134	127	95	927	832	875.8
41 - Contractual Services - Other	0	0	856	0	-856	-100.0
70 - Equipment and Equipment Rental	30	10	21	21	0	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	183	162	1,039	1,015	-24	-2.3
GROSS FUNDS	1,877	2,123	3,149	3,219	70	2.2

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AI0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AI0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1090) Performance Management	1,002	862	1,410	494	-917	1.8	3.0	4.0	3.0	-1.0
SUBTOTAL (1000) AGENCY MANAGEMENT	1,002	862	1,410	494	-917	1.8	3.0	4.0	3.0	-1.0
(2000) OFFICE OF POLICY AND LEGISLATIVE AFFAIRS										
(2001) Policy and Legislative Affairs	790	777	972	1,019	47	7.2	8.0	8.0	8.0	0.0
SUBTOTAL (2000) OFFICE OF POLICY AND LEGISLATIVE AFFAIRS	790	777	972	1,019	47	7.2	8.0	8.0	8.0	0.0
(3000) OFFICE OF FEDERAL AND REGIONAL AFFAIRS										
(3001) Federal and Regional Affairs	84	484	767	1,706	939	6.3	6.0	6.0	7.0	1.0
SUBTOTAL (3000) OFFICE OF FEDERAL AND REGIONAL AFFAIRS	84	484	767	1,706	939	6.3	6.0	6.0	7.0	1.0

Table AI0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(9960) YR END CLOSE										
No Activity Assigned	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED										
OPERATING BUDGET	1,877	2,123	3,149	3,219	70	15.4	17.0	18.0	18.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of the Senior Advisor operates through the following 3 programs:

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

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

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

Program Structure Change

The Office of the Senior Advisor has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table AI0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table AI0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		3,149	18.0
Removal of One-Time Costs	Agency Management	-952	-1.0
LOCAL FUNDS: FY 2019 Recurring Budget		2,197	17.0

Table AI0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
COLA: FY 2019 COLA Adjustment	Multiple Programs	61	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	9	0.0
Mayor's Policy-Enhance: To support the Statehood Campaign initiative (one-time)	Office of Federal and Regional Affairs	952	1.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		3,219	18.0

GROSS FOR AI0 - OFFICE OF THE SENIOR ADVISOR**3,219 18.0**

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

FY 2019 Proposed Budget Changes

The Office of the Senior Advisor's (OSA) proposed FY 2019 gross budget is \$3,218,622, which represents a 2.2 percent increase over its FY 2018 approved gross budget of \$3,149,003. The budget is comprised entirely of Local funds.

Recurring Budget

The FY 2019 budget for OSA includes a reduction of \$952,000 and 1.0 Full-Time Equivalent (FTE) to account for the removal of one-time funding appropriated in FY 2018 to support the Statehood Campaign.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OSA's budget proposal includes a cost-of-living adjustment (COLA) of \$60,699 in Local funds.

Agency Request – Increase: OSA proposes an increase of \$8,920 in Local funds across multiple programs to properly fund the costs associated with salary steps and Fringe Benefits.

Mayor's Policy – Enhance: The proposed budget includes a one-time enhancement of \$952,000 and 1.0 FTE to support the Statehood Campaign initiative, which aims to increase education and public awareness of the District of Columbia's local democracy and statehood issues by creating a bi-partisan and sustainable national education and awareness campaign.

Office of the Secretary

www.os.dc.gov
Telephone: 202-727-6306

Table BA0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change
					from FY 2018
OPERATING BUDGET	\$3,467,611	\$3,853,954	\$4,058,186	\$4,156,761	2.4
FTEs	26.1	25.7	26.0	26.0	0.0

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

Summary of Services

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

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table BA0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table BA0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	2,555	2,666	2,958	3,057	99	3.3	23.2	20.0	20.0	20.0	0.0	0.0
Special Purpose Revenue Funds	912	1,023	1,100	1,100	0	0.0	2.9	5.7	6.0	6.0	0.0	0.0
TOTAL FOR GENERAL FUND	3,468	3,690	4,058	4,157	99	2.4	26.1	25.7	26.0	26.0	0.0	0.0
INTRA-DISTRICT FUNDS												
Intra-District Funds	0	164	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	0	164	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	3,468	3,854	4,058	4,157	99	2.4	26.1	25.7	26.0	26.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table BA0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table BA0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	1,941	2,013	2,178	2,237	59	2.7
12 - Regular Pay - Other	99	106	52	98	47	89.9
13 - Additional Gross Pay	-12	53	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	384	422	392	458	66	16.9
15 - Overtime Pay	0	0	19	19	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	2,411	2,593	2,640	2,812	172	6.5
20 - Supplies and Materials	35	40	50	50	0	-0.3
31 - Telephone, Telegraph, Telegram, Etc.	4	3	0	0	0	N/A

Table BA0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
40 - Other Services and Charges	153	273	162	117	-46	-28.2
41 - Contractual Services - Other	663	725	965	954	-11	-1.1
50 - Subsidies and Transfers	200	200	200	200	0	0.0
70 - Equipment and Equipment Rental	1	20	40	24	-16	-40.5
SUBTOTAL NONPERSONAL SERVICES (NPS)	1,056	1,261	1,418	1,345	-73	-5.2
GROSS FUNDS	3,468	3,854	4,058	4,157	99	2.4

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table BA0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table BA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1020) Contracting and Procurement	59	25	23	23	0	1.0	1.0	0.0	0.0	0.0
(1030) Property Management	0	5	5	5	0	0.0	0.0	0.0	0.0	0.0
(1070) Fleet Management	0	5	4	5	1	0.0	0.0	0.0	0.0	0.0
(1080) Communication	284	246	265	280	15	2.1	2.0	3.0	3.0	0.0
(1090) Performance Management	912	636	689	631	-58	2.1	2.0	3.0	3.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	1,255	917	986	944	-43	5.3	5.0	6.0	6.0	0.0
(1002) INTERNATIONAL RELATIONS AND PROTOCOL										
(1200) International Relations and Protocol	125	129	135	140	5	1.0	1.0	1.0	1.0	0.0
SUBTOTAL (1002) INTERNATIONAL RELATIONS AND PROTOCOL	125	129	135	140	5	1.0	1.0	1.0	1.0	0.0
(1003) CEREMONIAL SERVICES										
(1300) Ceremonial Services	144	110	118	123	5	3.2	2.0	1.0	1.0	0.0
SUBTOTAL (1003) CEREMONIAL SERVICES	144	110	118	123	5	3.2	2.0	1.0	1.0	0.0
(1004) OFFICE OF DOCUMENTS AND ADMIN. ISSUANCE										
(1401) D.C. Register	213	214	115	119	4	3.2	1.0	1.0	1.0	0.0
(1402) Administrative Issuances	474	490	535	567	32	3.2	5.0	5.0	5.0	0.0
SUBTOTAL (1004) OFFICE OF DOCUMENTS AND ADMIN. ISSUANCE	687	704	650	686	36	6.3	6.0	6.0	6.0	0.0

Table BA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1005) NOTARY COMMISSION AND AUTHENTICATIONS										
(1501) Notary Authentications	454	497	508	556	48	6.1	5.7	6.0	6.0	0.0
SUBTOTAL (1005) NOTARY COMMISSION AND AUTHENTICATIONS	454	497	508	556	48	6.1	5.7	6.0	6.0	0.0
(1006) OFFICE OF PUBLIC RECORDS										
(1600) Records Management	343	810	737	665	-73	2.1	3.0	3.0	2.0	-1.0
(1601) Archival Administration	92	370	641	843	202	1.0	2.0	2.0	4.0	2.0
(1602) Library of Government Information	91	94	82	0	-82	1.0	1.0	1.0	0.0	-1.0
SUBTOTAL (1006) OFFICE OF PUBLIC RECORDS	526	1,274	1,461	1,508	47	4.2	6.0	6.0	6.0	0.0
(1007) EXECUTIVE MGMT.										
(1700) Exec. Mgmt	249	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(1701) Emancipation Day Activities	28	25	0	0	0	0.0	0.0	0.0	0.0	0.0
(1702) DC Democracy Initiatives	0	200	200	200	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1007) EXECUTIVE MGMT.	277	225	200	200	0	0.0	0.0	0.0	0.0	0.0
(9960) YR END CLOSE										
(9961) Yr End Close	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	3,468	3,854	4,058	4,157	99	26.1	25.7	26.0	26.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of the Secretary operates through the following 7 programs:

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

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

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

This program contains the following 2 activities:

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

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

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

This program contains the following 2 activities:

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

Executive Management – manages the work of several commissions, provides official signatory services for the Mayor of the District of Columbia, takes on special projects at the request of the Mayor, and provides support for D.C. Democracy and related activities including support of District of Columbia self determination, voting rights, and statehood.

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

Program Structure Change

The Office of the Secretary has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table BA0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table BA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		2,958	20.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		2,958	20.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	66	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	58	0.0
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-25	0.0

Table BA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		3,057	20.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		1,100	6.0
COLA: FY 2019 COLA Adjustment	Notary Commission and Authentications	16	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Notary Commission and Authentications	32	0.0
Agency Request-Decrease: To align budget with projected revenues	Multiple Programs	-48	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		1,100	6.0
GROSS FOR BA0 - OFFICE OF THE SECRETARY		4,157	26.0

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

FY 2019 Proposed Budget Changes

The Office of the Secretary's (OS) proposed FY 2019 gross budget is \$4,156,761, which represents a 2.4 percent increase over its FY 2018 approved gross budget of \$4,058,186. The budget is comprised of \$3,056,761 in Local funds and \$1,100,000 in Special Purpose Revenue funds.

Recurring Budget

No Change: The Office of the Secretary's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OS' budget proposal includes cost-of-living adjustments (COLA) of \$66,007 in Local funds and \$16,200 in Special Purpose funds.

Agency Request – Increase: OS proposes an increase of \$57,730 in Local funds across multiple programs to properly fund the costs associated with salary steps and Fringe Benefits. In Special Purpose Revenue funds, the proposed budget includes an increase of \$31,715 in personal services due to salary and Fringe Benefits adjustments within the Notary Commission and Authentications program.

Agency Request – Decrease: OS' proposed Local funds budget includes a net decrease of \$25,162 in nonpersonal services across multiple programs. This adjustment partially offsets the proposed increase in personal services costs. In Special Purpose Revenue funds, the proposed budget includes a net decrease of \$47,914 in nonpersonal services across multiple programs. This adjustment aligns the budget with projected revenues.

Page left intentionally blank

Agency Performance Plan*

The Office of the Secretary (OS) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

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

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

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

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

Activity Title	Activity Description	Type of Activity
Authenticate documents for international and domestic use	The Office of Notary Commissions and Authentications (ONCA) in the Office of the Secretary authenticates documents for domestic and foreign use.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Commission the notaries	The Office of Notary Commissions and Authentications (ONCA) approves and commissions individuals as DC notaries public.	Daily Service

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

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

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

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

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

Activity Title	Activity Description	Type of Activity
Publish the DC Register and the DC Municipal Regulations	The Office of Documents and Administrative Issuances provides prompt preparation, editing, printing and publication of the District of Columbia Register and the District of Columbia Municipal Regulations.	Daily Service

KEY PERFORMANCE INDICATORS

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

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of customer served	No	31,013	35,000	42,667	40,000	40,000
Number of documents authenticated	No	50,571	55,000	58,535	60,000	60,000
Number of notary application processed (excludes government employees)	No	2,084	1,500	1,945	2,000	2,000

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of ambassador welcome letters sent within three months of start of new term	No	100%	100%	62.9%	100%	100%

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of archival finding aids available online	No	Not Available	Not Available	Not Available	15	15
Percent of agencies in regular communication with OPR, where “regular communication” is defined by attendance at OPR-hosted meetings or trainings, active use of the Naylor Court or Federal Records Center, and email or phone communication with OPR staff members	No	Not Available	Not Available	Not Available	95%	95%
Percent of agencies with a retention schedule updated or reviewed within the fiscal year	No	Not Available	Not Available	Not Available	80%	80%
Percent of records requests fulfilled within five business days	No	Not Available	Not Available	Not Available	80%	80%

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. Ceremonial documents for constituents

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of ceremonial documents prepared	No	Not Available	Not Available	Data Forthcoming

2. Serve as liaison with diplomatic community in DC

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Percent of National Day letters written versus number of National Days	No	Not Available	Not Available	100%

3. Manage District government records

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of on-site researchers served	No	Not Available	Not Available	151
Number of publications added to the Library of Government Information	No	Not Available	Not Available	15%
Number of records requests received	No	Not Available	Not Available	874

3. Manage District government records

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of transfers (“SF-135s”) made by District agencies to the Federal Records Center	No	Not Available	Not Available	243
Volume of records accessioned to the DC Archives	No	Not Available	Not Available	93

4. Publish the DC Register and the DC Municipal Regulations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of administrative issuances processed	No	Not Available	195	281
Number of rulemakings processed	No	Not Available	495	353

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We’ve revisited a project to standardize District wide measures for the Objective “Create and maintain a highly efficient, transparent and responsive District government”. New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of the City Administrator

www.oca.dc.gov
Telephone: 202-478-9200

Table AE0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$6,444,538	\$8,513,557	\$8,920,220	\$10,028,391	12.4
FTEs	42.2	58.2	62.0	65.0	4.8

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

Summary of Services

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

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

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AE0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table AE0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
<u>GENERAL FUND</u>												
Local Funds	5,555	6,894	7,657	8,669	1,012	13.2	38.2	48.8	56.0	62.0	6.0	10.7
Special Purpose Revenue Funds	330	330	280	250	-30	-10.7	3.8	2.4	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	5,885	7,224	7,937	8,919	982	12.4	42.0	51.2	56.0	62.0	6.0	10.7
<u>PRIVATE FUNDS</u>												
Private Grant Funds	15	887	983	1,109	126	12.8	0.2	7.0	6.0	3.0	-3.0	-50.0
TOTAL FOR PRIVATE FUNDS	15	887	983	1,109	126	12.8	0.2	7.0	6.0	3.0	-3.0	-50.0
<u>INTRA-DISTRICT FUNDS</u>												
Intra-District Funds	545	402	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	545	402	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	6,445	8,514	8,920	10,028	1,108	12.4	42.2	58.2	62.0	65.0	3.0	4.8

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table AE0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table AE0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	4,462	5,513	5,697	6,862	1,165	20.5
12 - Regular Pay - Other	323	504	826	209	-617	-74.7
13 - Additional Gross Pay	13	52	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	858	1,079	1,220	1,314	95	7.8
15 - Overtime Pay	5	4	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	5,661	7,152	7,743	8,385	643	8.3
20 - Supplies and Materials	58	98	30	42	13	43.6
31 - Telephone, Telegraph, Telegram, Etc.	5	16	0	0	0	N/A
40 - Other Services and Charges	289	857	849	839	-11	-1.3

Table AE0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
41 - Contractual Services - Other	422	370	141	750	608	430.0
50 - Subsidies and Transfers	0	0	128	0	-128	-100.0
70 - Equipment and Equipment Rental	10	20	30	12	-18	-59.1
SUBTOTAL NONPERSONAL SERVICES (NPS)	784	1,362	1,178	1,643	465	39.5
GROSS FUNDS	6,445	8,514	8,920	10,028	1,108	12.4

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AE0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AE0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1090) Performance Management	1,277	1,395	1,227	1,182	-44	10.4	8.9	9.0	6.0	-3.0
SUBTOTAL (1000) AGENCY MANAGEMENT	1,277	1,395	1,227	1,182	-44	10.4	8.9	9.0	6.0	-3.0
(2000) CITY ADMINISTRATOR										
(2001) Office of Performance Management	468	854	1,925	0	-1,925	3.0	6.9	13.0	0.0	-13.0
(2002) Office of Agency Operations	1,537	1,811	690	456	-233	3.8	11.9	6.0	3.0	-3.0
(2003) Office of Innovation	0	0	0	0	0	2.3	0.0	0.0	0.0	0.0
(2004) Office of Pub. Private Partnerships	371	790	1,250	1,283	33	1.5	2.0	4.0	4.0	0.0
(2005) Resource and Prgm Mgmt Div.	67	0	0	0	0	0.2	0.0	0.0	0.0	0.0
(2007) Office of Budget and Perform. Mgmt	808	1,294	1,299	3,397	2,099	6.9	8.9	9.0	23.0	14.0
(2009) Public Works and Gov't Operations	0	196	507	523	16	0.0	3.0	4.0	4.0	0.0
(2011) Resilience	0	0	0	159	159	0.0	0.0	0.0	1.0	1.0
(2012) Communications	0	0	0	277	277	0.0	0.0	0.0	2.0	2.0
(2013) Operations	0	0	0	508	508	0.0	0.0	0.0	5.0	5.0
SUBTOTAL (2000) CITY ADMINISTRATOR	3,252	4,945	5,671	6,604	933	17.7	32.6	36.0	42.0	6.0
(3000) LABOR RELATIONS AND COLLECT. BARGAINING										
(3005) Labor Relations/Collective Bargaining	1,916	2,175	2,023	2,242	220	14.0	16.7	17.0	17.0	0.0
SUBTOTAL (3000) LABOR RELATIONS AND COLLECT. BARGAINING	1,916	2,175	2,023	2,242	220	14.0	16.7	17.0	17.0	0.0

Table AE0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(9960) YR END CLOSE										
No Activity Assigned	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED										
OPERATING BUDGET	6,445	8,514	8,920	10,028	1,108	42.2	58.2	62.0	65.0	3.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

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

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

This division contains the following 7 activities:

- **Office of Agency Operations** – provides support to the City Administrator and District agencies in the areas of management and policy;
- **Office of Public-Private Partnerships** – provides support to the City Administrator and District agencies to facilitate the procurement and administration of public-private partnerships in the District of Columbia (established by D.C. Law 20-228);
- **Office of Budget and Performance Management (OBPM)**– manages the formulating of the District government's annual operating and capital budgets and administering the District government's annual performance planning process. In support of these objectives, OBPM leverages data, strategic planning, and innovation to ensure the efficient and effective use of resources and drive continuous improvements to the programs and services residents, businesses and visitors receive. OBPM consists of three functional teams: Budget, Performance, and The Lab at DC. Budget advises the Mayor and City Administrator on financial and budgetary operations of District government and develops the annual budget and financial plan; Performance leads the District's strategic planning work and development and execution of monitoring and accountability tools; and The Lab at DC works to drive innovation by helping agencies apply rigorous, scientific methods to their service to District residents;
- **Public Works and Government Operations** – provides direct leadership and support to Public Works and Government Operations Cluster agencies, which report directly to the Office of the City Administrator;
- **Resilience** - provides support to the City Administrator, Mayor, and the Mayor's Resilience Cabinet to build the District's resilience to catastrophic shocks and chronic stresses in order to ensure that the District thrives in the face of change;
- **Communications** - manages communications and external affairs for the Office of the City Administrator and coordinates external communications efforts across government agencies in the Public Safety and Justice and Government Operations Clusters; and

- **Operations** - provides administrative, financial and logistical support to the City Administrator to ensure accountability for this office.

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

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

Division Structure Change

The Office of the City Administrator has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table AE0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table AE0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		7,657	56.0
Removal of One-Time Costs	City Administrator	-300	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		7,357	56.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	223	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	12	0.0
Mayor's Policy-Enhance: To align resources with operational spending goals	Multiple Programs	1,077	6.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		8,669	62.0
PRIVATE GRANT FUNDS: FY 2018 Approved Budget and FTE		983	6.0
COLA: FY 2019 COLA Adjustment	City Administrator	9	0.0
Agency Request-Decrease: To align resources with operational spending goals	City Administrator	-828	-5.0
Mayor's Policy-Enhance: To support operational requirements	City Administrator	945	2.0
PRIVATE GRANT FUNDS: FY 2019 Mayor's Proposed Budget		1,109	3.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		280	0.0
Mayor's Policy-Decrease: To align resources with operational spending goals	Labor Relations and Collect. Bargaining	-30	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		250	0.0
GROSS FOR AE0 - OFFICE OF THE CITY ADMINISTRATOR		10,028	65.0

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

FY 2019 Proposed Budget Changes

The Office of the City Administrator (OCA) proposed FY 2019 gross budget is \$10,028,390, which represents a 12.4 percent increase over its FY 2018 approved gross budget of \$8,920,220. The budget is comprised of \$8,669,364 in Local funds, \$1,109,026 in Private Grant funds, and \$250,000 in Special Purpose Revenue funds.

Recurring Budget

The FY 2019 budget for OCA includes a reduction \$300,000 to account for the removal of one-time funding appropriated in FY 2018 to support the Office of Public-Private Partnerships.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OCA's budget proposal includes cost-of-living adjustments (COLA) of \$222,581 in Local funds and \$9,290 in Private Grant funds.

Agency Request - Increase: OCA's FY 2019 proposed Local fund budget includes a net increase of \$12,132 across its divisions to support the realignment of positions and operational improvements.

Agency Request - Decrease: In Private Grant funds, OCA's budget reflects a net decrease of \$828,071 and 5.0 FTEs in the City Administrator division due to programmatic and grant funding changes.

Mayor's Policy - Enhance: The proposed Local funds budget includes an increase of \$1,077,332 and 6.0 FTEs to support operational enhancements across the agency.

In Private Grant funds, the budget contains an increase of \$944,906 and 2.0 FTEs to cover salaries, Fringe Benefits and operational costs of a grant from the John and Laura Arnold Foundation, which helps support the use of reliable, evidence-based data as the primary factor in policy decision-making.

Mayor's Policy - Reduce: In Special Purpose Revenue funds, the budget reflects a decrease of \$30,000 in the Labor Relations and Collective Bargaining division to align the budget with revenues.

Page left intentionally blank

Agency Performance Plan*

The Office of the City Administrator (OCA) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities
2. Advance efficient and effective DC government services by developing a priority driven budget process informed by scientific research and performance management practices.
3. Expand and enhance the use of public-private partnerships to revitalize and expand the District's infrastructure
4. Foster strong labor relations through good faith engagement with duly elected and authorized employee labor representatives
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. Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities (4 Activities)

Activity Title	Activity Description	Type of Activity
Agency Operations	Provides support to the City Administrator and District agencies in the areas of management and policy.	Daily Service
Government Operations	Lead the Government Operations cluster and Government Operations agencies by driving high-quality performance, continuous improvement, innovation, and cost-effective solutions.	Daily Service
Grants Management	The Division of Grants Management is charged with providing guidance on grants management issues and is tasked with fostering collaboration among agencies who receive federal grant funds. The Division develops and maintains Grants Management policies and procedures and provides training opportunities for internal employees managing grants and all grant related programs.	Daily Service
Resilient DC	Help to stand up the 100 Resilient Cities effort in DC. The District was selected as one of the final 37 cities to be inducted into Rockefeller Foundation's 100 Resilient Cities (100 RC) – a prestigious global network. Membership in the network establishes the District as a leader in the movement toward urban resilience, which challenges government to find new ways to learn and adapt, girding the city against likely shocks and lessening its susceptibility to chronic stresses.	Key Project

2. Advance efficient and effective DC government services by developing a priority driven budget process informed by scientific research and performance management practices. (4 Activities)

Activity Title	Activity Description	Type of Activity
CapSTAT	CapSTAT takes a deep-dive into important issues facing DC, and works with all stakeholders to develop recommendations to improve programs and services.	Daily Service
The Lab@DC	The Lab uses scientific insights and methods to test and improve policies and provide timely, relevant, and high-quality analysis to inform the District's most important decisions. Research teams provide additional capacity to agencies to run Randomized Control Trials (RCTs), rapid RCTs, and applied analytics projects.	Daily Service
Performance Management and Strategic Planning	The Office of Performance Management uses data, strategic planning and innovation to continuously improve the programs and services that DC government delivers. OPM produces a weekly dashboard of key data trends for the Mayor, works with agencies and Deputy Mayor to develop specific initiatives to help move the needle on District priority goals and agency objectives. We also look for innovative ways to make improvements to key programs and services in DC.	Daily Service
Developing the Mayor's Budget	Design an operating budget and capital budget for future fiscal years by allocating scarce resources in an efficient manner aligned with the Mayor's priorities.	Daily Service

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

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

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

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

KEY PERFORMANCE INDICATORS

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

1. Coordinate multi-agency projects, implement District-wide initiatives, and provide agencies with guidance and support to achieve progress on the Mayor's priorities (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of fiscal year agency initiatives either fully or partially achieved	No	84.2%	95%	90%	95%	95%
Percent of fiscal year key performance indicators either fully or partially achieved	No	74.7%	88%	75%	88%	88%

2. Advance efficient and effective DC government services by developing a priority driven budget process informed by scientific research and performance management practices. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of District agencies completing a fiscal year performance plan	No	100%	100%	100%	100%	100%
Percent of District agencies participating in the performance management program completed training	No	71.6%	95%	96%	95%	95%

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of procurements initiated for new P3 projects	No	Not Available	3	3	3	3

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of collective bargaining agreements referred to a third party arbitrator	No	Not Available	10%	Data Forthcoming	10%	10%
Percent of collective bargaining agreements referred to third party arbitrators that are ruled in DC government's favor	No	58%	65%	Data Forthcoming	65%	65%
Percent of collective bargaining agreements successfully negotiated through the bargaining process	No	95.7%	90%	Data Forthcoming	90%	90%
Percent of grievance cases successfully litigated before the Public Employee Relations Board	No	55%	55%	Data Forthcoming	55%	55%
Percent of grievance cases successfully mediated before a third party	No	58%	50%	Data Forthcoming	50%	50%

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 Operations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of annual multiagency and cross cluster projects coordinated by OCA	No	Not Available	26	20

2. Grants Management

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Single Audit Findings	No	Not Available	Not Available	Not Available
Number of single audit repeat findings	No	Not Available	Not Available	Not Available
Total dollar amount of Federal grant money given to DC	No	Not Available	Not Available	Not Available

3. CapSTAT

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total number of CapSTAT meetings held	No	Not Available	9	14

4. The Lab@DC

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of applied analytics projects completed	No	Not Available	Not Available	Not Available
Number of Rapid RCTs completed	No	Not Available	Not Available	Not Available
Number of RCTs completed	No	Not Available	Not Available	Not Available

5. Performance Management and Strategic Planning

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of cluster meetings held to review progress on FY annual performance plans	No	Not Available	Not Available	13

6. Developing the Mayor's Budget

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of budget engagement forums hosted	No	Not Available	3	3

7. Public Private Partnerships

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of meetings with impacted ANC's held	No	Not Available	Not Available	23

8. Training

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total number of employees trained in labor relations and collective bargaining	No	Not Available	549	244

9. Collective Bargaining

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of grievance cases referred to OLRCB	No	Not Available	Not Available	Not Available
Total compensation collective bargaining agreements currently under negotiation	No	Not Available	Not Available	Not Available
Total number of non-compensation collective bargaining agreements currently under negotiation	No	Not Available	Not Available	Not Available

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of the Deputy Mayor for Greater Economic Opportunity

www.dmgeo.dc.gov
Telephone: 202-545-3071

Table EM0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$672,229	\$4,160,482	\$3,713,801	\$4,628,322	24.6
FTEs	5.2	18.0	20.0	24.0	20.0

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

Summary of Services

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

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

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

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

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table EM0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table EM0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	672	2,671	3,247	3,712	465	14.3	5.2	14.0	16.0	19.3	3.3	20.7
TOTAL FOR GENERAL FUND	672	2,671	3,247	3,712	465	14.3	5.2	14.0	16.0	19.3	3.3	20.7
INTRA-DISTRICT FUNDS												
Intra-District Funds	0	1,489	467	916	450	96.3	0.0	4.0	4.0	4.7	0.7	17.2
TOTAL FOR INTRA-DISTRICT FUNDS	0	1,489	467	916	450	96.3	0.0	4.0	4.0	4.7	0.7	17.2
GROSS FUNDS	672	4,160	3,714	4,628	915	24.6	5.2	18.0	20.0	24.0	4.0	20.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table EM0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table EM0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	486	936	1,458	2,041	582	39.9
12 - Regular Pay - Other	0	449	532	348	-184	-34.6
13 - Additional Gross Pay	0	7	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	81	275	343	484	141	41.2
SUBTOTAL PERSONAL SERVICES (PS)	567	1,667	2,333	2,872	539	23.1
20 - Supplies and Materials	91	10	50	61	10	20.4
31 - Telephone, Telegraph, Telegram, Etc.	4	8	6	6	0	0.0
40 - Other Services and Charges	9	551	139	349	210	150.8
41 - Contractual Services - Other	0	1,123	0	220	220	N/A
50 - Subsidies and Transfers	0	799	1,186	1,121	-65	-5.5
70 - Equipment and Equipment Rental	0	3	0	0	0	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	105	2,493	1,381	1,756	375	27.2
GROSS FUNDS	672	4,160	3,714	4,628	915	24.6

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table EM0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table EM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(2000) DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITY										
(2010) Deputy Mayor for Greater Economic Opportunity	672	1,288	1,174	1,356	182	5.2	8.0	9.0	9.0	0.0
(2011) Office of African American Affairs	0	130	114	121	6	0.0	1.0	1.0	1.0	0.0
(2012) Commission of Fathers, Men, and Boys	0	218	215	195	-21	0.0	2.0	2.0	2.0	0.0
(2013) Local Business Utilization Pilot	0	0	0	552	552	0.0	0.0	0.0	4.0	4.0
SUBTOTAL (2000) DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITY	672	1,636	1,504	2,224	720	5.2	11.0	12.0	16.0	4.0
(3000) WORKFORCE INVESTMENT										
(3030) Workforce Investment	0	2,525	1,743	2,297	553	0.0	3.0	4.0	7.1	3.1
(3035) Workforce Investment Council	0	0	467	108	-359	0.0	4.0	4.0	0.9	-3.1
SUBTOTAL (3000) WORKFORCE INVESTMENT	0	2,525	2,210	2,405	194	0.0	7.0	8.0	8.0	0.0
(9960) YR END CLOSE										
No Activity Assigned	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	672	4,160	3,714	4,628	915	5.2	18.0	20.0	24.0	4.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of the Deputy Mayor for Greater Economic Opportunity operates through the following 2 programs:

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

This program contains the following 4 activities:

- **Deputy Mayor for Greater Economic Opportunity** – coordinates District government entities and leverages District resources to address chronic inequality challenges affecting residents;
- **Office of African-American Affairs** – provides constituent services and information to the African-American communities in the District of Columbia through programmatic activities and outreach material; serves as a liaison between the Mayor, African-American communities, and District government agencies; and briefs the Mayor and District government agencies about needs and interests of the African-American residents of the District of Columbia;
- **Commission on Fathers, Men, and Boys** – provides constituent services and information to the District’s fathers, men, and boys community through programmatic activities and outreach materials; serves as a liaison between the Mayor, fathers, men, and boys; and briefs the Mayor and District government agencies about the needs and concerns of the fathers, men, and boys population of the District of Columbia; and
- **Local Business Utilization Pilot (LBU)** - is designed to work with the Office of Contracting and Procurement to expand contracting opportunities for Resident Owned Businesses and ensure compliance with existing laws, regulations, and policies.

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

This program contains the following 2 activities:

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

Program Structure Change

The Office of the Deputy Mayor for Greater Economic Opportunity has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table EM0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table EM0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		3,247	16.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		3,247	16.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	51	0.0
Agency Request-Increase: To align resources with operational spending goals	Deputy Mayor for Greater Economic Opportunity	85	0.0

Table EM0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Agency Request-Decrease: To align the Fringe Benefits budget with projected costs	Multiple Programs	-158	-0.7
Mayor's Policy-Enhance: expansion of a program designed to help small business enterprises (SBEs) and small resident-owned businesses (ROBs) identify opportunities to do business with the District	Deputy Mayor for Greater Economic Opportunity	472	4.0
Mayor's Policy-Enhance: expansion of a program designed to help small business enterprises (SBEs) and small resident-owned businesses (ROBs) identify opportunities to do business with the District (one-time)	Deputy Mayor for Greater Economic Opportunity	80	0.0
Mayor's Policy-Reduce: To align resources with operational spending goals	Workforce Investment	-65	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		3,712	19.3
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		467	4.0
COLA: FY 2019 COLA Adjustment	Workforce Investment	16	0.0
Agency Request-Increase: To align resources with operational spending goals	Workforce Investment	355	0.0
Agency Request-Increase: To align the Fringe Benefits budget with projected costs	Workforce Investment	78	0.7
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		916	4.7
GROSS FOR EM0 - DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITY		4,628	24.0

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

FY 2019 Proposed Budget Changes

The Deputy Mayor for Greater Economic Opportunity's (DMEGO) proposed FY 2019 gross budget is \$4,628,322, which represents a 24.6 percent increase over its FY 2018 approved gross budget of \$3,713,801. The budget is comprised of \$3,711,979 in Local funds and \$916,343 in Intra-District funds.

Recurring Budget

No Change: DMEGO's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: DMGEO's budget proposal includes cost-of-living adjustments (COLA) of \$51,228 in Local and \$16,343 Intra-District funds.

Agency Request-Increase: In Local funds, the budget proposal includes an increase of \$84,817 in the Deputy Mayor for Greater Economic Opportunity program to reflect costs for professional services and administrative support.

In Intra-District (ID) funds, DMGEO proposes an increase of \$355,246 in the Workforce Investment Council program to provide ongoing support for workforce education, training, and counseling to promote job readiness. This increase is comprised of \$220,000 for contractual costs, \$125,000 for professional service fees, and \$10,246 for office supplies. These costs will be supported by a Memorandum of Understanding agreement with the Department of Employment Services for various workforce development initiatives. In Intra-District funds, the proposal also includes a net increase of \$77,983 in the Workforce Investment Council program to reflect the addition of a partial (0.7) Full-Time Equivalent (FTE) position. These funds will also support the reclassification of 1.0 FTE from temporary to permanent status, along with the associated salary step and Fringe Benefit costs.

Agency Request-Decrease: In Local funds, the agency's budget proposal reflects a net reduction of \$158,301 and 0.7 FTE across multiple programs to align the budget with projected personal services costs.

Mayor's Policy-Enhance: In Local funds, DMGEO's proposal includes an increase of \$552,146 and 4.0 FTEs, of which \$80,000 is one-time funding, to support the continued expansion of a program designed to help small business enterprises (SBEs) and small resident-owned businesses (ROBs) identify opportunities to do business with the District.

Mayor's Policy-Reduce: In Local funds, the agency proposes a reduction of \$64,941 in the Workforce Development program to reflect projected savings for Workforce Investment Council board meetings.

Page left intentionally blank

Agency Performance Plan*

The Deputy Mayor for Greater Economic Opportunity (DMGEO) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Provide strategic direction and oversight to DOES, WIC, DSLBD, OAAA and CFMB to facilitate community development in overlooked and undeserved communities in Ward 7 and 8. Overlooked and undeserved communities are those communities that have higher unemployment rates, lower educational outcomes, and have higher poverty characteristics than the rest of the city.
2. Build a world class workforce system serving overlooked and underserved communities.
3. Manage vacant properties for alternative uses in overlooked and underserved communities.
4. Address healthy food access challenges in overlooked and underserved communities.
5. Develop a supportive environment for small local businesses to thrive.
6. Engage communities in a meaningful and productive way that improves the office's ability to serve overlooked and underserved neighborhoods,
7. 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 strategic direction and oversight to DOES, WIC, DSLBD, OAAA and CFMB to facilitate community development in overlooked and undeserved communities in Ward 7 and 8. Overlooked and undeserved communities are those communities that have higher unemployment rates, lower educational outcomes, and have higher poverty characteristics than the rest of the city. (4 Activities)

Activity Title	Activity Description	Type of Activity
Provide Strategic Direction	Provide strategic direction and oversight to DOES, WIC, DSLBD, OAAA and CFMB in an effort to strengthen the District's workforce system, support small and local businesses and facilitate community development in overlooked and undeserved communities in Ward 7 and 8. Overlooked and undeserved communities are those communities that have higher unemployment rates, lower educational outcomes, and have higher poverty characteristics than the rest of the city.	Key Project
Supporting agency programs, coordination, resources, and community outreach.	DMGEO focuses on cluster agencies to improve agency programs. streamline cross-cluster initiatives and resources, and to make these resources accessible and known to overlooked and undeserved communities.	Daily Service
Provide oversight to the Office of African American Affairs	Develop policies and programs focused on increasing African American educational attainment, employment, and home ownership.	Daily Service
Provide oversight to the Commission on Fathers, Men, and Boys	Develop policies and programs focused on fathers, men, and boys of color in the District.	Daily Service

3. Manage vacant properties for alternative uses in overlooked and underserved communities. (3 Activities)

Activity Title	Activity Description	Type of Activity
Re-imagining Neighborhoods	Convening inter-agency partners to address vacant and blighted spaces through programs that activate vacant space and improve existing blighted housing stock in overlooked and underserved communities.	Key Project
Residential Clean Teams	DMGEO through DSLBD will create and use Residential Clean Teams to beautify and clean overlooked and underserved communities in the District of Columbia.	Key Project
Space to Dream	Space to Dream transitions vacant space and properties for alternative use in underserved communities in Wards 7 and 8.	Key Project

4. Address healthy food access challenges in overlooked and underserved communities. (1 Activity)

Activity Title	Activity Description	Type of Activity
Healthy Food Access	DMGEO will continue to work with food delivery enterprises, pop up markets, farmers markets, and grocers to mitigate the healthy food access issues that exist in overlooked and underserved communities.	Key Project

5. Develop a supportive environment for small local businesses to thrive. (2 Activities)

Activity Title	Activity Description	Type of Activity
Implement Local Business Utilization Pilot Program	Increase resident-owned business participation in procurement opportunities.	Key Project
Project 500	Our goal is to recruit and retain up to 500 businesses to receive hands on training, capacity building, mentoring and networking to advance the economic success of their businesses and their communities.	Daily Service

6. Engage communities in a meaningful and productive way that improves the office's ability to serve overlooked and underserved neighborhoods, (1 Activity)

Activity Title	Activity Description	Type of Activity
Community Engagement	DMGEO will engage the community in a meaningful way through ANC meetings, community events, DMGEO signature events, and community and DC Government agency partnerships to engage residents in overlooked and underserved communities.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Deputy Mayor for Greater Economic Opportunity	Transparency	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 strategic direction and oversight to DOES, WIC, DSLBD, OAAA and CFMB to facilitate community development in overlooked and undeserved communities in Ward 7 and 8. Overlooked and undeserved communities are those communities that have higher unemployment rates, lower educational outcomes, and have higher poverty characteristics than the rest of the city. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percentage of DMGEO Cluster agencies' fiscal year Key Performance Indicators (KPIs) either met or nearly met	No	New Measure	New Measure	New Measure	80%	80%
Percentage of DMGEO Cluster agencies' fiscal year strategic initiatives complete	No	New Measure	New Measure	New Measure	80%	80%

5. Develop a supportive environment for small local businesses to thrive. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of 500 businesses participating in Project 500	No	52.4%	100%	89.4%	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. Provide Strategic Direction

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of agency strategic initiatives currently being undertaken	No	Not Available	Not Available	Not Available

2. Project 500

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of businesses that received business training	No	Not Available	Not Available	Not Available
Number of small businesses helped in Ward 1	No	Not Available	Not Available	Not Available
Number of small businesses helped in Ward 2	No	Not Available	Not Available	Not Available
Number of small businesses helped in Ward 3	No	Not Available	Not Available	Not Available
Number of small businesses helped in Ward 4	No	Not Available	Not Available	Not Available
Number of small businesses helped in Ward 5	No	Not Available	Not Available	Not Available
Number of small businesses helped in Ward 6	No	Not Available	Not Available	Not Available
Number of small businesses helped in Ward 7	No	Not Available	Not Available	Not Available
Number of small businesses helped in Ward 8	No	Not Available	Not Available	Not Available

3. Residential Clean Teams

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of clean teams established	No	Not Available	Not Available	Not Available

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

D.C. Office of Risk Management

www.orm.dc.gov

Telephone: 202-727-8600

Table RK0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$3,220,998	\$3,914,433	\$3,964,691	\$4,102,464	3.5
FTEs	28.8	35.8	37.0	37.0	0.0

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

Summary of Services

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

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table RK0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table RK0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	3,221	3,893	3,965	4,102	138	3.5	28.8	35.8	37.0	37.0	0.0	0.0
TOTAL FOR GENERAL FUND	3,221	3,893	3,965	4,102	138	3.5	28.8	35.8	37.0	37.0	0.0	0.0
INTRA-DISTRICT FUNDS												
Intra-District Funds	0	22	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	0	22	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	3,221	3,914	3,965	4,102	138	3.5	28.8	35.8	37.0	37.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table RK0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table RK0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	1,948	2,026	2,465	2,512	47	1.9
12 - Regular Pay - Other	354	900	683	647	-36	-5.3
13 - Additional Gross Pay	20	24	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	443	585	698	674	-23	-3.4
15 - Overtime Pay	0	0	38	0	-38	-100.0
SUBTOTAL PERSONAL SERVICES (PS)	2,765	3,535	3,885	3,834	-51	-1.3
20 - Supplies and Materials	27	27	8	8	0	0.0
31 - Telephone, Telegraph, Telegram, Etc.	2	2	0	0	0	N/A
40 - Other Services and Charges	369	268	36	261	225	623.2
70 - Equipment and Equipment Rental	57	82	36	0	-36	-100.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	456	379	80	269	189	235.5
GROSS FUNDS	3,221	3,914	3,965	4,102	138	3.5

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table RK0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table RK0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	109	114	118	122	4	1.2	1.0	1.0	1.0	0.0
(1050) Financial Management	0	0	36	0	-36	0.0	0.0	0.0	0.0	0.0
(1055) Risk Management	456	358	44	269	225	0.0	2.0	0.0	0.0	0.0
(1085) Customer Service	67	76	0	0	0	1.2	1.0	0.0	0.0	0.0
(1090) Performance Management	716	660	855	1,307	452	5.8	5.0	6.0	11.0	5.0
SUBTOTAL (1000) AGENCY MANAGEMENT	1,348	1,208	1,053	1,697	644	8.1	8.9	7.0	12.0	5.0
(2100) RISK PREVENTION AND SAFETY (RPS)										
(2110) Risk Inspections and Coordin. of ARMRS	155	251	308	308	0	2.3	3.0	3.0	3.0	0.0
(2120) Risk Analysis	120	197	257	309	52	1.2	2.0	3.0	3.0	0.0
SUBTOTAL (2100) RISK PREVENTION AND SAFETY (RPS)	276	448	566	618	52	3.4	5.0	6.0	6.0	0.0
(3100) INSURANCE PROGRAM										
(3110) Insurance Analysis	146	440	384	61	-322	1.2	3.0	5.0	1.0	-4.0
SUBTOTAL (3100) INSURANCE PROGRAM	146	440	384	61	-322	1.2	3.0	5.0	1.0	-4.0
(4100) PUBLIC SECTOR WORKER'S COMPENSATION										
(4110) Claims Examination and Mgmt	445	539	689	622	-67	4.6	4.0	6.0	6.0	0.0
(4120) Return-to-Work	305	298	272	176	-96	3.5	5.0	3.0	3.0	0.0
SUBTOTAL (4100) PUBLIC SECTOR WORKER'S COMPENSATION	750	837	962	798	-163	8.1	9.0	9.0	9.0	0.0
(6100) TORT LIABILITY PROGRAM										
(6110) Claims Examination	701	983	1,001	928	-73	8.1	10.0	10.0	9.0	-1.0
SUBTOTAL (6100) TORT LIABILITY PROGRAM	701	983	1,001	928	-73	8.1	10.0	10.0	9.0	-1.0
(9960) YR END CLOSE										
No Activity Assigned	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	3,221	3,914	3,965	4,102	138	28.8	35.8	37.0	37.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Risk Management operates through the following 5 programs:

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

This program contains the following 2 activities:

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

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

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

This program contains the following 2 activities:

- **Claims Examination and Management** – oversees the processing of claims for public sector workers’ compensation benefits that are filed by District government employees; and
- **Return-to-Work** – coordinates workers’ compensation claimants’ return to work after they have recovered from their injuries. Claimants are placed into jobs within the District government that are

consistent with any modified duty restrictions they may have, or they are connected with job training and vocational rehabilitation services.

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

This program contains the following activity:

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

Program Structure Change

The Office of Risk Management has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table RK0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table RK0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		3,965	37.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		3,965	37.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	138	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	189	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-189	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		4,102	37.0

GROSS FOR RK0 - D.C. OFFICE OF RISK MANAGEMENT	4,102	37.0
---	--------------	-------------

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

FY 2019 Proposed Budget Changes

The Office of Risk Management's (ORM) proposed FY 2019 gross budget is \$4,102,464, which represents a 3.5 percent increase over its FY 2018 approved gross budget of \$3,964,691. The budget is comprised entirely of Local funds.

Recurring Budget

No Change: The Office of Risk Management's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Costs-of-Living Adjustment: ORM's budget proposal includes a cost-of-living adjustment (COLA) of \$137,773 in Local funds.

Agency Request – Increase: In nonpersonal services, ORM's proposed budget includes a net increase of \$188,746 to reflect anticipated costs, primarily for contractual services in the Agency Management program.

Agency Request - Decrease: The budget proposal reflects a net reduction of \$188,747 in personal services, as a result of programmatic adjustments.

Page left intentionally blank

Agency Performance Plan*

The Office of Risk Management (ORM) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

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

ACTIVITIES

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

1. Identify, measure, analyze and mitigate the District government's exposure to risk and liability. (9 Activities)

Activity Title	Activity Description	Type of Activity
Provides guidance and training to agencies on risk analysis and mitigation	The Office of Risk Management collaborates with all Agency Risk Management Representatives (ARMRs) on emergency response to determine the areas where the District has the greatest exposure to risk and make recommendations to minimize its occurrence.	Daily Service
Conducts site safety inspections of District government properties	ORM's Occupational Safety and Health inspectors conduct inspections of District owned and operated buildings to ensure that building inspections and follow-up inspections are (a) conducted using Occupational Safety and Health Administration's (OSHA) guidelines and (b) communicated to the Directors and Agency Risk Management Representatives (ARMRs) to ensure that the buildings are safe, healthy, and comply with OSHA standards and regulations.	Daily Service
Obtain and review driving records for operators of District vehicles	ORM, in partnership with other District government agencies, aims to prevent driver negligence of employees who use a District vehicle for business purposes by obtaining and reviewing driving records. Agencies with high risk drivers are alerted and advised to revoke the employees' driving privileges.	Daily Service

1. Identify, measure, analyze and mitigate the District government's exposure to risk and liability. (9 Activities)

Activity Title	Activity Description	Type of Activity
Administration of the District's hybrid Self-Insurance program to include issuance of self-insurance certification letters	The Government of the District of Columbia operates as a self-insured entity. When a District agency requires proof of insurance (evidence of self-insurance), the DC Office of Risk Management (ORM) will review and consider all requests for such proof. If the request is approved, a self-insurance letter will be issued to the petitioner.	Daily Service
Provide advice to District agencies on risk and insurance policies and practices	Agencies frequently seek advice from ORM on how to protect the District from risks and liabilities as they carry out agency initiatives, contracts and coordinating special events. A training platform has been developed to review the minimum insurance requirements for contractors and vendors. The following areas were addressed – ORM's purpose, the need for insurance, self insurance programs, the Captive, risk / exposure identification, contract insurance requirements, multiple lines of business and their application, additional insureds, subrogation, Anti-Deficiency Act, indemnification clause, certificates of insurance, contract review, timeline and process for review by ORM.	Daily Service
Procure and maintain insurance coverage(s) for District government real estate property assets	ORM, through the Captive Insurance Agency, hired a third-party commercial property insurance broker and purchased commercial property insurance, including terrorism coverage for District-owned property for the purpose of building a stronger District property risk management program through a combination of self-insurance and private insurance.	Daily Service
Provide a system for identifying, measuring, analyzing and mitigating the District government's exposure to risk and liability	ORM will be integrating functionality within the ERMS to manage daily operations for each agency.	Key Project
Review of Insurance Contracts	Amount of insurance contracts reviews completed in fiscal year (these reviews include contracts, addendums, certificate of insurance and related discussions).	Daily Service
How's My Driving Communication	Number of instances when the Risk Prevention and Safety Division communicates with other agencies regarding How's My Driving (Limited to incident reporting and complaints)	Daily Service

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

Activity Title	Activity Description	Type of Activity
Manage claims submitted by employees to determine if the injury sustained is compensable	The primary goal of the Public Sector Workers' Compensation Program is to respond to workplace injuries with the best, most appropriate medical care at a reasonable cost, and to return employees back to work as soon as medically possible. ORM will work with agency partners to analyze and insure injuries are work related through an integrated, active process.	Daily Service
Ongoing management of accepted claim for medical treatment and/or indemnity payments	Once a claim is accepted, ORM continuously reviews and analyzes medical and loss wage payments for compensability.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Return injured employee back to work as soon as medically possible in an alternative, modified, part-time and/or full-time capacity	Return to work simply means helping an employee get back to work as soon as possible after a job-related injury or illness. Through additional concrete efforts ORM will create alternative methods of support in order to return more employees back to work.	Daily Service
Conduct orientations, trainings and job fairs to injured employees of the Public Sector Workers' Compensation Program and Return-to-Work Program	Returns to work orientations are conducted monthly. The purpose is to educate injured workers on the Return to Work process. Trainings consist of resume writing, basic computer skills, and interview skills. Job fairs are held quarterly, consisting of DC Government agencies and outside organizations who conduct on-the-spot interviews for permanent placement.	Daily Service

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

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

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

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

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

Activity Title	Activity Description	Type of Activity
Provide notice to third party tortfeasors of the District's intent to subrogate and pursue recovery of monies owed to the District as a result of damages and losses due to third party tortfeasors actions	ORM relies on supporting documentation from the agencies to assist in the subrogation process.	Daily Service
Recover monies through subrogation efforts either in resolution of a settlement or lawsuit	ORM's staff will analyze , pursue, and support OAG in litigation efforts to collect on losses incurred by third party actors.	Daily Service
Public Sector Workers' Compensation Program (PSWCP) Subrogation Claims Pursued	Number of new subrogation claims pursued by the PSWCP in fiscal year	Daily Service

5. Create and maintain a highly efficient, transparent and responsive District government. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Risk Council Meetings	Risk Council Meetings coordination with Agency ARMRS	Key Project
Agency Information Presentations	ORM is working to touch all District Agencies to communicate our operations and services.	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. Identify, measure, analyze and mitigate the District government's exposure to risk and liability. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of agencies under the purview of the Mayor that file Cost of Risk reports for data requested	No	100%	100%	0%	100%	100%
Percent of eligible facilities for which agencies have submitted an Emergency Response Plan (ERP) for approval by ORM	No	94.6%	100%	38.9%	85%	85%
Percent of known and applicable government real estate property assets insured by private insurance	No	100%	100%	96%	100%	100%

2. Administer the Public Sector Workers' Compensation Program to provide benefits for disability or death of a District Government employee resulting from personal injury sustained while in the performance of his or her duty. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Dollars recouped in Public Sector Workers' Compensation Subrogation Matters	No	Not Available	Not Available	Not Available	\$100,000	\$100,000
Improve agency awareness of ORM's Public Sector Workers' Compensation Program by training and providing a presentation to 10 agencies	No	Not Available	Not Available	Not Available	10	10

2. Administer the Public Sector Workers' Compensation Program to provide benefits for disability or death of a District Government employee resulting from personal injury sustained while in the performance of his or her duty. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of 9A decisions issued within 30 days of receipt	No	Not Available	Not Available	Not Available	90%	90%
Percent of A1 decisions issued within 30 days of receipt	No	Not Available	Not Available	Not Available	90%	90%
Percent of claims opened and assigned (three point contact) within five (5) business days of receipt by ORM's Public Sector Workers' Compensation Program	No	Not Available	90%	Not Available	90%	90%
Percent of compensability decisions conveyed to employees within 30 days	No	Not Available	Not Available	Not Available	80%	80%

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Amount of monies ORM recovers for the District of Columbia via Subrogation	No	Not Available	\$95	\$100	\$130,000	\$130,000
Number of days it takes to resolve a Tort claim in the same fiscal year excluding extraordinary cases once agency request is received	No	Not Available	Not Available	Not Available	25	25
Percent of claims opened, assigned, and received by adjuster within five (5) business days of receipt by ORM (Tort)	No	Not Available	90%	95.9%	90%	90%
Percent of claims where ORM issues an acknowledgement letter within five (5) business days within the claim being opened and assigned	No	Not Available	95%	96.3%	95%	95%
The average cost to process a claim per claims specialist	No	Not Available	\$159	\$126.6	\$159	\$159

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of claims recovered within the same fiscal year, excluding extraordinary cases	No	Not Available	Not Available	Not Available	25%	25%
Percent of subrogation matters with issuance of lien letter by the Public Sector Workers' Compensation Program within 30 days of subrogation potential identified	No	Not Available	Not Available	Not Available	75%	75%
Ratio of open to closed tort subrogation claim files	No	Not Available	50	65.9	50	50

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. Risk Council Meetings

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Risk Council Meetings conducted by ORM	No	Not Available	Not Available	Not Available

2. Agency Information Presentations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of information sessions presented to other agencies regarding ORM's complete operations and services	No	Not Available	Not Available	Not Available

3. Conducts site safety inspections of District government properties

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of environmental and safety inspections at District Government buildings conducted by ORM	No	619	617	265

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of contract and insurance risk management training sessions offered to agency officials	No	6	10	37

5. Review of Insurance Contracts

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Review of insurance contracts in fiscal year (these reviews can include contracts, addendums, certificate of insurance and contract discussions)	No	Not Available	Not Available	Not Available

6. How's My Driving Communication

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of instances when the Risk Prevention and Safety Division communicates with other agencies regarding How's My Driving (Limited to incident reporting and complaints)	No	Not Available	Not Available	Not Available

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total new workers' compensation claims processed within fiscal year	No	Not Available	Not Available	1,548

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total workers' compensation claims closed by normal claims management process within fiscal year	No	Not Available	Not Available	2,239

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of tort claims closed by ORM (denied and settled)	No	Not Available	Not Available	2,118
Total number of claims settled by ORM	No	Not Available	Not Available	432

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of new tort claims filed with ORM	No	Not Available	Not Available	1,874
Total number of claims opened and closed (denied and settled) within the same fiscal year	No	Not Available	Not Available	1,268

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total number of lien notice letters issued by the Public Sector Workers' Compensation Program in fiscal year	No	Not Available	Not Available	110

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of affirmative subrogation demands pursued after issuance of lien letters by the Workers' Compensation Program	No	Not Available	Not Available	53
Number of subrogation claims pursued and collected	No	Not Available	Not Available	28
Number of subrogation claims pursued by the Public Sector Workers' Compensation Program within fiscal year	No	Not Available	Not Available	40

13. Public Sector Workers' Compensation Program (PSWCP) Subrogation Claims Pursued

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of new subrogation claims pursued by the Public Sector Workers' Compensation Program in fiscal year	No	Not Available	Not Available	Not Available

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

D.C. Department of Human Resources

www.dchr.dc.gov
Telephone: 202-442-9700

Table BE0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$17,417,758	\$18,591,254	\$16,028,852	\$16,527,882	3.1
FTEs	169.3	133.0	167.3	152.8	-8.7

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

Summary of Services

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

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table BE0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table BE0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	9,381	9,654	8,866	8,866	0	0.0	92.2	83.4	85.0	88.0	3.0	3.5
Special Purpose Revenue Funds	587	411	416	561	146	35.0	6.7	5.5	5.3	5.8	0.5	9.4
TOTAL FOR GENERAL FUND	9,968	10,066	9,282	9,428	146	1.6	98.9	88.9	90.3	93.8	3.5	3.9
INTRA-DISTRICT FUNDS												
Intra-District Funds	7,450	8,526	6,747	7,100	353	5.2	70.4	44.1	77.0	59.0	-18.0	-23.4
TOTAL FOR INTRA-DISTRICT FUNDS	7,450	8,526	6,747	7,100	353	5.2	70.4	44.1	77.0	59.0	-18.0	-23.4
GROSS FUNDS	17,418	18,591	16,029	16,528	499	3.1	169.3	133.0	167.3	152.8	-14.5	-8.7

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table BE0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table BE0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	7,488	8,283	8,132	9,901	1,769	21.8
12 - Regular Pay - Other	4,098	3,954	2,970	1,451	-1,519	-51.2
13 - Additional Gross Pay	143	84	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	1,914	2,090	2,322	2,325	3	0.1
15 - Overtime Pay	22	26	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	13,666	14,436	13,424	13,677	253	1.9
20 - Supplies and Materials	213	163	119	132	13	11.1
31 - Telephone, Telegraph, Telegram, Etc.	7	42	0	0	0	N/A
40 - Other Services and Charges	682	543	570	803	233	40.8
41 - Contractual Services - Other	2,836	3,250	1,901	1,901	0	0.0
70 - Equipment and Equipment Rental	15	159	15	15	0	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	3,752	4,156	2,605	2,851	246	9.4
GROSS FUNDS	17,418	18,591	16,029	16,528	499	3.1

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table BE0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table BE0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	4,509	5,091	3,767	3,884	117	12.1	12.8	13.0	12.5	-0.5
(1030) Property Management	4	2	2	4	3	0.0	0.0	0.0	0.0	0.0
(1080) Communications	114	188	193	191	-1	1.1	1.9	2.0	2.0	0.0
(1085) Customer Service	354	443	443	446	3	6.6	6.0	6.0	6.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	4,981	5,723	4,405	4,526	121	19.8	20.6	21.0	20.5	-0.5
(2000) ADMIN FOR RECRUITMENT AND CLASSIFICATION										
(2010) Recruiting and Staffing	769	0	0	0	0	11.0	0.0	0.0	0.0	0.0
(2050) Classification	2,338	0	0	0	0	26.0	0.0	0.0	0.0	0.0
(2060) Compensation	119	0	0	0	0	1.1	0.0	0.0	0.0	0.0
SUBTOTAL (2000) ADMIN FOR RECRUITMENT AND CLASSIFICATION	3,226	0	0	0	0	38.1	0.0	0.0	0.0	0.0
(2100) GENERAL COUNSEL										
(2120) Legal	862	825	732	797	65	15.9	6.0	6.0	6.0	0.0
SUBTOTAL (2100) GENERAL COUNSEL	862	825	732	797	65	15.9	6.0	6.0	6.0	0.0
(2200) BENEFITS AND RETIREMENT SERVICES										
(2210) Benefits Operation Unit	1,878	1,812	1,548	2,162	614	42.8	13.0	16.0	22.0	6.0
(2220) Police and Fire Retirement Relief Board	294	243	315	458	143	4.2	2.9	3.3	4.3	1.0
SUBTOTAL (2200) BENEFITS AND RETIREMENT SERVICES	2,172	2,055	1,863	2,620	757	47.0	15.9	19.3	26.3	7.0
(2600) COMPENSATION AND CLASSIFICATION										
(2620) Classification	204	80	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2600) COMPENSATION AND CLASSIFICATION	204	80	0	0	0	0.0	0.0	0.0	0.0	0.0
(2700) HR SOLUTIONS										
(2710) Recruiting and Staffing	0	1,341	1,258	1,285	28	0.0	12.9	14.0	13.0	-1.0
(2720) Classification	0	653	570	589	19	0.0	6.0	5.0	8.0	3.0
(2730) Information Technology	0	818	875	876	1	0.0	7.9	8.0	8.0	0.0
(2740) Analytics	0	298	323	308	-15	0.0	3.0	3.0	3.0	0.0
SUBTOTAL (2700) HR SOLUTIONS	0	3,109	3,026	3,058	33	0.0	29.8	30.0	32.0	2.0

Table BE0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(3000) LEARNING AND DEVELOPMENT										
(3100) Training and Development	1,059	1,368	1,384	1,350	-34	11.0	10.9	12.0	12.0	0.0
(3200) Capital City Fellows	1,162	816	211	225	14	5.5	8.0	3.0	3.0	0.0
(3300) Special Programs	665	1,831	1,876	1,029	-846	0.0	22.0	52.0	26.0	-26.0
SUBTOTAL (3000) LEARNING AND DEVELOPMENT	2,886	4,015	3,470	2,605	-866	16.5	41.0	67.0	41.0	-26.0
(4000) BUSINESS OPERATIONS GROUP										
(4100) Measurement, Analysis and Planning	1,926	0	0	0	0	18.6	0.0	0.0	0.0	0.0
SUBTOTAL (4000) BUSINESS OPERATIONS GROUP	1,926	0	0	0	0	18.6	0.0	0.0	0.0	0.0
(4300) STRATEGIC HUMAN CAPITAL										
(4310) Performance Measurement	0	581	619	584	-35	0.0	5.0	5.0	5.0	0.0
SUBTOTAL (4300) STRATEGIC HUMAN CAPITAL	0	581	619	584	-35	0.0	5.0	5.0	5.0	0.0
(4500) POLICY AND COMPLIANCE										
(4510) Compliance	630	1,151	628	1,105	477	8.0	5.0	7.0	11.0	4.0
(4520) Policy	531	867	1,091	1,097	6	5.5	7.9	10.0	10.0	0.0
(4530) Compensation	0	187	195	136	-59	0.0	1.9	2.0	1.0	-1.0
SUBTOTAL (4500) POLICY AND COMPLIANCE	1,161	2,205	1,914	2,338	425	13.5	14.8	19.0	22.0	3.0
(9960) YR END CLOSE										
(9961) Yr End Close	0	-4	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-4	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	17,418	18,591	16,029	16,528	499	169.3	133.0	167.3	152.8	-14.5

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

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

General Counsel (GC) – provides legal support and advice to DCHR management and its various administrations on a wide variety of legal issues to accomplish DCHR's mission. GC also provides legal services and advises District agencies on an assortment of personnel matters arising under the Comprehensive Merit Personnel Act, District Personnel Manual, and other federal and District personnel and employment laws. This division provides legal advice and guidance to both subordinate and independent agencies within the District government regarding matters involving personnel and employment law, and provides litigation support to the Office of the Attorney General and the Police and Firefighters' Retirement and Relief Board within DCHR in a variety of pending legal matters. GC conducts legal sufficiency reviews on both internal DCHR documents and external documents to ensure that everything DCHR produces complies with

all governing District laws, federal laws, regulations, and Mayor's Orders. Common legal sufficiency reviews include rules and regulations, Bulletins, Instructions, Administrative Issuances, Memoranda of Understanding (MOUs), disciplinary actions, Fitness for Duty requests, employee suitability determinations, wills, guardianship orders, power of attorney, and Qualified Domestic Relations Orders. GC drafts formal responses to Office of Inspector General complaints, drafts initial answers for Office of Employee Appeals matters, drafts position statements in response to complaints filed at the Office of Human Rights, investigates pay claims and overpayment appeals, and provides legal opinions on behalf of DCHR.

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

This division contains the following 2 activities:

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

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

This division contains the following 4 activities:

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

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

This division contains the following 3 activities:

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

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

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

This division contains the following 3 activities:

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

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

Division Structure Change

The D.C. Department of Human Resources has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table BE0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table BE0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		8,866	85.0
Removal of One-Time Costs	Learning and Development	-211	-3.0
LOCAL FUNDS: FY 2019 Recurring Budget		8,655	82.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	264	0.0
Agency Request-Decrease: To align resources with operational spending goals	Agency Management	-4	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-123	0.0
Agency Request-Shift: To adjust the Contractual Services budget	Learning and Development	-150	0.0
Mayor's Policy-Enhance: To support the Capital City Fellows program	Learning and Development	225	3.0
Mayor's Policy-Enhance: To support upgrades to the Position Classification System (PCS)	Hr Solutions	0	3.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		8,866	88.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		416	5.3
COLA: FY 2019 COLA Adjustment	Multiple Programs	16	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	129	0.5
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		561	5.8
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		6,747	77.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	126	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	250	0.0
Agency Request-Shift: To adjust the Contractual Services budget	Learning and Development	150	0.0
Agency Request-Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-173	-18.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		7,100	59.0
GROSS FOR BE0 - D.C. DEPARTMENT OF HUMAN RESOURCES		16,528	152.8

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

FY 2019 Proposed Budget Changes

The D.C. Department of Human Resources' (DCHR) proposed FY 2019 gross budget is \$16,527,882, which represents a 3.1 percent increase over its FY 2018 approved gross budget of \$16,028,852. The budget is comprised of \$8,866,470 in Local funds, \$561,039 in Special Purpose Revenue funds, and \$7,100,372 in Intra-District funds.

Recurring Budget

The FY 2019 budget of the D.C. Department of Human Resources includes a reduction of \$210,929 to account for the removal of one-time funding appropriated in FY 2018 to support the Capital City Fellows program.

Mayor's Proposed Budget

Cost-of-Living Adjustment: DCHR's budget proposal includes cost-of-living adjustments (COLA) of \$263,522 in Local funds, \$16,317 in Special Purpose Revenue funds, and \$126,090 in Intra-District funds.

Agency Request – Increase: In Special Purpose Revenue funds, the budget proposal includes an increase of \$129,222 and a 0.5 Full-Time Equivalent (FTE) position across multiple divisions, primarily to support proposed salary step and associated Fringe Benefits adjustments. This adjustment also includes an increase of \$229 for supplies.

In Intra-District funds, the proposed budget is increased by \$249,977, primarily in the Policy and Compliance division, to support employee suitability screenings. The funding for this initiative is based on a Memorandum of Understanding (MOU) with multiple agencies District-wide.

Agency Request – Decrease: DCHR's proposed Local funds budget includes a decrease of \$4,131 in the Agency Management division to reflect the projected professional services fees needed to maintain the goals and requirements of the agency. The agency also proposes a Local funds decrease of \$122,923 to align the salary and Fringe Benefit costs of existing personnel.

The proposed Intra-District budget includes a net reduction of \$173,115 and 18.0 FTEs across multiple divisions, partially due to the reclassification of several positions from temporary to permanent status.

Agency Request – Shift: DCHR's budget proposal reflects a shift of \$150,122 from Local to Intra-District funds within the Learning and Development division. This adjustment reallocates the contractual costs associated with the agency's Talent Management system from its Local to its Intra-District budget, where it will be supported by an MOU with several District agencies.

Mayor's Policy – Enhance: DCHR's Position Classification System (PCS) provides management and guidance of realignments, reorganizations, and reductions in force; establishes official classifications and descriptions; and develops classification policies, procedures, and regulations. To support the continuing development and upgrade of the PCS, DCHR added 3.0 additional Locally funded FTEs in the HR Solutions division. DCHR's proposed budget also includes a Local funds increase of \$225,000 and 3.0 FTEs to support the District's Capital City Fellows program. The budget for this prestigious program is housed in the agency's Learning and Development division.

Page left intentionally blank

Agency Performance Plan*

The D.C. Department of Human Resources (DCHR) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. DCHR increases the pool of highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.
2. DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success.
3. DCHR enhances the pathways, programs and processes to increase opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory.
4. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. DCHR increases the pool of highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government. (4 Activities)

Activity Title	Activity Description	Type of Activity
Onboarding	Transitioning employees to District Government service includes providing information of government ethics, benefits, and common workplace practices.	Daily Service
Executive/Excepted Service Hiring	Hiring the District Government's executive leadership and positions excepted from competitive hiring practices.	Daily Service
Recruitment and Staffing Services	Recruiting and hiring the District Government's managerial and non-managerial personnel according to the dictates of the DC Government's hiring practices.	Daily Service
Residency Preference Compliance	Ensuring that those District employees who say they live in the District actually do.	Daily Service

2. DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success. (39 Activities)

Activity Title	Activity Description	Type of Activity
Training Administration/Records	Managing all aspects of the Center for Learning and Development except for instruction itself including customer registration calls, ordering of needed training materials, and providing training to online learning platform.	Daily Service

2. DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success. (39 Activities)

Activity Title	Activity Description	Type of Activity
Technical (Processing) Assistance (Human Capital Technology/PeopleSoft)	PeopleSoft technical assistance including PeopleSoft password support, error messages, creating reports, and escalation of errors to OCTO.	Daily Service
Disability Insurance Management	Running all aspects of the District Government workforce's Disability Insurance Plan.	Daily Service
Health and Wellness Programming	Wellness programs include activities such as exercise, weight-loss competitions, educational seminars, tobacco-cessation programs and health screenings that are designed to help employees eat better, lose weight and improve their overall physical health.	Daily Service
COBRA/TCC Administration	Managing all aspects of Temporary Continuation of Coverage for separated employees.	Daily Service
Annual Leave Bank Administration	Running the District Government workforce's Annual Leave Bank.	Daily Service
HR Program Measurement and Analysis	Measuring and monitoring HR data including responding to data requests, creating dashboards, providing biweekly reports to management; Managing all aspects of the District Government's Performance Management Platform.	Daily Service
Customer Service Management	Interfacing with and providing customer care for the DCHR clientele to include calls, emails, walk-ins, and mail. Also includes analyzing visitor trends.	Daily Service
Merit Pay/Incentives/Rewards	Executing raises and dispensing bonuses for exceptional service.	Key Project
Employee verification	Confirming employee employment dates and positions to outside entities such as loan/mortgage companies and apartment leasing offices.	Daily Service
FOIA and Litigation Support	Responding to Freedom of Information Act requests from the public.	Daily Service
Supporting the Police and Firefighters' Retirement and Relief Board	Providing assistance during the hearings for Police and Firefighter retirements.	Daily Service
Grievances	Handling all policy related aspects of employee grievances.	Daily Service
Employee Relations	Managing employee complaints and concerns.	Daily Service
Span of Control Oversight	Understanding what the District Government and its various aspects are responsible for.	Daily Service
Auditing	Reviewing and examining agency compliance with District rules and regulations. Providing recommendations for improvements as needed.	Daily Service
Suitability Actions	Ensuring that employees comply with various requirements of District Government employment including conducting applicable background checks.	Daily Service
Family and Medical Leave Act Administration	Managing all aspects of FMLA claims including answering employee questions, verifying agency approved FMLA hours, and when applicable working with the Office of Payroll and Retirement Services to ensure accurate employee access and reporting of FMLA hours. Also includes data analysis of FMLA trends.	Daily Service
Paid Family Leave Administration	Managing all aspects of Paid Family Leave (PFL) claims including answering employee questions, verifying agency approved PFL hours, and when applicable working with the Office of Payroll and	Daily Service

2. DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success. (39 Activities)

Activity Title	Activity Description	Type of Activity
	Retirement Services to ensure accurate employee access and reporting of PFL hours. Also includes data analysis of PFL trends.	
Telework and Alternative Work Schedule Programs	Managing all aspects of the District Government's Telework and AWS programs including answer questions, revising policies as needed, and identifying usage trends.	Daily Service
Drug and Alcohol Enforcement Compliance	Drug and Alcohol Enforcement Compliance.	Daily Service
Development/amendment of Mayor's Administrative Orders/Memorandums, and DCHR's Administrative Orders/Directives	Ensures that community is aware of changes made to the District Personnel Manual through communication sent via email.	Daily Service
Legislative development, amendment, and guidance/interpretation of the Comprehensive Merit Personnel Act	Managing the updates and proposed amendments to the CMPA.	Daily Service
Position classification and management	Job classification is a system for objectively and accurately defining and evaluating the duties, responsibilities, tasks, and authority level of a job. Position management refers to the HRMS system relationships between organization structure, jobs, positions and employees with all of their associated characteristics. It also needs to incorporate the process of how positions are created and maintained within the organization.	Daily Service
Health and Retirement Plan Management	Running all aspects of the District Government workforce's Health and Retirement Plans.	Daily Service
Retirement and Death Claims Processing	Executing all DC Government retirements and death claims.	Daily Service
Legal guidance and interpretation of the Comprehensive Merit Personnel Act/DPM and other federal and District personnel and employment laws	Providing legal interpretation of the CMPA when it pertains to legislation changes.	Daily Service
Displaced Employee Programs	DCHR assists employees displaced due to reduction-in-force or otherwise rendered without employment through no fault of their own. This assistance is primarily in the form of assisting with finding employment.	Daily Service
Exit Interviews and Off-boarding	Transitioning employees from District Government service by providing information regarding temporary benefits coverage, leave payments, and severance, if applicable. Also includes analysis of exit interview data trends.	Daily Service
Records Management	Maintaining the District Government workforce's employee records; specifically their Official Personnel Files.	Daily Service
Compensation Management	Aligning employee compensation with internal and industry standards and practices.	Daily Service
Criminal Background Check Compliance	Ensuring that District Government employees pass a criminal background check.	Daily Service
Credentialing (issuing and revoking badges)	Issuing ID badges required in secure areas of the facilities; such as employee work spaces.	Daily Service
Organizational development (e.g., change management, needs assessments, culture change, etc.) Consulting	Advising agencies on organizational structure and processes.	Daily Service
Realignments/Reorganizations	DCHR assists with the movement of District employees when there is a transfer, consolidation, abolition or authorization of functions or hierarchy	Daily Service

2. DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success. (39 Activities)

Activity Title	Activity Description	Type of Activity
	of an agency between or among a District government agency or agencies, that affects the structure or structures of the agency or agencies. DCHR also assists with the movement of District employees when an agency takes an action that affects the internal structure or functions of an agency, but does not constitute a reorganization.	
Shared Services	The consolidation of administrative and support functions from several agencies into a single, stand-alone organizational entity (DCHR).	Key Project
Drafting responses to formal inquiries, investigations, or anything else DCHR is required to respond to by law (e.g. Office of the Inspector General investigations, pay claims, overpayment appeals)	Drafting responses to formal inquiries, investigations, or anything else DCHR is required to respond to by law (e.g. Office of the Inspector General investigations, pay claims, overpayment appeals).	Daily Service
Filings before administrative tribunals (Office of Human Rights, Office of Employee Appeals, Equal Employment Opportunity Commission)	Filings before administrative tribunals (Office of Human Rights, Office of Employee Appeals, Equal Employment Opportunity Commission).	Daily Service
Policy development, amendment, and guidance/interpretation of D.C. personnel regulations contained in the DC Municipal Regulations/District Personnel Manual	Managing updates necessary to the DPM.	Daily Service

3. DCHR enhances the pathways, programs and processes to increase opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory. (7 Activities)

Activity Title	Activity Description	Type of Activity
Tuition Reimbursement – University Partnerships	Partnering with universities to ensure that employees have tuition reimbursement- capped at a certain amount.	Key Project
Succession Planning – Training Mandates and Compliance	Preparing for wave of retirements and loss of institutional knowledge.	Key Project
Training Resources (e.g., eLearning, Vendors, facilities, etc.)	Instructional resources outside of the classroom including working with the online training vendor, securing rooms and materials for training.	Daily Service
Employee Performance Management	Running DCHR's Performance Management system including customer care, training, reporting, and managing all aspects of the DC Government's personnel performance management platform.	Daily Service
Learning and Development Programs	Coursework designed and/or led by Center for Learning and Development, including vendor-led training. Includes development programs such as, Certified Public Managers, District Leadership Program, Capital City Fellows and Learn, Earn, Advance, Prosper (LEAP).	Daily Service
Employee Engagement Programming	Raising the morale of the District Government workforce through programming.	Key Project
Professional Certification Program	Developing the District Government's workforce through certification opportunities.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Shared Services	The consolidation of administrative and support functions from several agencies into a single, stand-alone organizational entity (DCHR).	Key Project
Business Process Improvement	The closing of process performance gaps through the review of previous processes and implementation of innovative improvements.	Key Project
Auditing Compliance	Performing comprehensive reviews in order to ensure data accuracy, the potential for process improvement, and general adherence to DCHR and District regulations.	Daily Service
Quality Control/Assurance	Correcting the retirement coding errors discovered through extensive audit.	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. DCHR increases the pool of highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Internal Hire Rate (Percent of total hires)	No	Not Available	11%	26%	11%	25%
Percent of employee performance evaluations completed	No	83.3%	87%	86.2%	88%	88%
Percent of employee performance plans completed	No	91.4%	90%	91.4%	92%	93%
Percent of employees participating in deferred compensation program	No	36.6%	45%	35.9%	45%	40%
Upward Mobility Rate (Promotion Rate)	No	Not Available	12%	55.5%	12%	50%

2. DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Average cost per personnel action	No	95.4	81.5	112.8	81.5	100
Average number of days to fill vacancy from post to offer acceptance	No	86.3	80	93.5	78	80
New Hire Turnover Rate	No	Not Available	16%	10.6%	16%	13%
Percent of new hires that are DC residents	No	50.4%	60%	49%	60%	55%
Percent of personnel actions completed within same pay period of effective date	No	33.4%	60%	61.4%	65%	65%

3. DCHR enhances the pathways, programs and processes to increase opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of employees under the Mayor's authority enrolled in telecommuting and alternate work schedule program	No	13%	15%	13.2%	15%	15%

WORKLOAD MEASURES

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

1. Training Administration/Records

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of individual trainings completed	No	Not Available	Not Available	1,043
Number of unique employees completing training	No	Not Available	17,792	14,929

2. Customer Service Management

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of customer resource center walk-ins	No	Not Available	13,666	12,121

3. Drug and Alcohol Enforcement Compliance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of drug/alcohol tests conducted	No	Not Available	981	1,548
Number of grievances processed	No	Not Available	Not Available	Data Forthcoming

4. Retirement and Death Claims Processing

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of retirements	No	Not Available	694	557

5. Recruitment and Staffing Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of criminal checks conducted	No	Not Available	Not Available	Data Forthcoming
Number of job postings	No	Not Available	2,340	2,413
Number of new hires	No	Not Available	7,275	7,671
Percent of all employees who are District residents	No	Not Available	43.7%	43.3%

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of Disability Rights

www.odr.dc.gov

Telephone: 202-724-5055

Table JR0-1

Description					% Change
	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	from FY 2018
OPERATING BUDGET	\$1,804,600	\$1,666,338	\$2,025,623	\$2,063,576	1.9
FTEs	10.6	13.9	12.0	12.0	0.0

The mission of the Office of Disability Rights (ODR) is to ensure that every program, service, benefit, and activity operated or funded by the District of Columbia is fully accessible to, and usable by, qualified people with disabilities, with or without reasonable accommodations or modifications.

Summary of Services

ODR is responsible for oversight of the District's obligations under the Americans with Disabilities Act (ADA), as well as other federal and local disability rights laws. ODR provides technical assistance, training, informal dispute resolution, policy guidance, and expertise on disability rights issues to District agencies and the disability community. ODR coordinates the ADA compliance efforts of all District agencies and works with agency ADA coordinators to ensure that the District is responsive to the needs of the disability community and employees with disabilities.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table JR0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table JR0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual	Actual	Approved	Proposed	Change	%	Actual	Actual	Approved	Proposed	Change	%
Appropriated Fund	FY 2016	FY 2017	FY 2018	FY 2019	FY 2018	Change*	FY 2016	FY 2017	FY 2018	FY 2019	FY 2018	Change
GENERAL FUND												
Local Funds	983	1,041	1,105	1,133	28	2.5	7.6	10.9	9.0	9.0	0.0	0.0
TOTAL FOR GENERAL FUND	983	1,041	1,105	1,133	28	2.5	7.6	10.9	9.0	9.0	0.0	0.0

Table JR0-2

(dollars in thousands)

Dollars in Thousands							Full-Time Equivalents					
Appropriated Fund	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
FEDERAL RESOURCES												
Federal Grant Funds	518	364	628	638	10	1.6	3.0	3.0	3.0	3.0	0.0	0.0
TOTAL FOR FEDERAL RESOURCES	518	364	628	638	10	1.6	3.0	3.0	3.0	3.0	0.0	0.0
INTRA-DISTRICT FUNDS												
Intra-District Funds	303	261	293	293	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	303	261	293	293	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	1,805	1,666	2,026	2,064	38	1.9	10.6	13.9	12.0	12.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table JR0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table JR0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	963	951	1,033	1,110	77	7.5
12 - Regular Pay - Other	2	86	49	0	-49	-100.0
13 - Additional Gross Pay	13	2	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	202	209	236	248	12	5.0
15 - Overtime Pay	0	1	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	1,180	1,248	1,318	1,358	40	3.0
20 - Supplies and Materials	9	6	11	11	0	0.0
31 - Telephone, Telegraph, Telegram, Etc.	0	0	8	0	-8	-100.0
40 - Other Services and Charges	270	324	385	385	0	0.1
41 - Contractual Services - Other	319	67	291	291	0	0.0
70 - Equipment and Equipment Rental	27	21	13	18	6	43.2
SUBTOTAL NONPERSONAL SERVICES (NPS)	625	418	708	706	-2	-0.3
GROSS FUNDS	1,805	1,666	2,026	2,064	38	1.9

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table JR0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table JR0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1030) Property Management	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	17	2	3	3	0	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	344	376	415	562	147	2.9	4.1	4.0	5.0	1.0
SUBTOTAL (1000) AGENCY MANAGEMENT	360	378	419	566	147	2.9	4.1	4.0	5.0	1.0
(2000) DISABILITY RIGHTS										
(2005) Operations	12	30	28	20	-8	0.0	0.0	0.0	0.0	0.0
(2010) Training and Technical Assistance	138	134	159	164	4	1.5	2.2	1.6	1.6	0.0
(2015) Public Information and Outreach	0	1	1	1	0	0.0	0.0	0.0	0.0	0.0
(2020) Evaluation and Compliance	731	714	742	638	-104	2.9	4.1	3.0	2.1	-0.9
(2030) Investigations	46	46	49	37	-12	0.4	0.6	0.4	0.3	-0.1
(2040) State Developmental Disabilities Council	518	364	628	638	10	3.0	3.0	3.0	3.0	0.0
SUBTOTAL (2000) DISABILITY RIGHTS	1,444	1,288	1,607	1,498	-109	7.8	9.8	8.0	7.0	-1.0
TOTAL PROPOSED OPERATING BUDGET	1,805	1,666	2,026	2,064	38	10.6	13.9	12.0	12.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Disability Rights operates through the following 2 programs:

Disability Rights – promotes the accessibility of District of Columbia government programs and services for individuals with disabilities by coordinating and overseeing a District-wide compliance program.

This program contains the following 6 activities:

- **Operations** – provides overall direction, leadership, and coordination of, and guidance on, activities related to the centralized administrative support system; establishes procedures and protocols for unified operations within the agency; and assists in facilities management;
- **Training and Technical Assistance** – provides ongoing training and technical assistance to the agency's ADA coordinators and personnel;

- **Public Information and Outreach** – provides information through published literature, and provides assistance and referrals to individuals who have questions about disability rights or are experiencing obstacles to receiving services;
- **Evaluation and Compliance** – evaluates the District’s compliance with the ADA, section 504 of the Rehabilitation Act, and the disability rights provisions of the Human Rights Act; reports deficiencies to the Office of Human Rights; makes recommendations for addressing deficiencies to the Mayor; and coordinates, facilitates, and supports the Mayor’s Committee on Persons with Disabilities;
- **Investigations** – provides informal dispute resolution into actions or inactions of agencies in alleged violation of the ADA, the District of Columbia Disability Rights Protection Act, and other disability-related civil rights legislation; and
- **State Developmental Disabilities Council (DDC)** – houses the District of Columbia Developmental Disabilities Council (DDC) and D.C. Commission on Persons with Disabilities (DCCPD). The DDC is a Mayoral appointed body established in accordance with the mandates of the D.C. Developmental Disabilities Basic State Grant Program. It is an independent, community-based advisory committee funded by the Administration on Intellectual and Developmental Disabilities, U.S. Department of Health and Human Services. It is charged with identifying and addressing the most pressing needs of people with developmental disabilities in the District. The DCCPD advocates on behalf of persons with disabilities and their families to promote inclusive communities and service delivery systems and to provide opportunities for public input, outreach, and education. The DCCPD also facilitates ODR’s collaboration with the Office of Human Rights, the Department on Disability Services, and all other agencies, boards, and commissions of the District of Columbia that affect the lives of residents with disabilities to comprehensively implement ADA compliance and training programs.

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

Program Structure Change

The Office of Disability Rights has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table JR0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table JR0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		1,105	9.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		1,105	9.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	28	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Agency Management	130	1.0
Agency Request-Decrease: To support nonpersonal service costs	Multiple Programs	0	0.0
Agency Request-Decrease: To align with fixed cost estimates	Multiple Programs	-8	0.0
Agency Request-Decrease: To align resources with operational spending goals	Disability Rights	-122	-1.0
LOCAL FUNDS: FY 2019 Mayor’s Proposed Budget		1,133	9.0
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		628	3.0
COLA: FY 2019 COLA Adjustment	Disability Rights	10	0.0

Table JR0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Agency Request-Increase: To support nonpersonal service costs	Disability Rights	6	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Disability Rights	-6	0.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		638	3.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		293	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		293	0.0
GROSS FOR JR0 - OFFICE OF DISABILITY RIGHTS		2,064	12.0

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

FY 2019 Proposed Budget Changes

The Office of Disability Rights' (ODR) proposed FY 2019 gross budget is \$2,063,576, which represents a 1.9 percent increase over its FY 2018 approved gross budget of \$2,025,623. The budget is comprised of \$1,133,094 in Local funds, \$627,967 in Federal Grant funds, and \$292,633 in Intra-District funds.

Recurring Budget

The Office of Disability Rights' budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

COLA – Cost of Living Adjustment: This agency received a proposed cost-of-living adjustment of \$28,070 in Local funds and \$9,883 in Federal Grant funds.

Agency Request – Increase: ODR's Local funds budget proposal includes an increase of \$129,815 in the Agency Management program to reflect the reallocation an administrative position from the Disability Services program.

In Federal Grant funds, the proposed budget reflects an increase of \$5,541 in nonpersonal services to support projected grant awards from the Developmental Disabilities Council.

Agency Request – Decrease: ODR's Local funds budget reflects decreases of \$7,560 mainly to align Fixed Costs to proposed estimates. Additional adjustment includes a personal services net reduction of \$122,822 in Disability Services related to the reallocation of the position to the Agency Management program. In Federal grant funds, the budget proposal reflects a decrease of \$5,541 to align with projected costs related to salary step and Fringe Benefits.

Page left intentionally blank

Agency Performance Plan*

Department of Disability Rights (ODR) has the following objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Be a Model City of Structural, Programmatic and Social Accessibility for People with Disabilities.
2. Improve the responsiveness of government systems and employees to the needs of people with disabilities.
3. Increase employment of people with disabilities in DC government.
4. Expand opportunities for people with disabilities to live in integrated community settings.
5. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Be a Model City of Structural, Programmatic and Social Accessibility for People with Disabilities. (3 Activities)

Activity Title	Activity Description	Type of Activity
Effective Communication Program	Coordinate city-wide Sign Language Interpretation services, Braille printing or other reasonable accommodations for the purpose of communicating with constituents.	Daily Service
Assess District-owned Buildings	Survey and evaluate District-owned building for accessibility to persons with disabilities and the aging population.	Daily Service
Complaints, Information, Technical Assistance	Provide information and technical assistance to residents, employees and visitors of the District, as related to the (American with Disabilities Act) ADA laws.	Daily Service

2. Improve the responsiveness of government systems and employees to the needs of people with disabilities. (1 Activity)

Activity Title	Activity Description	Type of Activity
Agency Database Compliance	ODR requests that all agency ADA Coordinators input all requests for reasonable accommodations and allegations of disability discrimination into Quickbase for ODR review and recommendations.	Daily Service

3. Increase employment of people with disabilities in DC government. (2 Activities)

Activity Title	Activity Description	Type of Activity
ADA Training	Provide training's focused on the American's with Disabilities Act (ADA) and other law related to the District's disability population.	Daily Service

3. Increase employment of people with disabilities in DC government. (2 Activities)

Activity Title	Activity Description	Type of Activity
Reasonable Accommodations Oversight	Provide technical assistance and oversight to District Government agencies providing reasonable accommodations to its employee.	Daily Service

4. Expand opportunities for people with disabilities to live in integrated community settings. (2 Activities)

Activity Title	Activity Description	Type of Activity
Olmstead Initiative	Manage the implementation of the city-wide Olmstead Initiative (oversight of reporting and outreach).	Key Project
Outreach and Wellness Events	Provide outreach, education and information to constituents related to disability issues.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Emergency Preparedness	Partnering various agencies to develop and implement effective emergency plans and initiatives in accordance with the Americans with Disabilities Act (ADA).	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. Be a Model City of Structural, Programmatic and Social Accessibility for People with Disabilities. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Complaints, Information, Technical Assistance and Reasonable Accommodations (CITAs) requests addressed within 30 days of request	No	98.8%	90%	97.8%	90%	90%
Percent of District-owned buildings assessments within 30 days of the request	No	100%	90%	100%	90%	90%
Percent of Homeless Shelters surveyed within 30 days of request	No	100%	85%	100%	85%	90%
Percent of Sign Language Interpretation scheduled within four (4) days of the request	No	100%	100%	99.8%	100%	96%

2. Improve the responsiveness of government systems and employees to the needs of people with disabilities. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of DC Employees, contractors, and grantees receiving ADA training	No	5,180	1,250	1,785	1,500	1,000

2. Improve the responsiveness of government systems and employees to the needs of people with disabilities. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of accessibility reports which are completed within 30 days of the request	No	95.5%	90%	91.3%	85%	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. Effective Communication Program

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
The Effective Communication Program (ECP): The Number of Requests for Sign Language Interpretation and/or Other Assistive Technology	No	Not Available	442	594

2. Assess District-owned Buildings

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Conduct Survey to Determine Accessibility of District-owned Buildings	No	Not Available	207	96

3. Complaints, Information, Technical Assistance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
The Number of Complaints, Requests for Information and Requests for Technical Assistance (CITA) from residents, employees and visitors to the District	No	Not Available	784	581

4. Outreach and Wellness Events

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
The Number of Attendees and Facilitators at the Mayor's Annual Disability Awareness Expo and other ODR-sponsored wellness events	No	Not Available	250	1

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective “Create and maintain a highly efficient, transparent and responsive District government”. New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Captive Insurance Agency

Table RJ0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$2,017,267	\$2,001,189	\$2,320,321	\$2,305,765	-0.6
FTEs	0.1	0.0	2.0	4.0	100.0

The mission of the Captive Insurance Agency (“the Captive”) is to provide medical malpractice insurance for local non-profit health centers, as well as property insurance for District government real property assets. The Captive was created by statute in 2008 and is administered by the Chief Risk Officer, Office of Risk Management (ORM). ORM incorporated the Captive and began writing medical malpractice insurance policies in FY 2008. In FY 2014, the scope of the Captive was expanded to include property insurance. The liability of the agency is limited to the funds available to the Captive's participants.

The agency’s FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table RJ0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table RJ0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents						
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*		Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change	
GENERAL FUND														
Local Funds	2,007	1,869	2,123	2,095	-28	-1.3		0.0	0.0	1.0	4.0	3.0	300.0	
Special Purpose Revenue Funds	10	0	197	211	13	6.8		0.1	0.0	1.0	0.0	-1.0	-100.0	
TOTAL FOR GENERAL FUND	2,017	1,869	2,320	2,306	-15	-0.6		0.1	0.0	2.0	4.0	2.0	100.0	

Table RJ0-2

(dollars in thousands)

Dollars in Thousands							Full-Time Equivalents					
Appropriated Fund	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
INTRA-DISTRICT FUNDS												
Intra-District Funds	0	132	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	0	132	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	2,017	2,001	2,320	2,306	-15	-0.6	0.1	0.0	2.0	4.0	2.0	100.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table RJ0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table RJ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	9	0	216	241	25	11.6
12 - Regular Pay - Other	0	0	0	161	161	N/A
14 - Fringe Benefits - Current Personnel	1	0	51	94	43	86.0
SUBTOTAL PERSONAL SERVICES (PS)	10	0	266	496	229	86.0
20 - Supplies and Materials	6	0	16	16	0	0.0
40 - Other Services and Charges	2,002	2,001	2,038	1,794	-244	-12.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	2,007	2,001	2,054	1,810	-244	-11.9
GROSS FUNDS	2,017	2,001	2,320	2,306	-15	-0.6

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table RJ0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table RJ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT PROGRAM										
(1010) Personnel	0	0	1	0	-1	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT PROGRAM	0	0	1	0	-1	0.0	0.0	0.0	0.0	0.0
(2000) CAPTIVE OPERATIONS										
(2001) Oversight	2,007	2,001	2,019	2,095	76	0.0	0.0	0.0	4.0	4.0
(2002) Growth and Income Strategy and Mgmt	10	0	300	211	-90	0.1	0.0	2.0	0.0	-2.0
SUBTOTAL (2000) CAPTIVE OPERATIONS	2,017	2,001	2,319	2,306	-13	0.1	0.0	2.0	4.0	2.0
TOTAL PROPOSED OPERATING BUDGET	2,017	2,001	2,320	2,306	-15	0.1	0.0	2.0	4.0	2.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Captive Insurance Agency operates through the following program:

Captive Operations – funds the management and insurance policies of the Captive Insurance Agency. The Office of Risk Management underwrites and administers medical malpractice insurance policies to non-profit community health centers and offers gap insurance to Federally Qualified Health Centers for claims that are not covered by the Federal Tort Claims Act. It also provides property insurance for risks to District government real property assets for various hazards.

This program contains the following 2 activities:

- **Oversight** – the Chief Risk Officer, with the advice of the Captive Advisory Council, administers the Captive by hiring a Captive manager and other staff, including legal staff; and
- **Growth and Income Strategy and Management** – distributes payments and collects premium and interest income on behalf of the Captive for the establishment, operation, and administration of the agency.

Program Structure Change

The proposed program structure changes are provided in the Agency Realignment appendix to the proposed budget, which is located at www.cfo.dc.gov on the Annual Operating Budget and Capital Plan page.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table RJ0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table RJ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		2,123	1.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		2,123	1.0
COLA: FY 2019 COLA Adjustment	Captive Operations	14	0.0
Agency Request-Increase: To support additional FTEs	Captive Operations	378	3.0
Agency Request-Decrease: To offset projected adjustments in personal services costs	Multiple Programs	-378	0.0
Mayor's Policy-Reduce: To realize programmatic cost savings in nonpersonal services	Captive Operations	-42	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		2,095	4.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		197	1.0
Agency Request-Increase: To align resources with operational spending goals	Captive Operations	177	0.0
Agency Request-Decrease: To recognize savings in personal services	Captive Operations	-163	-1.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		211	0.0
GROSS FOR RJ0 - CAPTIVE INSURANCE AGENCY		2,306	4.0

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

FY 2019 Proposed Budget Changes

The Captive Insurance Agency's proposed FY 2019 gross budget is \$2,305,765, which represents less than 1.0 percent decrease from its FY 2018 approved gross budget of \$2,320,321. The budget is comprised of \$2,094,954 in Local funds and \$210,811 in Special Purpose Revenue funds.

Recurring Budget

No Change: The Medical Liability Captive Insurance Agency's budget proposal reflects no change from the FY 2018 approved to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: The Captive's budget proposal includes a cost-of-living adjustment (COLA) of \$14,433 in Local funds.

Agency Request – Increase: To achieve operational and programmatic results, the proposed Local funds budget reflects an increase of \$378,145 and 3.0 Full Time Equivalent (FTE) positions to support projected salary and Fringe Benefit costs in the Captive Operations program.

The agency's Special Purpose Revenue (SPR) budget proposal reflects an increase of \$176,882 to support anticipated increases in operational costs.

Agency Request – Decrease: The proposed Local funds budget reflects a decrease of \$378,145, to offset the projected increase in personal services cost.

In SPR funds, a proposed decrease of \$163,471 and 1.0 FTE aligns the budget with the operational goals and projected revenue.

Mayor's Policy – Reduce: The Captive Insurance Agency's Local funds budget proposal reflects a reduction of \$42,400 in professional fees, resulting from changing the self-retention (deductible) of the District's property insurance from \$1,500,000 to \$2,000,000.

Office of Finance and Resource Management

www.ofrm.dc.gov
Telephone: 202-727-0333

Table AS0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$30,410,138	\$32,666,590	\$37,533,928	\$36,737,522	-2.1
FTEs	42.2	45.0	45.0	45.0	0.0

The mission of the Office of Finance and Resource Management (OFRM) is to provide financial and resource management services to various District of Columbia government agencies. OFRM will promote the effective management of the District's resources by continuously seeking improvements in operational efficiency on behalf of the government and the residents of the District.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AS0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table AS0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	%
GENERAL FUND												
Local Funds	20,800	23,230	24,264	27,123	2,859	11.8	37.3	38.8	38.0	38.0	0.0	0.0
Special Purpose Revenue Funds	238	220	442	472	30	6.8	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	21,037	23,450	24,706	27,595	2,889	11.7	37.3	38.8	38.0	38.0	0.0	0.0

Table AS0-2

(dollars in thousands)

Dollars in Thousands							Full-Time Equivalents					
Appropriated Fund	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
INTRA-DISTRICT FUNDS												
Intra-District Funds	9,373	9,216	12,828	9,143	-3,685	-28.7	4.9	6.2	7.0	7.0	0.0	0.0
TOTAL FOR INTRA-DISTRICT FUNDS	9,373	9,216	12,828	9,143	-3,685	-28.7	4.9	6.2	7.0	7.0	0.0	0.0
GROSS FUNDS	30,410	32,667	37,534	36,738	-796	-2.1	42.2	45.0	45.0	45.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table AS0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table AS0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	4,198	4,490	4,879	5,046	167	3.4
12 - Regular Pay - Other	58	131	47	50	3	6.2
13 - Additional Gross Pay	32	0	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	856	980	1,065	1,133	68	6.3
15 - Overtime Pay	7	5	4	4	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	5,152	5,606	5,995	6,232	238	4.0
20 - Supplies and Materials	50	29	50	50	0	0.0
31 - Telephone, Telegraph, Telegram, Etc.	24,861	26,828	31,284	30,132	-1,152	-3.7
40 - Other Services and Charges	282	171	166	283	118	71.2
70 - Equipment and Equipment Rental	65	33	40	40	0	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	25,258	27,061	31,539	30,505	-1,034	-3.3
GROSS FUNDS	30,410	32,667	37,534	36,738	-796	-2.1

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AS0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AS0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	261	271	280	298	18	1.6	2.4	2.4	2.4	0.0
(1020) Contracting and Procurement	87	90	91	97	6	0.6	0.6	0.6	0.6	0.0
(1040) Information Management	5	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(1050) Financial Management	109	75	90	90	0	0.0	0.0	0.0	0.0	0.0
(1070) Fleet Management	1	1	1	1	0	0.0	0.0	0.0	0.0	0.0
(1080) Communications	1	0	4	4	0	0.7	0.0	0.0	0.0	0.0
(1085) Customer Service	152	91	80	83	3	1.9	2.0	1.0	1.0	0.0
(1090) Performance Management	633	656	672	696	24	2.9	3.0	3.0	3.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	1,249	1,185	1,218	1,268	50	7.7	8.0	7.0	7.0	0.0
(2000) FINANCIAL MANAGEMENT										
(2100) Accounting	2,114	2,279	2,326	2,438	112	17.2	19.0	20.0	19.0	-1.0
(2200) Budget Formulation and Planning	1,746	2,122	2,344	2,532	187	13.5	14.0	16.0	17.0	1.0
(2500) Fixed Costs	24,318	26,075	31,284	30,132	-1,152	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) FINANCIAL MANAGEMENT	28,177	30,475	35,954	35,101	-853	30.7	33.0	36.0	36.0	0.0
(3000) RESOURCE MANAGEMENT										
(3100) Resource Management	984	1,009	361	368	7	3.8	4.0	2.0	2.0	0.0
SUBTOTAL (3000) RESOURCE MANAGEMENT	984	1,009	361	368	7	3.8	4.0	2.0	2.0	0.0
(9960) AUDIT ADJUSTMENTS										
(9961) Yr End Close	0	-3	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) AUDIT ADJUSTMENTS	0	-3	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	30,410	32,667	37,534	36,738	-796	42.2	45.0	45.0	45.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Finance and Resource Management operates through the following 3 programs:

Financial Management – provides financial management services to enable agencies to accomplish programmatic goals and ensure financial health and positive recognition of the agencies and the District of Columbia government.

This program contains the following 3 activities:

- **Accounting** – provides accounts payable and accounts receivable services to cluster agencies; processes all vendor invoice payments ensuring that the provisions of the District’s Quick Payment Act are adhered to; reconciles all agency-controlled cash accounts; processes all check payments and cash receipts within 24 hours; processes accounting journal entries for cluster agencies and records all financial events in the accounting system within the required timeframes; manages and directs the monthly, interim, and annual closings; and completes cash drawdowns for agencies with federal grant programs;
- **Budget Formulation and Planning** – provides and develops the annual budgets in conjunction with the cluster agencies; provides budget execution, financial analysis, forecasting, and reporting functions on behalf of the agencies in the cluster; and approves and tracks all agency obligations and commitments; and
- **Fixed Costs** – provides timely and accurate fixed costs payments to District vendors and ensures that expenditures are accurately billed to the applicable cluster agency.

Resource Management – performs due diligence analysis to identify financial waste and abuse and accounts for the use of all dollars expended from budgets of client agencies that are related to fixed costs.

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

Program Structure Change

The Office of Finance and Resource Management has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table AS0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table AS0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		24,264	38.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		24,264	38.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	156	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	61	0.0
Agency Request-Increase: To align resources with operational spending goals	Financial Management	52	0.0
Agency Request-Decrease: To align resources with operational spending goals	Financial Management	-1,534	0.0
Mayor’s Policy-Enhance: To support revised telecommunication costs	Financial Management	4,124	0.0
LOCAL FUNDS: FY 2019 Mayor’s Proposed Budget		27,123	38.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		442	0.0
Agency Request-Increase: To align Fixed Costs with proposed estimates	Financial Management	30	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor’s Proposed Budget		472	0.0

Table AS0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		12,828	7.0
COLA: FY 2019 COLA Adjustment	Financial Management	27	0.0
Agency Request-Increase: To align resources with operational spending goals	Financial Management	66	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Financial Management	-6	0.0
Agency Request-Decrease: To align Fixed Costs with proposed estimates	Financial Management	-3,773	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		9,143	7.0
GROSS FOR AS0 - OFFICE OF FINANCE AND RESOURCE MANAGEMENT		35,204	45.0

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

FY 2019 Proposed Budget Changes

The Office of Finance and Resource Management's (OFRM) proposed FY 2019 gross budget is \$36,737,522, which represents a 2.1 percent decrease from its FY 2018 approved gross budget of \$37,533,928. The budget is comprised of \$27,122,756 in Local funds, \$472,147 in Special Purpose Revenue funds, and \$9,142,619 in Intra-District funds.

Recurring Budget

No Change: The Office of Finance and Resource Management's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OFRM's budget proposal includes cost-of-living adjustments (COLA) of \$155,601 in Local funds and \$27,319 in Intra-District funds.

Agency Request – Increase: In Local funds, OFRM's proposed budget includes a net increase of \$60,539 in personal services across multiple programs to support proposed salary step and associated Fringe Benefit adjustments. Additionally, the agency proposes an increase of \$51,908 in the Financial Management program to reflect adjustments for professional service fees.

In Special Purpose Revenue funds, the proposed budget is increased by \$29,929 to properly align fixed costs with Telecommunications cost estimates from the Office of the Chief Technology Officer (OCTO). The proposed budget for Intra-District funds includes an increase of \$66,000 in the Financial Management program to cover the costs related to managing a third-party contractor that handles the Random Moment Time study on behalf of the Office on Aging.

Agency Request – Decrease: In Local funds, OFRM's budget proposal decreased by \$1,533,574 to properly align the budget for nonpersonal services in the Financial Management program.

In Intra-District funds, the agency proposes a net decrease of \$5,702 in the Financial Management program for personal services, and a reduction of \$3,772,529 to properly align the agency's fixed cost budget with proposed estimates for Telecommunications.

Mayor's Policy – Enhance: In Local funds, OFRM proposes an increase of \$4,124,104 in the Financial Management program to support the revised Telecommunications cost estimates from OCTO.

Office of Contracting and Procurement

www.ocp.dc.gov
Telephone: 202-727-0252

Table PO0-1

Description	FY 2016	FY 2017	FY 2018	FY 2019	% Change
	Actual	Actual	Approved	Proposed	from FY 2018
OPERATING BUDGET	\$96,867,485	\$61,637,800	\$27,144,672	\$28,594,392	5.3
FTEs	190.0	216.1	224.0	228.0	1.8

The Office of Contracting and Procurement's (OCP) mission is to procure quality goods and services through a streamlined procurement process that is transparent and responsive to the needs of government agencies and the public, and ensures all purchases are conducted fairly and impartially.

Summary of Services

OCP manages the purchase of \$5.6 billion in goods, services and construction annually, on behalf of over 76 District agencies. In its authority under the Procurement Practices Reform Act of 2010 (PPRA), OCP is responsible for both establishing procurement processing standards that conform to regulations and monitoring the effectiveness of procurement service delivery. Procurement processing and management is enhanced by OCP specialists who are assigned to agency worksites to directly collaborate with program staff throughout the entire procurement process. OCP core services include the DC Supply Schedule, Purchase card (P-Card) program, the surplus property disposition and re-utilization program, as well as the learning and certification programs, which support ongoing development of staff proficiency and procurement service quality.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table PO0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table PO0-2

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*		Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund													
GENERAL FUND													
Local Funds	58,338	22,664	22,840	23,393	554	2.4		170.5	192.1	192.0	191.0	-1.0	-0.5
Special Purpose Revenue Funds	297	372	1,276	1,552	276	21.6		0.0	0.0	7.0	8.0	1.0	14.3
TOTAL FOR GENERAL FUND	58,635	23,036	24,116	24,945	829	3.4		170.5	192.1	199.0	199.0	0.0	0.0
INTRA-DISTRICT FUNDS													
Intra-District Funds	38,232	38,602	3,029	3,649	620	20.5		19.5	24.0	25.0	29.0	4.0	16.0
TOTAL FOR INTRA-DISTRICT FUNDS	38,232	38,602	3,029	3,649	620	20.5		19.5	24.0	25.0	29.0	4.0	16.0
GROSS FUNDS	96,867	61,638	27,145	28,594	1,450	5.3		190.0	216.1	224.0	228.0	4.0	1.8

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table PO0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table PO0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	17,691	19,060	21,052	21,817	765	3.6
12 - Regular Pay - Other	207	301	381	333	-48	-12.7
13 - Additional Gross Pay	306	247	8	8	0	0.0
14 - Fringe Benefits - Current Personnel	3,692	4,053	4,458	4,784	326	7.3
15 - Overtime Pay	30	23	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	21,925	23,683	25,899	26,942	1,043	4.0
20 - Supplies and Materials	97	146	82	95	14	16.6
31 - Telephone, Telegraph, Telegram, Etc.	47	4	0	0	0	N/A
40 - Other Services and Charges	73,925	37,087	457	712	255	55.8
41 - Contractual Services - Other	595	534	504	536	33	6.6
70 - Equipment and Equipment Rental	279	184	204	309	105	51.6
SUBTOTAL NONPERSONAL SERVICES (NPS)	74,942	37,955	1,246	1,652	407	32.6
GROSS FUNDS	96,867	61,638	27,145	28,594	1,450	5.3

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table PO0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table PO0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(0100) RESOURCE MANAGEMENT										
(0110) Resource Management	383	0	0	0	0	2.9	0.0	0.0	0.0	0.0
SUBTOTAL (0100) RESOURCE MANAGEMENT	383	0	0	0	0	2.9	0.0	0.0	0.0	0.0
(1000) AGENCY MANAGEMENT										
(1010) Personnel	12,946	0	0	0	0	100.0	0.0	0.0	0.0	0.0
(1015) Training and Employee Dev.	69	196	130	290	160	0.0	0.0	0.0	0.0	0.0
(1020) Contracting and Procurement	36,449	37,016	388	460	71	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	205	173	164	236	72	0.0	0.0	0.0	0.0	0.0
(1060) Legal	770	923	943	941	-2	4.8	5.8	6.0	6.0	0.0
(1070) Fleet Management	33	0	31	31	0	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	452	324	317	315	-2	2.9	1.9	2.0	2.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	50,924	38,632	1,973	2,272	299	107.6	7.8	8.0	8.0	0.0
(2000) PROCUREMENT										
(2010) Procurement Mgmt and Support	1,051	16,628	18,429	19,484	1,056	5.8	153.0	159.0	163.0	4.0
(2055) Purchase Card	1	266	247	247	0	0.0	1.9	2.0	2.0	0.0
(2070) EOM and Boards Cluster/Simplified Acquis	1,011	0	0	0	0	13.4	0.0	0.0	0.0	0.0
(2095) Priority Special Projects Cluster	347	0	0	0	0	9.6	0.0	0.0	0.0	0.0
SUBTOTAL (2000) PROCUREMENT	2,410	16,893	18,676	19,731	1,055	28.7	155.0	161.0	165.0	4.0
(6000) PROCUREMENT TECHNOLOGY										
(6010) Technology Support	640	0	0	0	0	5.8	0.0	0.0	0.0	0.0
SUBTOTAL (6000) PROCUREMENT TECHNOLOGY	640	0	0	0	0	5.8	0.0	0.0	0.0	0.0
(7000) TRAINING										
(7010) Training	838	0	0	0	0	6.7	0.0	0.0	0.0	0.0
(7020) Learning and Development	0	727	915	867	-47	0.0	5.8	7.0	7.0	0.0
SUBTOTAL (7000) TRAINING	838	727	915	867	-47	6.7	5.8	7.0	7.0	0.0
(8000) OPERATIONS										
(8010) Procurement Integrity and Compliance	1,270	814	656	633	-23	12.4	6.8	6.0	6.0	0.0
(8020) Operations Mgmt and Support	375	620	742	770	28	4.8	5.8	6.0	6.0	0.0
(8030) Customer Service and Comm.	582	558	597	561	-36	6.7	7.8	7.0	7.0	0.0
(8040) Purchase Card	37,820	0	0	0	0	1.0	0.0	0.0	0.0	0.0
(8050) Technology Support	0	750	803	804	1	0.0	6.8	7.0	7.0	0.0
(8060) Human Resource Management	0	556	562	552	-10	0.0	3.9	5.0	5.0	0.0
(8070) Acquisition Management	0	358	455	348	-107	0.0	3.9	4.0	3.0	-1.0
SUBTOTAL (8000) OPERATIONS	40,046	3,655	3,815	3,668	-147	24.9	34.9	35.0	34.0	-1.0

Table PO0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(9000) BUSINESS RESOURCES AND SUPPORT SERVICES										
(9010) Surplus Property	1,309	1,426	1,413	1,697	285	8.6	8.7	8.0	9.0	1.0
(9020) Support Services	317	315	353	359	5	4.8	3.9	5.0	5.0	0.0
SUBTOTAL (9000) BUSINESS RESOURCES AND SUPPORT SERVICES	1,626	1,741	1,766	2,056	290	13.4	12.6	13.0	14.0	1.0
(9960) YR END CLOSE										
No Activity Assigned	0	-11	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-11	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	96,867	61,638	27,145	28,594	1,450	190.0	216.1	224.0	228.0	4.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Office of Contracting and Procurement operates through the following 5 divisions:

Procurement – procures goods and services on behalf of the agencies and programs under OCP's authority according to District laws and regulations.

This division contains the following 2 activities:

- **Procurement Management and Support** – The procurement staff is divided into 10 units.
 - (1) Government Operations
 - (2) Public Safety
 - (3) Health Services
 - (4) Human Services
 - (5) Homeless/Youth Human Services
 - (6) Transportation Infrastructure
 - (7) Information Technology
 - (8) Public Works and Fleet Services
 - (9) Simplified/DC Supply Schedules/P-Card
 - (10) Procurement Operations
- **Purchase Card** – provides overall oversight and administration of the District's Purchase Cards used in customer agencies. The Purchase Card provides an alternative delegated procurement vehicle that reduces the processing cost and delivery time for purchases within the non-competitive threshold.

Training – facilitates general procurement education for procurement professionals and program agency staff through the Procurement Training Institute. The Institute develops and delivers the curriculum for the District Procurement Certification Program (DPCP) as required by the Procurement Practices Reform Act of 2010 (PPRA).

Operations – provides a range of oversight, administrative, and customer service support for the Office of Contracting and Procurement and customer agencies.

This division contains the following 6 activities:

- **Procurement Integrity and Compliance** – conducts internal audits and reports its internal audit findings to key stakeholders within the agency; serves as the primary lead for OCP in support of the Comprehensive Annual Financial Report (CAFR) and Single Audit, and performs operational assessments of procurement processes and functions for agencies and teams under the authority of the District's Chief Procurement Officer;
- **Operations Management and Support** – develops policies and procedures to help employees and other stakeholders work toward common goals, establish intended outcomes/ results, and adjust the organization's priorities in response to a changing environment;
- **Customer Service and Communications** – engages with OCP's key stakeholders including customer agencies, industry, Council, and District residents;
- **Technology Support** – provides consultative and technical support to agencies, vendors, and OCP procurement professionals, including user training and report generation; works closely with senior management and the Office of the Chief Technology Officer (OCTO) to implement the latest technologies to promote transparency and accountability to achieve the best results. The OCP IT team also administers the Procurement Automated Support System (PASS);
- **Human Resource Management** – provides human resource management services that position the Office of Contracting and Procurement to attract, develop and retain a well-qualified and diverse work force. OHR works to advance the agency's mission, vision and strategic priorities through its most valuable resource - its people; and
- **Acquisition Management** – provides a range of procurement support including data mining, reporting and analysis, project management, and coordination with program agencies for major agency initiatives.

Business Resources and Support Services – provides a wide range of mission-critical services to OCP divisions and the agency's customers. This division executes agency acquisitions, maintains facilities including risk management, and administers the OCP fleet management program. Further, this division manages the District's property disposal program, and in collaboration with OCP's Procurement Division, coordinates acquisition efforts during declared emergencies.

This division contains the following 2 activities:

- **Surplus Property** – provides surplus property management, re-utilization, and disposal services to District agencies; and
- **Support Services** – provides agency acquisition services and facilities management; coordinates acquisition efforts during declared emergencies; manages transportation assets designated for District surplus activities; and administers OCP's record management program.

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

Division Structure Change

The Office of Contracting and Procurement has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table PO0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table PO0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		22,840	192.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		22,840	192.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	898	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	303	0.0
Agency Request-Decrease: To recognize savings in personal services	Multiple Programs	-647	-1.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		23,393	191.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		1,276	7.0
COLA: FY 2019 COLA Adjustment	Business Resources and Support Services	26	0.0
Agency Request-Increase: To support additional FTE	Business Resources and Support Services	146	1.0
Agency Request-Increase: To align budget with projected revenues	Business Resources and Support Services	104	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		1,552	8.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		3,029	25.0
COLA: FY 2019 COLA Adjustment	Procurement	150	0.0
Agency Request-Increase: To support additional FTEs	Procurement	470	4.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		3,649	29.0
GROSS FOR PO0 - OFFICE OF CONTRACTING AND PROCUREMENT		28,594	228.0

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

FY 2019 Proposed Budget Changes

The Office of Contracting and Procurement's (OCP) proposed FY 2019 gross budget is \$28,594,392, which represents a 5.3 percent increase from its FY 2018 approved gross budget of \$27,144,672. The budget is comprised of \$23,393,330 in Local funds, \$1,551,764 in Special Purpose Revenue funds, and \$3,649,298 in Intra-District funds.

Recurring Budget

No Change: OCP's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OCP's budget proposal includes cost-of-living adjustments (COLA) of \$897,995 in Local funds, \$25,763 in Special Purpose Revenue funds, and \$149,845 in Intra-District funds.

Agency Request – Increase: In Local funds, OCP’s proposed nonpersonal budget includes a net increase of \$302,649, of which \$212,431 reflects anticipated costs for services including the Procurement Training Institute; computer hardware and software replacement costs of \$60,218; and a net increase of \$30,000 for contractual services and office supplies.

The agency’s Special Purpose Revenue funds (SPR) proposed budget reflects an increase of \$146,034, in the Business Resources and Support Services program, to support 1.0 Full-Time Equivalent (FTE), reclassified from Local funds. This position supports quality assurance and inspection on surplus sales. Additionally, the SPR budget includes an increase of \$104,000, in nonpersonal services to align with programmatic goals.

The budget proposal in Intra-District funds includes an increase of \$470,428 in personal services to support the additional 4.0 FTEs, as well as salary step increases and projected Fringe Benefit costs. This adjustment reflects the impact of additional contract requirements with client agencies, based on OCP's compliance with the District’s Delegated Procurement Authority initiative.

Agency Request – Decrease: OCP's Local funds budget proposal will reflect a net decrease of \$646,996, primarily in the Procurement and Operations divisions, to align the personal services budget with anticipated salary savings throughout the fiscal year. Also included is the reclassification of 1.0 FTE to Special Purpose Revenue funds.

Page left intentionally blank

Agency Performance Plan*

The Office of Contracting and Procurement (OCP) has the following strategic objectives for FY 2018:

Strategic Objectives

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

Objectives

1. Improve the quality and cost efficiency of procured goods, services and construction.
2. Improve planning and forecasting to support strategic business decisions in procurement.
3. Sustain a highly competent workforce.
4. Promote transparency in contracting decisions and actions to provide reliable information to all stakeholders.
5. Promote industry engagement to ensure that the District procurement system is understood and transparent to industry and the residential community.
6. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Improve the quality and cost efficiency of procured goods, services and construction. (16 Activities)

Activity Title	Activity Description	Type of Activity
Service Request Resolution	Prompt resolution of IT related issues ensures a continuous flow of productivity.	Daily Service
Vendor Record Maintenance Service	This is a system to track set-up and changes to vendor accounts.	Daily Service
Re-utilization Cost Avoidance	By avoiding acquisition costs through repurposing and redistribution, the District is able to gain cost savings and cost avoidance.	Daily Service
Implementation Tracking for Large and Mission Critical Procurements	The acquisition process is monitored throughout the procurement life cycle to identify constraints and implement appropriate technical assistance to keep activities on track.	Key Project
Contracting Officer Scorecard	This is an audit output identifying the compliance rating for each contracting officer.	Daily Service
Purchase Order Processing	This represents the number and value of purchase order workload for procurement personnel.	Daily Service
Property Revenue Generation	The OCP Surplus Property Program is a rigorous e-commerce campaign extended to industry outreach. It is building increased capacity for engaging additional auction bidding which generates revenue.	Daily Service
DC Supply Schedule	The DC Supply Schedule (DCSS) is the city's multiple-award schedule for providing commercial products and services to District government agencies. Competitive contracts are awarded to hundreds of suppliers who can provide thousands of products and services to meet recurring needs of these government agencies. Government	Daily Service

1. Improve the quality and cost efficiency of procured goods, services and construction. (16 Activities)

Activity Title	Activity Description	Type of Activity
	acquisition personnel (from DC and other jurisdictions in the region) may place task or delivery orders against the schedule following DCSS procedures.	
Risk -Based Internal Auditing	The Office of Procurement Integrity and Compliance conducts internal audits and reports its internal audit findings to key stakeholders within the agency; serves as the primary lead for OCP in support of the Comprehensive Annual Financial Report (CAFR) and Single Audit, and performs operational assessments of procurement processes and functions for agencies and teams under the authority of the District's Chief Procurement Officer.	Daily Service
Technology Support	The Procurement Technology Team develops and maintains server applications, and multiple SQL databases, updates both Internet and Intranet sites and improves IT functionality.	Key Project
Management Training	OCP's Resource Management division oversees required management training for managers, in cooperation with DCHR Center for Learning.	Key Project
P-Card Utilization	The District of Columbia leverages the P-Card Program as a fast and effective way for agencies to procure goods and services under \$5000 for single purchases. The P-Card Program serves as an alternative method of procurement that reduces the processing cost and delivery time for small purchases. Over 75 agencies within the District use the P-Card Program as a vehicle for small purchases.	Daily Service
Small Business Enterprise (SBE) / Certified Business Enterprise (CBE) Subcontracting Compliance	For contracting parity, any contract executed on the behalf of the District that involves District funds, with exceptions, is legally bound to the 35 percent requirement. Federally funded, General Services Administration (GSA), District of Columbia Supply Schedule (DCSS), Cooperative Agreements and CBE prime contractors are excluded.	Daily Service
Audit Deficiency Remediation	Single and CAFR audits are conducted for District agencies. Based on findings from external auditors, OCP notifies agencies under the authority of the CPO and their contracting officers of any deficiencies. OCP devises and monitors corrective action plans.	Key Project
Contractor Performance Evaluation	The focus of this operation is to sustain a well-defined contractor performance evaluation system.	Key Project
P-Card Program	OCP manages the P-Card program as efficient and quick process for agencies to procure goods. It is an alternative method of procurement that reduces processing costs and delivery time for small purchases.	Daily Service

2. Improve planning and forecasting to support strategic business decisions in procurement. (2 Activities)

Activity Title	Activity Description	Type of Activity
Milestone Planning	Contracting Officers use milestone planning to define key tasks and processing requirements, inter-agency coordination, and deliverables; and, the timelines for performing functions through project completion.	Daily Service
Acquisition Planning Improvement	All agencies under the authority of the Chief Procurement Officer (CPO) are required to submit planned procurements annually prior to the start of each fiscal year. This helps OCP anticipate types of purchases, cycle times and resource allocation requirements.	Key Project

3. Sustain a highly competent workforce. (2 Activities)

Activity Title	Activity Description	Type of Activity
Procurement Certification Workshop Delivery	Multi-tier workshop series enhances procurement proficiency through competency based learning for contracting officers and contract specialists.	Key Project
Procurement Foundations Course Delivery	Core training on District procurement rules, regulations, policies, and procedures is required for all procurement staff operating under authority of the Chief Procurement Officer (CPO).	Key Project

4. Promote transparency in contracting decisions and actions to provide reliable information to all stakeholders. (8 Activities)

Activity Title	Activity Description	Type of Activity
Workload Management System	This is a planned comprehensive information management tool to provide timely details on workload, resource allocation and productivity.	Key Project
Update Policies	OCP General Counsel Provides oversight for OCP policies and procedures.	Daily Service
Freedom of Information Act (FOIA) Requests	Requests for information are received through several means and generally require contracting personnel to gather documents for the FOIA specialist to package. The business process has been improved to tie performance to compliance and legislation therefore minimizing paperwork, reducing response time and increasing transparency.	Daily Service
Audit Committee	In order to align management decisions with audit functions, a specific audit committee has been formed.	Key Project
Standardized Human Resources Policies	The Office of Human Resources (OHR) provides human resource management services that position the Office of Contracting and Procurement to attract, develop and retain a well-qualified and diverse workforce. Establishing and maintaining HR policies and procedures helps maintain the integrity of OCP operations.	Daily Service
Performance Dashboard	The Dashboard provides a more efficient mechanism for data analysis.	Key Project
Records Management	OCP maintains an on-going monitoring, oversight and records management training for all umbrella agencies.	Daily Service

4. Promote transparency in contracting decisions and actions to provide reliable information to all stakeholders. (8 Activities)

Activity Title	Activity Description	Type of Activity
Transparent awards	OCP publishes/posts newly awarded and active contracts \$100,000 and above on the OCP web site for public access.	Key Project

5. Promote industry engagement to ensure that the District procurement system is understood and transparent to industry and the residential community. (1 Activity)

Activity Title	Activity Description	Type of Activity
Vendor Engagement and Outreach	OCP will continue its series, OCP in the Wards,” which represents business outreach and engagement designed to demystify District procurement practices. DC Buys, a reverse vendor trade fair, monthly vendor workshops and other outreach events will occur.	Key Project

KEY PERFORMANCE INDICATORS

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

1. Improve the quality and cost efficiency of procured goods, services and construction. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of timely contractor performance evaluations on currently awarded contracts	No	Not Available	Not Available	Not Available	Not Available	75%

2. Improve planning and forecasting to support strategic business decisions in procurement. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of contract ratifications	No	Not Available	Not Available	Not Available	Not Available	0
Number of retroactive contracts	No	Not Available	Not Available	Not Available	Not Available	0
Percent of planned contracts that are awarded within the fiscal year	No	Not Available	Not Available	Not Available	Not Available	90%

3. Sustain a highly competent workforce. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of OCP procurement personnel achieving appropriate contracting tier level certification	No	Not Available	Not Available	Not Available	Not Available	100%
Percent of OCP procurement staff positions that are vacant	No	Not Available	Not Available	Not Available	Not Available	5.2%

4. Promote transparency in contracting decisions and actions to provide reliable information to all stakeholders. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of awarded contracts over \$100,000 publicly posted	No	Not Available	Not Available	Not Available	Not Available	Data Forthcoming

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. Purchase Order Processing

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total dollar value of contracts awarded (in millions)	No	Not Available	Not Available	\$4247.4
Total number of contracts awarded	No	Not Available	Not Available	757
Total value of purchase orders awarded to CBE contractors (in millions)	No	\$559.6	\$995.4	\$867.6

2. Property Revenue Generation

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Amount of revenue generated from surplus property (in millions)	No	4.2	\$4.1	\$4

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective “Create and maintain a highly efficient, transparent and responsive District government”. New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Purchase Card Transactions

Table PX0-1

					% Change
	FY 2016	FY 2017	FY 2018	FY 2019	from
Description	Actual	Actual	Approved	Proposed	FY 2018
OPERATING BUDGET	\$0	\$0	\$25,000,000	\$36,000,000	44.0
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of Purchase Card Transactions is to provide overall financial administration and warehousing of the funds reported by agencies for the District's Purchase Card program, which provides District employees a customer-centric purchasing tool to support their programmatic functions in an efficient, timely, and cost-effective manner.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table PX0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table PX0-2

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*		Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund													
<u>INTRA-DISTRICT FUNDS</u>													
Intra-District Funds	0	0	25,000	36,000	11,000	44.0		0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	0	0	25,000	36,000	11,000	44.0		0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	0	0	25,000	36,000	11,000	44.0		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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table PX0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table PX0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
40 - Other Services and Charges	0	0	25,000	36,000	11,000	44.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	0	0	25,000	36,000	11,000	44.0
GROSS FUNDS	0	0	25,000	36,000	11,000	44.0

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table PX0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table PX0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1020) Contracting and Procurement	0	0	25,000	36,000	11,000	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	0	0	25,000	36,000	11,000	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	0	0	25,000	36,000	11,000	0.0	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

Purchase Card Transactions operates through the following program:

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

Program Structure Change

The Purchase Card Transactions has no program structure changes in the FY 2019 budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table PX0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table PX0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		25,000	0.0
Agency Request-Increase: To align resources with operational spending goals	Agency Management	11,000	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		36,000	0.0
GROSS FOR PX0 - PURCHASE CARD TRANSACTIONS		36,000	0.0

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

FY 2019 Proposed Budget Changes

Purchase Card Transactions' proposed FY 2019 gross budget is \$36,000,000, which represents a 44.0 percent increase over its FY 2018 approved gross budget of \$25,000,000. The budget is comprised entirely of Intra-District funds.

Mayor's Proposed Budget

Agency Request - Increase: The FY 2019 proposed Intra-district funds budget was increased by \$11,000,000 to align funding with the projected costs estimates related to the Purchase Card program.

Office of the Chief Technology Officer

www.octo.dc.gov

Telephone: 202-727-2277

Table TO0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$109,306,008	\$131,348,720	\$113,198,132	\$121,214,100	7.1
FTEs	271.4	324.1	375.0	372.0	-0.8

The mission of the Office of the Chief Technology Officer (OCTO) is to direct the strategy, deployment, and management of District government technology with an unwavering commitment to information technology excellence, efficiency, and value for government, residents, businesses, and visitors.

Summary of Services

OCTO is the central technology organization of the District of Columbia government. OCTO develops, implements, and maintains the District's technology infrastructure; develops and implements major enterprise applications; establishes and oversees technology policies and standards for the District; provides technology services and support for District agencies; and develops technology solutions to improve services to businesses, residents, and visitors in all areas of District government.

Combining these services into a customer-centered, mission-driven organization is the responsibility of the Office of the Chief Technology Officer.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table TO0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table TO0-2

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*		Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund													
GENERAL FUND													
Local Funds	55,353	65,740	68,876	71,349	2,473	3.6		178.6	201.8	233.6	232.6	-1.0	-0.4
Special Purpose Revenue Funds	9,000	6,748	8,404	10,095	1,692	20.1		7.6	14.0	17.9	15.9	-2.0	-11.2
TOTAL FOR GENERAL FUND	64,353	72,488	77,280	81,444	4,164	5.4		186.2	215.8	251.6	248.6	-3.0	-1.2
FEDERAL RESOURCES													
Federal Grant Funds	178	43	32	0	-32	-100.0		0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR FEDERAL RESOURCES	178	43	32	0	-32	-100.0		0.0	0.0	0.0	0.0	0.0	N/A
INTRA-DISTRICT FUNDS													
Intra-District Funds	44,774	58,817	35,886	39,770	3,884	10.8		85.2	108.3	123.4	123.4	0.0	0.0
TOTAL FOR INTRA-DISTRICT FUNDS	44,774	58,817	35,886	39,770	3,884	10.8		85.2	108.3	123.4	123.4	0.0	0.0
GROSS FUNDS	109,306	131,349	113,198	121,214	8,016	7.1		271.4	324.1	375.0	372.0	-3.0	-0.8

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table TO0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table TO0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	24,925	25,687	30,600	28,601	-1,999	-6.5
12 - Regular Pay - Other	3,657	8,687	7,387	10,661	3,273	44.3
13 - Additional Gross Pay	538	702	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	6,107	7,123	8,658	8,865	207	2.4
15 - Overtime Pay	219	254	55	0	-55	-100.0
99 - Unknown Payroll Postings	0	1	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	35,447	42,454	46,701	48,127	1,426	3.1

Table TO0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
20 - Supplies and Materials	402	362	395	400	5	1.3
31 - Telephone, Telegraph, Telegram, Etc.	1,167	2,975	3,302	3,302	0	0.0
40 - Other Services and Charges	20,747	28,318	24,869	27,979	3,110	12.5
41 - Contractual Services - Other	44,258	50,381	36,860	40,407	3,547	9.6
70 - Equipment and Equipment Rental	7,286	6,858	1,071	999	-72	-6.7
SUBTOTAL NONPERSONAL SERVICES (NPS)	73,859	88,895	66,497	73,088	6,590	9.9
GROSS FUNDS	109,306	131,349	113,198	121,214	8,016	7.1

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table TO0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table TO0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	452	624	678	600	-78	2.9	4.2	5.0	6.0	1.0
(1030) Property Management	1,000	1,107	996	960	-36	4.8	5.2	5.0	5.0	0.0
(1055) Risk Management	0	176	0	0	0	0.0	2.1	0.0	0.0	0.0
(1060) Legal Services	149	301	384	582	198	1.0	1.0	2.0	3.0	1.0
(1080) Communications	0	227	864	848	-15	0.0	1.0	3.0	5.0	2.0
(1090) Performance Management	1,952	1,875	1,882	1,849	-33	10.5	13.5	9.0	10.0	1.0
SUBTOTAL (1000) AGENCY MANAGEMENT	3,553	4,310	4,804	4,840	36	19.1	26.9	24.0	29.0	5.0
(100F) AGENCY FINANCIAL OPERATIONS										
(110F) Budget Operations	756	801	807	832	25	5.7	5.2	5.0	5.0	0.0
(120F) Accounting Operations	452	492	508	537	30	4.8	5.2	5.0	5.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	1,208	1,293	1,315	1,370	55	10.5	10.4	10.0	10.0	0.0
(2000) APPLICATION SOLUTIONS										
(2010) Application Services and Operations	3,861	4,390	3,560	4,719	1,159	11.7	11.8	13.0	13.0	0.0
(2011) Web Maintenance	1,995	1,958	2,379	2,439	61	7.6	9.3	11.0	10.0	-1.0
(2012) Electronic Document Management	679	1,022	988	962	-25	1.1	2.8	2.0	2.0	0.0
(2013) Application Quality Assurance	1,823	2,962	1,746	1,752	6	8.6	7.2	8.0	8.0	0.0
(2015) Mission Focused Application Solutions	2,219	2,245	2,432	2,723	291	7.7	10.1	8.0	8.0	0.0
(2016) DC Geographic Information System-GIS	2,469	3,611	3,328	3,442	114	10.5	10.4	12.0	13.0	1.0

Table TO0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(2080) Enterprise Procurement Application Services	2,037	2,049	2,119	3,312	1,194	2.9	3.1	4.0	3.0	-1.0
(2081) Enterprise HR Application Services	5,455	5,561	3,852	4,914	1,062	4.8	5.2	5.0	9.0	4.0
(2085) Data Transparency and Accountability-CDW	1,171	2,364	3,105	3,273	168	2.9	5.2	8.0	9.0	1.0
(2086) Enterprise Data Integration	0	0	1,456	656	-800	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) APPLICATION SOLUTIONS	21,708	26,162	24,964	28,193	3,229	57.8	65.0	71.0	75.0	4.0
(3000) ENTERPRISE CUSTOMER EXPERIENCE										
(3010) Agency Customer Relations Management	2,197	9,044	0	0	0	7.6	9.3	0.0	0.0	0.0
(3020) Strategic Investment Services	1,028	1,447	1,464	1,380	-84	6.7	10.4	10.0	10.0	0.0
(3037) Digital Inclusion Initiative (DII)	773	1,057	1,056	1,006	-49	1.9	2.1	3.0	2.0	-1.0
SUBTOTAL (3000) ENTERPRISE CUSTOMER EXPERIENCE	3,999	11,548	2,520	2,386	-134	16.3	21.8	13.0	12.0	-1.0
(4000) INFRASTRUCTURE AND COMMUNICATIONS TECH.										
(4010) Integrated Platform Services	7,634	8,081	7,971	7,755	-216	19.1	20.7	26.0	24.0	-2.0
(4015) Data Center Facilities	1,459	1,528	1,471	1,471	0	2.9	2.1	5.0	5.0	0.0
(4020) Government Cloud Services	10,255	10,400	9,585	9,824	239	11.8	14.0	20.0	21.0	1.0
(4030) Telecommunications Governance	2,242	2,288	2,543	2,539	-4	11.8	13.3	16.0	16.0	0.0
(4035) Citywide IT Operations Monitoring	6,282	6,998	7,482	7,344	-138	17.6	16.2	20.0	19.0	-1.0
(4036) DC Net	28,954	28,743	22,209	26,235	4,026	42.4	60.5	80.0	77.0	-3.0
(4050) Citywide Messaging	4,421	7,944	6,389	7,670	1,281	2.9	4.1	7.0	5.0	-2.0
SUBTOTAL (4000) INFRASTRUCTURE AND COMMUNICATIONS TECH.	61,248	65,983	57,649	62,838	5,189	108.4	130.9	174.0	167.0	-7.0
(5000) SECURITY GOVERNANCE AND OPERATIONS										
(5010) Citywide IT Security Services (CWITS)	4,935	8,495	8,221	8,377	156	3.8	6.2	17.0	16.0	-1.0
(5020) Identity Management Platform Services	2,043	2,454	2,397	2,473	77	6.8	6.6	7.0	8.0	1.0
SUBTOTAL (5000) SECURITY GOVERNANCE AND OPERATIONS	6,978	10,949	10,618	10,851	233	10.6	12.8	24.0	24.0	0.0
(6000) TECHNOLOGY SUPPORT SERVICES										
(6010) OCTO Helps	10,612	11,104	11,329	10,737	-592	48.6	56.3	59.0	55.0	-4.0
SUBTOTAL (6000) TECHNOLOGY SUPPORT SERVICES	10,612	11,104	11,329	10,737	-592	48.6	56.3	59.0	55.0	-4.0
TOTAL PROPOSED OPERATING BUDGET	109,306	131,348	113,198	121,214	8,016	271.4	324.1	375.0	372.0	-3.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Office of the Chief Technology Officer operates through the following 7 divisions:

Application Solutions – provides innovative, efficient, and cost-effective application development for the District government and District residents. This division applies standard application development practices to guarantee on-time and on-budget delivery of both custom-built and some selected standard, off-the-shelf software packages. Three activities (Geographic Information Systems, Data Transparency and Accountability, and Interagency Data Integration Services) report directly to the Chief Data Officer and align with the District’s call for a smarter government through the use of data. The mission is to improve the quality and lower the cost of District services, through an effective application of data and systems and by making data publicly available to the fullest extent possible in consideration of safety, privacy, and security.

This division contains the following 10 activities:

- **Application Services and Operations** – consists of multiple management and program management type functions, including agency relationship management and business services, project management, and enterprise contracts. The project management function provides review and approval of IT projects as part of the Project Initiation Phase and during the project life cycle to improve the quality, consistency, and performance of IT projects. The enterprise contract function reviews District-wide technology contracts for cost avoidance opportunities;
- **Web Maintenance** – establishes, maintains, and implements standards, guidelines, policies, and procedures for maintaining the DC.gov web portal, which has over 100 District agency websites and is visited over 25 million times a year by District residents, businesses, and visitors. The team creates new websites every year for District agencies and provides centralized content management and fee-for-service webmaster support for District agencies;
- **Electronic Document Management** – centralizes IT infrastructure support for the various electronic and paper records throughout the District. It provides system administration, maintenance, and application support for agencies using on-premise and cloud-based document management solutions. It is an enterprise solution for the creation, capture, indexing, storage, retrieval, and disposition of records and information assets of the District;
- **Applications Quality Assurance** – implements industry best practices for independent software and system testing for District government agencies. Provides a wide range of testing services including functional, automation, integration, load and performance testing and User Acceptance Testing for Enterprise Resource Planning (ERP) systems, DC.gov websites, Middleware, Service Oriented Architecture (SOA), and applications including mobile applications and dashboards. Testing is critical to ensure any new deployment, upgrades and enhancements meet the requirements, quality and effective performance standards of the products to ensure application software and systems conform to the required specifications and business requirements for high-quality functionality and performance;
- **Mission Focused Application Solutions** – provides system development, maintenance, and new functional enhancements for the Department of Motor Vehicles (DMV). DMV’s specific focus will include vehicle registration, driver’s license/identification cards, dealer tags, residential parking permits, insurance verification, adjudication, law enforcement services with on-site and back-office services, the DMV web portal, and mobile application development;
- **D.C. Geographic Information System (GIS)** – provides a geospatial enterprise system comprising data, tools, and a cloud publishing platform, to bring map-based analytics and visualization to District operations, policy-making, and decision-making. The team occupies a mission-critical role in public safety, economic development, education, transportation, city planning, and other operational areas. Additionally, the team maintains detailed geographic data sets, including property records, plan metric maps, and the District’s Master Address Repository. The team also provides tools and training that help agencies map and analyze geographic data. Importantly, the data is provided as services that can easily be consumed by agency applications and, when appropriate, by the public via opendata.dc.gov;

- **Enterprise Procurement Application Services** – supports the Office of Contracting and Procurement by maintaining and enhancing the Procurement Automated Support System (PASS), which enables purchasing, receiving of goods, and contract compliance for all District agencies (including the District of Columbia Public Schools); and delivers a centralized workflow for the procurement function of the District government;
- **Enterprise Human Resource Application Services** – operates the Human Capital Management technology used by all District employees and the D.C. Department of Human Resources (DCHR). Maintains and upgrades the system and delivers new functionality as needed to expand and enhance the human resources management and payroll system that serves all District employees;
- **Data Transparency and Accountability** – this team specializes in the management of tabular datasets including the design and storage of data to optimize the searching, analyzing, and sharing of those datasets across District agencies. The team provides enterprise data warehousing and extract-transform-load (ETL) services to create a centralized hub for the exchange of citywide tabular data. The team also manages the District’s collective investment in Business Intelligence (BI) tools and provides training and technical support to agencies seeking to visualize and analyze data via dashboards and reports. Finally, the team provides platforms whereby agencies can share those dashboards and reports with decision makers and the public; and
- **Interagency Data Integration Services**– OCTO has long operated integration services that facilitate the exchange of data between systems. These include “service oriented architecture suites,” “enterprise services buses,” and “API gateways.” By pulling these services into one standalone program, OCTO will reduce redundancy and capture economies of scale. It is through these existing tool sets and protocols that the geographic data and tabular data curated and managed by the programs above can be most safely and reliably shared across the District government and with our partners.

Enterprise Customer Experience – centralizes the coordination of agency and enterprise-wide customer facing IT functions into one customer experience business unit. The division contains all of OCTO’s customer care functions in the same business unit for more effective control, coordination, collaboration, transparency, and accountability.

This division contains the following 2 activities:

- **Strategic Investment Services** – provides budget and operational finance coordination and oversight while identifying and monitoring the agency’s ongoing priorities and critical new capital investments. The division collaborates with stakeholders outside the agency to comply with District financial policy and procedures. The program is responsible for managing enterprise IT procurement, citywide contract management, and the agency’s resource allocation through reliable cost metrics, performance analysis, and benchmarking and profitability models. The program supports strategic decision-making and mission performance through value-added initiatives that transform data into strategic business goals; and
- **Digital Inclusion Initiative (DII)** – leads OCTO’s efforts to foster technology inclusion through outreach and coordination by developing specialized services, public events, and engagement campaigns to empower District residents and small businesses to embrace an expanding digital landscape.

Infrastructure and Communications Technology – provides the technology infrastructure foundation for the entire District government’s enterprise technology, including a vast high speed digital network, wireless networking services, telecommunications services, database management, messaging and collaboration services, Cloud services and hosted applications, Citywide IT security services, desktop support and management, mainframe and financial system hosted environments, Network Operations Center, a Security Operation Center, disaster readiness services, inter-government cooperative services, data center-based mainframe services, and state-of-the-art IT systems.

This division contains the following 7 activities:

- **Integrated Platform Services** – provides “mainframe-based” application hosting and server-based cross-platform workload automation to several District agencies. For those agencies’ mission-critical applications, Mainframe Services provides reliable, secure, and efficient computing environments with sufficient resource capacity to meet their information processing requirements. Mainframe-based application hosting services include virtual environments, operating systems, network connectivity, online transaction processing, databases, security administration, 24x7 monitoring, application diagnostic support, performance and tuning, capacity planning, and disaster recovery;
- **Data Center Facilities** – maintains the premises for OCTO’s data center sites, including facilities operations and upgrade, resource allocation and access control, power management, and site security, with consideration for environmentally-friendly solutions;
- **Government Cloud Services** – delivers a cost-effective, highly available and scalable cloud computing platform capable of meeting the District’s current and future demands. Government Cloud Services currently hosts a myriad of mission-critical web and application systems (approximately 2 petabytes of data, 3,000 virtual servers, and 500 shared databases) that are critical to the business operations of over 80 District agencies. Government Cloud Services’ core technology focus areas include designing and implementing enterprise-class cloud computing platforms, shared/centralized database services, enterprise storage, and backup systems;
- **Telecommunications Governance** – manages a portfolio of approved vendors and contract vehicles to purchase telecommunications products and services, complying with procurement guidelines, and works with all District agencies to monitor and certify telecommunications inventories (e.g. landlines, cellular devices, pagers, and data circuits) to best manage overall telecommunications operations;
- **Citywide IT Operations Monitoring** – provides around-the-clock monitoring of critical data, wireless, and voice network components, along with server and web applications, for the District government; also provides after-hours and weekend call center services that support multiple agencies;
- **DC-Net** – supplies a fiber-optic telecommunications platform serving as the core foundation and primary backbone conduit of all technology and telecommunications services used by over 35,000 District employees; and manages secure voice, video, and data services throughout the District, supporting District agencies including public schools, public libraries, community centers, health clinics, public safety agencies, administrative offices, and District government public Wi-Fi networks; and
- **Citywide Messaging** – provides collaborative email services engineering, operations management, and modernization for the entire District government; manages mobile messaging systems engineering and operations; delivers over one million email messages daily to 39,000 electronic mailboxes throughout the District government; completes more than 450 Freedom of Information Act searches per year; implements and manages Citywide Active Directory and Identity Management systems for all user logins; manages centralized LDAP systems for specialized application authentication; and creates specialized mobility solutions.

Security Governance and Operations – responsible for the citywide information security platform and policies as well as credentialing operations and policies for District citizens and employees.

This division contains the following 2 activities:

- **Citywide IT Security Services** – manages and maintains an information security architecture that mitigates security vulnerabilities within the District government's technology infrastructure; provides a secure application and network environment for all District government agency systems; ensures compliance with health information security regulations; and provides an array of information security services for all District government agencies and public partners who conduct daily business activities with the District of Columbia government; and

- **Identity Management Platform Services** – manages the District’s identity and access management systems used in support of employees and District residents, and provides PIV-I (Personal Identity Verification Interoperability) solutions for District government agencies seeking to issue and use highly secure (identity assurance Level 4) PIV-I credentials.

Technology Support Services – provides information technology support services to District agencies for agency and District-wide systems. Technology support includes 24-hour helpdesk functions and on-site technician support as requested. OCTOHelps resource allows OCTO, through service-level agreements, to provide around-the-clock support for applications, hardware, and desktop products and services for District agencies with certified technicians who apply industry best practices with industry-level software tools to provide solutions for all end-user computer needs.

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

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

Division Structure Change

The Office of the Chief Technology Officer has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table TO0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table TO0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		68,876	233.6
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		68,876	233.6
COLA: FY 2019 COLA Adjustment	Multiple Programs	930	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	1,289	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	200	-1.0
Agency Request-Decrease: To align Overtime Pay with projected costs	Infrastructure and Communications Tech.	-40	0.0
Agency Request-Decrease: To adjust the Contractual Services budget	Multiple Programs	-526	0.0
Mayor's Policy-Enhance: To customize and implement the e-Invoicing Module in PASS	Application Solutions	620	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		71,349	232.6
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		32	0.0
Agency Request-Decrease: To align resources with operational spending goals	Infrastructure and Communications Tech.	-32	0.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		0	0.0

Table TO0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		8,404	17.9
COLA: FY 2019 COLA Adjustment	Infrastructure and Communications Tech.	69	0.0
Agency Request-Increase: To adjust the Contractual Services budget	Multiple Programs	1,887	0.0
Agency Request-Decrease: To align budget with projected revenues	Application Solutions	-68	0.0
Agency Request-Decrease: To recognize savings from a reduction in FTEs	Infrastructure and Communications Tech.	-196	-2.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		10,095	15.9
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		35,886	123.4
COLA: FY 2019 COLA Adjustment	Multiple Programs	437	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	1,834	0.0
Agency Request-Increase: To adjust the Contractual Services budget	Multiple Programs	1,586	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	42	0.0
Agency Request-Decrease: To align Overtime Pay with projected costs	Infrastructure and Communications Tech.	-15	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		39,770	123.4
GROSS FOR TO0 - OFFICE OF THE CHIEF TECHNOLOGY OFFICER		121,214	372.0

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

FY 2019 Proposed Budget Changes

The Office of the Chief Technology Officer's (OCTO) proposed FY 2019 gross budget is \$121,214,100, which represents a 7.1 percent increase over its FY 2018 approved gross budget of \$113,198,132. The budget is comprised of \$71,348,868 in Local funds, \$10,095,222 in Special Purpose Revenue funds, and \$39,770,010 in Intra-District funds.

Recurring Budget

No Change: OCTO's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OCTO's budget proposal includes cost-of-living adjustments (COLA) of \$929,874 in Local funds, \$68,529 in Special Purpose Revenue funds, and \$436,993 in Intra-District funds.

Agency Request – Increase: OCTO's Local funds budget proposal includes an increase of \$1,288,633 across multiple divisions to reflect the reallocation of funds to support Microsoft Licensing fees. Additionally, the proposal includes \$199,727 in personal services across multiple divisions to reflect resource rate increases for Contractual Services. The proposal also includes a reduction of one position.

In Special Purpose Revenue funds, the propose budget includes a net increase of \$1,886,834 primarily to reflect the cost of new fiber-optic construction in the Infrastructure and Communications Technology (ICT) division.

OCTO's budget proposal for Intra-District funds reflects an increase of \$1,834,302 across multiple divisions. This adjustment includes increases of \$1,606,739 for the costs of hardware and software licenses maintenance, \$189,613 to support laptop refresh and battery back-up costs, and \$37,950 in other

miscellaneous costs across multiple divisions. OCTO also proposes an increase of \$1,585,700 to reflect rate increases associated with a Memorandum of Understanding agreement with DC Public Schools. Finally, OCTO's Intra-District budget proposal includes a net increase of \$41,564, primarily in the ICT division, to reflect the reclassification of positions from Continuing Full-Time to Temporary Full-Time and Fringe Benefit costs.

Agency Request – Decrease: In Local funds, OCTO's budget proposal includes an adjustment of \$40,000 to reflect the elimination of overtime costs in the ICT division. The agency's budget proposal also reflects a decrease of \$525,825 in contractual services that was reallocated to to support funding for District-wide Microsoft licensing fees.

In Federal Grant funds the budget proposal reflects a decrease of \$32,000 in the ICT division due to the expiration of the State and Local Implementation Grant.

In Special Purpose Revenue funds, OCTO's proposal includes a decrease of \$67,857 for the removal of budget authority not supported by revenues in the Application Solutions division, and a reduction of \$195,976 and 2.0 FTEs in the ICT division based on projected revenues.

In Intra-District funds, OCTO's budget proposal includes a reduction of \$15,000 to reflect the elimination of overtime costs in the ICT division.

Mayor's Policy – Enhance: In Local funds, OCTO's budget proposal reflects an increase of \$620,472 in the Application Solutions division to customize a e-Invoicing module for the Procurement Automated Support System (PASS). The e-Invoicing module allows electronic exchange of invoices between the vendor and the buyer. It helps in efficiently monitoring 30-day payment cycles and results in substantial savings to the District. This will reduce manual processes, eliminate paper submissions of invoices, and provide efficient tracking, monitoring, and reporting mechanisms for all the invoices.

Page left intentionally blank

Agency Performance Plan*

The Office of the Chief Technology Officer (OCTO) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Enhance the quality, availability, and delivery of information and services to residents, employees, businesses, and government - Better enable agency customers, stakeholders and the public to scrutinize and engage on key IT decisions and performance.
2. Enable and improve the availability and integration of information - Provide integrated information services across the district and promote the adoption of data, process, and vocabulary standards.
3. Provide a secure and trusted IT environment - Secure critical data and infrastructure using methods consistent with best practices of leading and public and private organizations. Enhance confidentiality, integrity, and availability of IT resources through: Protecting IT assets and resources from unauthorized access or misuse. Enhancing security awareness district-wide. Ensuring that IT security is incorporated into the lifecycle of every IT investment.
4. Implement an enterprise approach to information technology infrastructure and common administrative systems that will foster innovation and collaboration. Establish a basis for consolidated infrastructure to achieve interoperability and communication among operating divisions. Improve the performance of district Information Technology personnel and enable the unification and simplification of similar IT business processes and services within and across operating divisions and maximize the value of technology investments through enterprise-wide procurement and licensing.
5. Achieve excellence in IT management practices - Strengthen districtwide enterprise-wide processes for collaborative IT strategic planning, capital planning, and investment control. Develop an IT human capital plan to guide the recruitment, retention, and skill development of staff. Establish and maintain IT policies and SOPs to ensure compliance with federal regulations and district legislation. Guide citywide IT investments to yield the maximum benefits at the lowest possible costs.
6. Create and maintain a highly efficient, transparent and responsive District government **

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 the quality, availability, and delivery of information and services to residents, employees, businesses, and government - Better enable agency customers, stakeholders and the public to scrutinize and engage on key IT decisions and performance. (5 Activities)

Activity Title	Activity Description	Type of Activity
Agency Management	Responsible for critical business issues, organizational development and workforce management.	Key Project
Data Transparency and Accountability	Collects, analyzes, and publishes government data for easy consumption for both the government and general public.	Daily Service

1. Enhance the quality, availability, and delivery of information and services to residents, employees, businesses, and government - Better enable agency customers, stakeholders and the public to scrutinize and engage on key IT decisions and performance. (5 Activities)

Activity Title	Activity Description	Type of Activity
DC Geographic Information Systems - GIS	Provides critical geospatial data to District government agency staff within public safety, economic development, education, transportation, city planning and operations areas.	Daily Service
DMV Application Solutions	DMV Application Solution - Provides system development, maintenance and new functional enhancements for Department of Motor Vehicles' (DMV) business applications, which support vehicle registration, driver's license/identification cards, dealer tags, residential parking permits, insurance verification, adjudication, law enforcement services with on-site and back-office services, the DMV web portal, and mobile application development.	Daily Service
Electronic Document Management - Filenet	Centralizes IT infrastructure support for the various electronic and paper records throughout the District. It provides system administration, maintenance, and application support for agencies using Filenet and Kofax applications. It is a repository for electronic content.	Daily Service

2. Enable and improve the availability and integration of information - Provide integrated information services across the District and promote the adoption of data, process, and vocabulary standards. (1 Activity)

Activity Title	Activity Description	Type of Activity
Application Implementation	Provides project management, application development, application implementation, technical consultations and application maintenance and support for District agencies to enhance information flow and responsiveness to residents and to make government more efficient.	Key Project

3. Provide a secure and trusted IT environment - Secure critical data and infrastructure using methods consistent with best practices of leading and public and private organizations. Enhance confidentiality, integrity, and availability of IT resources through: Protecting IT assets and resources from unauthorized access or misuse. Enhancing security awareness district-wide. Ensuring that IT security is incorporated into the lifecycle of every IT investment. (6 Activities)

Activity Title	Activity Description	Type of Activity
DC-NET	Supplies a fiber-optic telecommunications platform serving as the core foundation an primary backbone conduit of all technology and telecommunications services used by District employees and manages secure voice, video and data services.	Daily Service
Information Security	Manages and maintains an information security architecture that mitigates security vulnerabilities with the DC Government's technology infrastructure; provides a secure application and network environment for all District government agency systems.	Daily Service
Mainframe Operations	Provides reliable, secure and efficient computing environments with sufficient resource capacity to meet the information processing requirements of the mainframe applications in OCTO's data centers.	Daily Service

3. Provide a secure and trusted IT environment - Secure critical data and infrastructure using methods consistent with best practices of leading and public and private organizations. Enhance confidentiality, integrity, and availability of IT resources through: Protecting IT assets and resources from unauthorized access or misuse. Enhancing security awareness district-wide. Ensuring that IT security is incorporated into the lifecycle of every IT investment. (6 Activities)

Activity Title	Activity Description	Type of Activity
Identify Management Systems	Manages the District's identity and access management systems used in support employees and District residents, provides PIV-1 (Personal Identity Verification Interoperability) solutions for DC government agencies seeking to issue and use highly security PIV-1 credentials, and operates the DC One Card (DC1C) centers that provide identity cards for citizens.	Daily Service
DC Network Operations Center	Provides around-the-clock monitoring of critical data, wireless and voice network components, along with server and web applications; also provide after-hours and weekend call center services that support multiple agencies.	Daily Service
Data Center Facilities	Maintains the premises for OCTO's data center sites, including facilities operations and upgrade, resource allocation and access control, power management and site security.	Daily Service

4. Implement an enterprise approach to information technology infrastructure and common administrative systems that will foster innovation and collaboration. Establish a basis for consolidated infrastructure to achieve interoperability and communication among operating divisions. Improve the performance of District Information Technology personnel and enable the unification and simplification of similar IT business processes and services within and across operating divisions and maximize the value of technology investments through enterprise-wide procurement and licensing. (6 Activities)

Activity Title	Activity Description	Type of Activity
Applications Solutions - DMV	Provides systems development, maintenance and new functional enhancement for Department of Motor Vehicles' (DMV) business application.	Daily Service
Human Resource Application Services	Operates the Human Capital Management technology used by all District employees and DCHR.	Daily Service
Procurement Application Services	Supports the Office of Contracting and Procurement by maintaining and enhancing the Procurement Automated Support System (PASS), which enables purchasing, receiving of goods, and contract compliance for all District agencies; delivers a centralized workflow for the procurement function of the District government.	Daily Service
Web Maintenance	Establishes, maintains, and implements standards, guidelines, policies and procedures for maintaining DC.GOV web portal, which has over 100 District agency websites and is visited over 25 million times a year by District residents, businesses and visitors.	Daily Service
Email (citywide messaging)	Provides collaborative email services engineering, operations management and modernization for entirety of the District government; manages mobile messaging systems engineering and operations.	Daily Service

4. Implement an enterprise approach to information technology infrastructure and common administrative systems that will foster innovation and collaboration. Establish a basis for consolidated infrastructure to achieve interoperability and communication among operating divisions. Improve the performance of District Information Technology personnel and enable the unification and simplification of similar IT business processes and services within and across operating divisions and maximize the value of technology investments through enterprise-wide procurement and licensing. (6 Activities)

Activity Title	Activity Description	Type of Activity
OCTO Helps	Provides around-the-clock support of desktop products and services for District agencies with certified technicians who apply industry best practices with industry-level software tools, combined with service-level agreements to provide solutions for all end-user computer needs.	Daily Service

5. Achieve excellence in IT management practices - Strengthen District-wide enterprise-wide processes for collaborative IT strategic planning, capital planning, and investment control. Develop an IT human capital plan to guide the recruitment, retention, and skill development of staff. Establish and maintain IT policies and SOPs to ensure compliance with federal regulations and District legislation. Guide citywide IT investments to yield the maximum benefits at the lowest possible costs. (5 Activities)

Activity Title	Activity Description	Type of Activity
Strategic Investment Services	Provides program budget coordination and identifies and monitors the agency's ongoing priorities and critical new capital investments.	Daily Service
Program Management Office	Provides management, business consulting services and business application support to agencies to effectively develop and maintain new technology applications and improve service delivery through effective integration of technology solutions.	Daily Service
Digital Inclusion Initiative	Leads OCTO efforts to foster technology inclusion through outreach and coordination by developing specialized services, public events, and engagement campaigns to empower District residents and small businesses to embrace an expanding digital landscape.	Key Project
Enterprise Cloud and Infrastructure Services	Delivers a cost-effective, highly available and scalable cloud computing platform capable of meeting the District's current and future demands.	Daily Service
Telecommunications Governance	Manages a portfolio of approved vendors and contract vehicles to purchase telecommunications products and services, complying with procurement guidelines and works with all District agencies to monitor and certify telecommunications inventories.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Application Quality Assurance	implements industry best practices for independent software and system testing for DC Government agencies. The team utilizes various testing tools and provides a wide range of testing services including functional testing, regression testing, integration testing, and performance and load testing to ensure application software and systems conform to the required specifications and business requirements for high quality functionality and performance.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Enhance the quality, availability, and delivery of information and services to residents, employees, businesses, and government - Better enable agency customers, stakeholders and the public to scrutinize and engage on key IT decisions and performance. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of IT Helpdesk Tickets resolved within 1 (one) business day	No	83.5%	80%	90.2%	80%	80%
Percent of abandon rate for IT Helpdesk calls	No	6.5%	5%	14.7%	5%	5%
Percent of calls answered in 30 seconds	No	76.3%	80%	57.8%	80%	80%
Percent of calls resolved in call center on first call	No	85%	70%	96.2%	75%	75%
Percent of desktop issue tickets resolved within 4 hours	No	87%	90%	85.5%	90%	90%
Percent of inquires responded to customers within GIS's Standard Service Level of Agreement (SLA)	No	84.7%	95%	90%	90%	90%

2. Enable and improve the availability and integration of information - Provide integrated information services across the district and promote the adoption of data, process, and vocabulary standards. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of OCTO programs whose customers satisfaction rating exceeds target level of 80 percent satisfied	No	86.5%	80%	93.2%	80%	80%
Percent of Tier 1 tickets resolved within 30 minutes by the Networks Operations Center (NOC)	No	52%	50%	99.1%	50%	50%
Percent of routine agency web update requests fulfilled within 24 hours by Web Maintenance	No	95%	90%	94.5%	90%	90%
Percent of up-time for GIS Services	No	99.9%	99%	100%	99%	99%
Percent of uptime for all OCTO-supported infrastructure	No	100%	99.9%	100%	99%	99%

3. Provide a secure and trusted IT environment - Secure critical data and infrastructure using methods consistent with best practices of leading and public and private organizations. Enhance confidentiality, integrity, and availability of IT resources through: Protecting IT assets and resources from unauthorized access or misuse. Enhancing security awareness District-wide. Ensuring that IT security is incorporated into the lifecycle of every IT investment. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of downtime due to cyber security attacks	No	0%	0%	0%	0%	0%

4. Implement an enterprise approach to information technology infrastructure and common administrative systems that will foster innovation and collaboration. Establish a basis for consolidated infrastructure to achieve interoperability and communication among operating divisions. Improve the performance of District Information Technology personnel and enable the unification and simplification of similar IT business processes and services within and across operating divisions and maximize the value of technology investments through enterprise-wide procurement and licensing.

(1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Annually add 5 percent new datasets to Data Catalog, Dashboards, Reporting Environments and Applications	No	Not Available	5%	12.5%	5%	5%

5. Achieve excellence in IT management practices - Strengthen District-wide enterprise-wide processes for collaborative IT strategic planning, capital planning, and investment control. Develop an IT human capital plan to guide the recruitment, retention, and skill development of staff. Establish and maintain IT policies and SOPs to ensure compliance with federal regulations and District legislation. Guide citywide IT investments to yield the maximum benefits at the lowest possible costs. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of District with access to public Wifi system	No	16.2%	20.1%	18.3%	20.1%	20.1%

WORKLOAD MEASURES

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

1. Agency Management

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of payments processed by the DC Department of Motor Vehicles (DMV) Destiny System	No	Not Available	1,079,840	1,102,966

2. Data Transparency and Accountability

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of active dashboard development projects for Citywide Data Warehouse	No	Not Available	4	44
Number of Business Intelligence dashboards and reporting environments developed	No	Not Available	12	62

3. DC Geographic Information Systems - GIS

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of DC government employees who have taken OCTO's DC Geographic Information System (GIS) led classes via DC Department of Human Resources (DCHR) Workforce Development Administration	No	Not Available	118	177

3. DC Geographic Information Systems - GIS

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of geospatial dataset downloads	No	Not Available	106,481	84,551
Number of users Enterprise GIS via DC GIS Citrix System	No	Not Available	503	779

4. Application Implementation

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of software applications tested	No	Not Available	81	89
Number of software development projects initiated and completed	No	Not Available	26,121	14

5. DC-NET

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of public WiFi hotspots	No	Not Available	720	3,066

6. Identify Management Systems

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of DC agencies using the DC One Card	No	Not Available	30	40
Number of DC One Card administrative users supported	No	Not Available	1,997	2,990
Number of DC One Card issued	No	Not Available	35,698	51,526
Number of Digital Accounts created for access to DC One Card service portal	No	Not Available	151,158	170,321

7. DC Network Operations Center

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of change requests managed by Change Advisory Board	No	Not Available	283	1,424
Number of critical data, wireless and voice network components, server and web application being monitored by the Network Operations Center (NOC)	No	Not Available	49,878	69,255
Number of support calls received by the NOC to ensure government operations and continuity	No	Not Available	8,689	9,690

8. Applications Solutions - DMV

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of on-time delivery of releases to Department of Motor Vehicles (DMV)	No	Not Available	4	7
Number of transactions processed by the DMV Destiny System	No	Not Available	968,190	976,989

9. Human Resource Application Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of District residents supported by PeopleSoft Human Capital Management System	No	Not Available	110,128	5,612
Number of employees supported by PeopleSoft Human Capital Management System	No	Not Available	110,128	147,523
Number of federal annuitants supported by PeopleSoft Human Capital Management System	No	Not Available	110,128	14,791
Number of timesheets processed by PeopleSoft Human Capital Management System	No	Not Available	646,268	10,608,351
Number of transactions processed by PeopleSoft Human Capital Management System	No	Not Available	50,465,916	12,884,131

10. Procurement Application Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of requisitions processed by the District Procurement System	No	Not Available	18,529	24,038
Number of transactions processed by the District Procurement System	No	Not Available	218,010	287,104

11. Web Maintenance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of after-hours support request of web content and maintenance activities	No	Not Available	292	477

12. Email (citywide messaging)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of email messages transacted to District electronic mailboxes	No	Not Available	42.8	89.8
Number of email messages transacted within Citywide messaging Infrastructure	No	Not Available	330	668.5

13. OCTO Helps

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of help desk support incidents received	No	Not Available	155,878	223,260

14. Digital Inclusion Initiative

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of people who completed digital literacy training	No	Not Available	303	375
Total number of residents subscribed to Connect. DC's mobile messaging platform	No	Not Available	10,639	48,307

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Department of General Services

www.dgs.dc.gov
Telephone: 202-727-2800

Table AM0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$447,129,721	\$469,342,216	\$432,884,392	\$455,299,608	5.2
FTEs	622.5	626.8	671.9	677.5	0.8

The goal of the Department of General Services (DGS) is to ensure the delivery of new or modernized, well-equipped, well-maintained, safe and secure buildings and facilities for the benefit of District residents and employees. Further, the agency's mission is to promote the efficient and effective management of the District's real estate investments and interests through strategic portfolio management, construction, and facilities management. To this end, DGS will incorporate best management practices from both the public and private sectors where useful.

Summary of Services

DGS carries out a broad range of real estate management functions. In addition to managing capital improvement and construction programs for a variety of District government agencies, DGS also executes real property acquisitions by purchase or lease; disposes of property through sale, lease or other authorized method; manages space in buildings and adjacent areas; and provides building management services for facilities owned or operated by the District. Among the services provided are engineering, custodial, security, energy conservation, utility management, general maintenance, inspection, planning, and capital repairs and improvement. In all of its endeavors, DGS is dedicated to the following:

- Achieving Efficiency in Operations;
- Achieving Quality in Design and Execution;
- Achieving Excellence in Service and Maintenance;
- Delivering Secure and Safe Places of Work for District Employees; and
- Delivering Aggressive and Attentive Management of the District's Resources.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AM0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table AM0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	318,410	327,876	281,483	308,053	26,570	9.4	597.3	603.8	637.4	643.5	6.1	1.0
Dedicated Taxes	0	0	0	1,350	1,350	N/A	0.0	0.0	0.0	0.0	0.0	N/A
Special Purpose Revenue Funds	5,396	5,941	8,242	8,377	135	1.6	10.8	11.0	12.5	12.0	-0.5	-4.0
TOTAL FOR GENERAL FUND	323,806	333,817	289,725	317,780	28,055	9.7	608.1	614.8	649.9	655.5	5.6	0.9
INTRA-DISTRICT FUNDS												
Intra-District Funds	123,324	135,525	143,159	137,520	-5,640	-3.9	14.4	12.0	22.0	22.0	0.0	0.0
TOTAL FOR INTRA-DISTRICT FUNDS	123,324	135,525	143,159	137,520	-5,640	-3.9	14.4	12.0	22.0	22.0	0.0	0.0
GROSS FUNDS	447,130	469,342	432,884	455,300	22,415	5.2	622.5	626.8	671.9	677.5	5.6	0.8

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table AM0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table AM0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	40,273	40,969	44,839	48,950	4,111	9.2
12 - Regular Pay - Other	2,665	2,342	2,611	2,117	-495	-18.9
13 - Additional Gross Pay	1,760	1,608	1,871	1,507	-364	-19.5
14 - Fringe Benefits - Current Personnel	10,623	12,059	11,994	14,043	2,049	17.1
15 - Overtime Pay	6,827	5,217	2,586	2,782	196	7.6
SUBTOTAL PERSONAL SERVICES (PS)	62,149	62,195	63,902	69,399	5,497	8.6
20 - Supplies and Materials	4,814	3,560	3,123	2,677	-446	-14.3
30 - Energy, Communication and Building Rentals	89,649	95,941	93,657	89,387	-4,270	-4.6
31 - Telephone, Telegraph, Telegram, Etc.	68	153	100	105	5	4.7

Table AM0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
32 - Rentals - Land and Structures	133,973	142,533	165,941	144,564	-21,377	-12.9
34 - Security Services	30,265	36,811	30,663	29,725	-937	-3.1
35 - Occupancy Fixed Costs	78,807	80,523	59,677	76,681	17,004	28.5
40 - Other Services and Charges	12,107	10,372	9,762	9,886	124	1.3
41 - Contractual Services - Other	24,645	27,154	5,597	23,236	17,639	315.2
70 - Equipment and Equipment Rental	665	351	462	366	-96	-20.8
80 - Debt Service	9,988	9,750	0	9,274	9,274	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	384,981	407,148	368,983	385,901	16,918	4.6
GROSS FUNDS	447,130	469,342	432,884	455,300	22,415	5.2

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AM0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	665	917	1,005	986	-19	9.0	8.5	9.0	8.0	-1.0
(1030) Property Mgmt	305	274	0	0	0	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	1,057	956	1,631	1,927	296	2.7	3.8	4.0	4.0	0.0
(1045) Legal Services	812	599	0	24	24	5.4	5.7	0.0	0.0	0.0
(1051) Financial Services- Public Ed	2,168	2,195	2,332	2,322	-10	14.3	14.1	15.0	15.0	0.0
(1055) Risk Mgmt	47	0	59	62	3	0.0	0.9	1.0	1.0	0.0
(1060) Legal Services	0	0	801	831	29	0.0	0.0	5.0	5.0	0.0
(1070) Fleet Mgmt	1,662	1,015	1,665	1,380	-284	0.0	0.0	0.0	0.0	0.0
(1080) Communications	634	630	397	705	308	1.8	4.7	4.0	4.0	0.0
(1090) Performance Management	2,770	3,150	3,049	4,088	1,040	15.2	17.0	21.0	25.0	4.0
(1095) Energy Management	788	247	540	0	-540	4.5	3.8	4.0	0.0	-4.0
(1195) Environmental- Public Ed	563	419	673	223	-450	4.5	4.7	4.0	2.0	-2.0
No Activity Assigned	540	844	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	12,011	11,246	12,151	12,548	397	57.3	63.2	67.0	64.0	-3.0
(2000) ASSET MANAGEMENT										
(2001) Lease Management	4,168	4,619	3,277	3,994	717	8.0	10.4	11.0	11.0	0.0
(2004) Swing Space Funding	1,589	1,344	1,640	2,000	360	0.0	0.0	0.0	0.0	0.0
(2006) Eastern Market	755	581	779	963	184	1.0	3.2	4.0	4.0	0.0
(2101) Realty- Public Ed	469	459	483	518	35	4.5	4.7	5.0	5.0	0.0
SUBTOTAL (2000) ASSET MANAGEMENT	6,982	7,002	6,179	7,475	1,296	13.6	18.3	20.0	20.0	0.0

Table AM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(3000) FACILITY OPERATIONS										
(3001) Postal Services	588	521	456	464	8	5.4	4.7	5.0	5.0	0.0
(3002) Facilities	81,166	80,821	64,239	95,786	31,548	161.0	156.9	166.1	167.9	1.9
(3004) Parking	975	794	789	833	43	0.9	0.9	1.0	1.0	0.0
(3005) RFK/DC Armory (Non-Military) Maintenance	2,055	539	1,044	1,012	-32	9.8	7.7	8.5	8.0	-0.5
(3008) Janitorial Services	467	447	498	558	60	5.4	5.7	6.0	6.0	0.0
(3009) Facilities- Public Education	38,382	45,634	25,779	18,782	-6,998	85.5	88.8	91.6	95.8	4.2
(3010) Facilities - Parks and Recreation	17,911	18,623	12,905	13,828	923	141.4	143.1	148.7	148.7	0.0
(3012) Facilities- MPD	1,697	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(3013) Facilities- FEMS	1,102	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (3000) FACILITY OPERATIONS	144,342	147,379	105,711	131,263	25,552	409.3	407.9	426.9	432.5	5.6
(4000) PROTECTIVE SERVICES										
(4001) Protective Services	44,204	49,380	42,726	42,538	-188	111.1	102.5	118.0	119.0	1.0
SUBTOTAL (4000) PROTECTIVE SERVICES	44,204	49,380	42,726	42,538	-188	111.1	102.5	118.0	119.0	1.0
(5000) CONSTRUCTION SERVICES										
(5001) Construction Services	3,294	3,289	3,427	14,916	11,489	9.8	15.1	15.0	18.0	3.0
(5010) Office of Planning	1	0	482	0	-482	2.7	0.0	3.0	0.0	-3.0
(5101) Construction Division- Public Education	164	104	131	143	12	1.8	1.9	1.0	1.0	0.0
SUBTOTAL (5000) CONSTRUCTION SERVICES	3,458	3,393	4,039	15,059	11,019	14.3	17.0	19.0	19.0	0.0
(6000) CONTRACTING AND PROCUREMENT SERVICES										
(6001) Contracting and Procurement Services	2,643	2,850	2,638	3,352	714	17.0	17.9	21.0	23.0	2.0
SUBTOTAL (6000) CONTRACTING AND PROCUREMENT SERVICES	2,643	2,850	2,638	3,352	714	17.0	17.9	21.0	23.0	2.0
(7000) ENERGY- CENTRALLY MANAGED										
(7001) Auto Fuel	6,974	7,958	8,574	7,179	-1,395	0.0	0.0	0.0	0.0	0.0
(7002) Heating Fuel	0	235	25	0	-25	0.0	0.0	0.0	0.0	0.0
(7003) Natural Gas	7,412	7,003	8,228	6,391	-1,837	0.0	0.0	0.0	0.0	0.0
(7004) Electricity	52,036	50,432	47,590	46,595	-996	0.0	0.0	0.0	0.0	0.0
(7005) Steam	1,063	997	866	1,090	224	0.0	0.0	0.0	0.0	0.0
(7006) Water	19,775	24,271	22,128	22,589	461	0.0	0.0	0.0	0.0	0.0
(7007) Sustainable DC	2,390	5,044	6,087	5,384	-703	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (7000) ENERGY-CENTRALLY MANAGED	89,649	95,942	93,499	89,227	-4,272	0.0	0.0	0.0	0.0	0.0
(8000) RENT: IN-LEASE										
(8001) Rent: In-Lease	143,840	152,174	165,941	153,838	-12,103	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (8000) RENT: IN-LEASE	143,840	152,174	165,941	153,838	-12,103	0.0	0.0	0.0	0.0	0.0

Table AM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(9960) YEAR END ADJUSTMENTS										
(9961) Year End Adjustments	0	-25	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YEAR END ADJUSTMENTS	0	-25	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	447,130	469,342	432,884	455,300	22,415	622.5	626.8	671.9	677.5	5.6

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of General Services operates through the following 8 divisions:

Asset Management – plans and manages the District's real estate to achieve its highest and best use. This division engages in activities such as lease administration, allocation of owned and leased properties to District agencies, property acquisition and disposition, fixed cost forecasting for District facilities, and rent collection from entities leasing District-owned property.

This division contains the following 4 activities:

- **Lease Management (DGS Realty)** – provides space location and management services for District agencies in both owned and leased buildings;
- **Swing Space** – provides support for services associated with moving agencies from one space to another;
- **Eastern Market** – provides for the operations and management of Eastern Market through the revenue-generating Eastern Market Enterprise Fund; and
- **Public Education Realty** – provides asset management services to public and private entities, allowing access and utilization of school building and grounds by entering into use agreements, licenses, and lease agreements.

Facility Operations – is responsible for the day-to-day operation of many District-owned properties, vacant lots, and homeless shelters. Also acts as a liaison for operating purposes between agencies and landlords in leased buildings by maintaining building assets and equipment; performing various repairs and nonstructural improvements; and providing janitorial, trash and recycling pickup, postal, and engineering services.

This division contains the following 7 activities:

- **Postal Services** – provides certain postal services to various District agencies in owned property;
- **Facilities/Occupancy** – includes costs associated with operating DGS-managed District buildings. Specifically, Facilities/Occupancy is responsible for elevator and fire alarm maintenance, landscape, air quality, pest control, HVAC and electrical repairs and maintenance, water treatment, salaries for these services, and other related building services contracts;

- **Parking** – provides parking space allocation services and parking revenue monitoring services to the District;
- **RFK/Armory** – provides facilities and security services for Robert F. Kennedy Memorial Stadium and the District of Columbia Armory (non-military portion) based on a Memorandum of Agreement with the District of Columbia Washington Convention and Sports Authority;
- **Janitorial Services** – includes costs associated with operating DGS-managed District buildings;
- **Facilities - Public Education** – includes facility maintenance and repair costs for the District of Columbia Public Schools (DCPS); and
- **Facilities - Parks and Recreation** – includes facility maintenance and repair costs for parks and recreation centers under the Department of Parks and Recreation (DPR).

Protective Services – includes the budget for the Protective Services Division (PSD). PSD provides 24-hour security and law enforcement services to government operations by protecting employees, resources, and facilities at District-owned and leased properties. Security includes patrol operations, contract security guard management, and electronic access control and security systems. PSD also assists District and federal agencies during special events and criminal investigations.

Construction Services – implements and manages the public building needs through the Capital Improvements Plan (CIP) for most District government agencies. The CIP outlines agencies' capital needs, including the rehabilitation of existing properties and construction of new facilities. This division ensures the timely and cost-effective delivery of superior quality engineering, design, and construction, as well as a variety of other technical services on all relevant capital development projects in the CIP.

This division contains the following 2 activities:

- **Construction Services** – houses the operating budget costs of the division including non-capital eligible positions and administrative costs;
- and
- **Public Education Construction Services** – houses the operating budget costs of the Public Education activity including non-capital eligible positions and administrative costs.

Contracting and Procurement – provides service and support to DGS (and other agencies as needed) in procuring goods and services that fall into the following categories: construction, architecture, and engineering; facilities maintenance and operation; real estate asset management (including leasing and auditing); utility contracts; and security. Additionally, Contracting and Procurement is responsible for vertical construction procurements for any District agency without independent contracting authority.

Energy – Centrally Managed – contains the forecasted expenditures for utility and energy commodities purchased by DGS: fuel, natural gas, electricity, steam, and water.

This division contains the following 6 activities:

- **Auto Fuel** – includes forecasting for auto fuel expenditures. The District purchases four types of fuel – Oil, Unleaded Gasoline, E85 Ethanol, and Diesel Oil – that are used to fuel vehicles;
- **Natural Gas** – includes forecasted natural gas expenditures;
- **Electricity** – includes forecasted electricity expenditures;
- **Steam** – includes forecasted steam expenditures;
- **Water** – includes forecasted water and sewer expenditures; and
- **Sustainability D.C.** – includes efficiency measures that both (a) reduce demand on resources and support a healthy, productive life for employees and citizens and (b) improve building performance and avoid excess energy consumption. Specific measures that reduce the demand on resources involve enhanced waste diversion from landfills (e.g., recycling and composting), improved storm water management and water reuse, localized urban agriculture, and upgrades to the pedestrian-transit built

environment. Specific measures that improve building performance involve capturing and managing highly granular data on building usage by zone, equipment schedules, and specific equipment performance data to guide preventative maintenance and system retrofits. In addition, waste management (including recycling) has been shifted from the facility division to the sustainability activity within the Energy division.

Rent: In-Lease – includes the budget for in-leasing space, which is the cost of leasing non-District government-owned buildings. Rent is comprised of four individual components: base rent, operating expenses, real estate tax, and parking. Each one of these four charges is unique to the terms and conditions of the lease agreement with each landlord.

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

Division Structure Change

The Department of General Services has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table AM0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table AM0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		281,483	637.4
Removal of One-Time Costs	Multiple Programs	-646	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		280,837	637.4
COLA: FY 2019 COLA Adjustment	Multiple Programs	2,224	0.0
Agency Request-Increase: To align budget with scheduled debt service payments	Multiple Programs	9,274	0.0
Agency Request-Increase: To support nonpersonal service costs	Multiple Programs	6,711	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	2,992	6.1
Agency Request-Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	-22,974	0.0
Mayor's Policy-Enhance: To support expenses related to facilities division	Facility Operations	11,202	0.0
Mayor's Policy-Enhance: To fund Phase II demolition of DC General (one-time)	Construction Services	10,900	0.0
Mayor's Policy-Enhance: To support expenses related to facilities division (one-time)	Facility Operations	7,700	0.0
Mayor's Policy-Enhance: To align Fixed Costs with proposed estimates	Rent: In-Lease	5,670	0.0
Mayor's Policy-Enhance: To support leasing requirements	Rent: In-Lease	2,341	0.0
Mayor's Policy-Enhance: To fund maintenance and replacement of artificial turf for athlete fields (one-time)	Facility Operations	1,000	0.0
Mayor's Policy-Reduce: To realize programmatic cost savings in nonpersonal services	Agency Management	-2,124	0.0
Mayor's Policy-Reduce: To realize savings from Security Services cost reduction	Protective Services	-7,700	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		308,053	643.5
DEDICATED TAXES: FY 2018 Approved Budget and FTE		0	0.0
Agency Request-Increase: To align budget with projected revenues	Facility Operations	1,350	0.0
DEDICATED TAXES: FY 2019 Mayor's Proposed Budget		1,350	0.0

Table AM0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		8,242	12.5
COLA: FY 2019 COLA Adjustment	Multiple Programs	44	0.0
Agency Request-Increase: To align budget with projected revenues	Multiple Programs	90	-0.5
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		8,377	12.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		143,159	22.0
COLA: FY 2019 COLA Adjustment	Protective Services	66	0.0
Agency Request-Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	-5,706	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		137,520	22.0
GROSS FOR AM0 - DEPARTMENT OF GENERAL SERVICES		455,300	677.5

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

FY 2019 Proposed Budget Changes

The Department of General Services' (DGS) proposed FY 2019 gross budget is \$455,299,608 which represents a 5.2 percent increase over its FY 2018 approved gross budget of \$432,884,392. The budget is comprised of \$308,052,867 in Local funds, \$1,350,000 in Dedicated Taxes funds, \$8,376,988 in Special Purpose Revenue funds, and \$137,519,754 in Intra-District funds.

Recurring Budget

The FY 2019 budget for DGS includes a reduction of \$646,197 to account for the removal of one-time funding appropriated in FY 2018 to support costs associated with the Soccer Stadium.

Mayor's Proposed Budget

Cost-of-Living Adjustment: DGS' budget proposal includes cost-of-living adjustments (COLA) of \$2,224,385 in Local funds, \$44,278 in Special Purpose Revenue funds, and \$66,091 in Intra-District funds.

Agency Request – Increase: The budget proposed in Local funds includes an increase of \$9,273,610 across multiple divisions to support the scheduled debt service payments (principal and interest) for certain District facilities; this amount has been moved to debt service from Rent to comply with accounting requirements. Additionally, the proposed budget includes an increase of \$6,711,036 across multiple divisions to support the agency's operational needs. Lastly, an increase of \$2,991,535 and 6.1 Full-Time Equivalents (FTEs) across multiple divisions supports miscellaneous adjustments to salaries and other position costs and includes projected salary, step, and Fringe Benefits changes.

In Dedicated Taxes funds, the budget includes an increase of \$1,350,000 in the Facilities Operations division to align the budget with projected revenues for the DGS West End project Maintenance Fund.

In Special Revenue Funds, the budget includes an increase of \$90,407 across multiple divisions to align the budget with projected revenues.

Agency Request – Decrease: The proposed Local funds budget reflects a decrease of \$22,973,648 across multiple divisions to align Fixed Cost with proposed estimates. Of this amount, \$9,273,610 is the movement out of Rent to debt service.

Mayor's Policy – Enhance: DGS' proposed Local funds budget includes an increase of \$11,202,024 in the Facility Operations division to support the management of District facilities. An increase of \$10,900,000 in

one-time funding within the Construction Services division supports the Phase 2 demolition of DC General, and \$7,700,000 in one-time funding in the Facilities Operations division supports certain District-wide Fixed Costs expenses. Further increases of \$5,670,290 in the Rent: In-Lease division aligns the Fixed Cost budget with proposed estimates, and an increase of \$2,341,000 supports the management of lease-in-transit activities, which covers certain costs related to District agency office moves and related costs. Lastly, an increase of \$1,000,000 in one-time funding for the Facility Operations division supports the maintenance and replacement of artificial turf for athletic fields in the District.

Mayor's Policy – Reduce: The proposed Local funds budget reflects reductions of \$2,124,000 in the Agency Management division to enable the agency to realize cost savings in nonpersonal services, and \$7,700,000 in the Protective Services Division to reflect projected District-wide Fixed Costs estimates changes.

Page left intentionally blank

Agency Performance Plan*

The Department of General Services (DGS) has the following strategic objectives for FY 2019:

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. Office of the Director - Provides overall leadership for the department, including policy development, planning, performance measures, accountability, service integration and customer service. The director's office also administers day-to-day operations of the department, including operating and capital budget preparation and administration, training, contract management logistics, facilities support and human resources.
2. Contracting and Procurement Division - Provides service and support to DGS in procuring goods and services that fall into the following categories: construction, architecture and engineering; facilities maintenance and operation; real estate asset management (including leasing and auditing); and utility contracts and security.
3. Portfolio Management Division - Manages and secures contracted Lease space for the District, and identifies and develops plans for short, medium and long-term real estate needs.
4. Capital Construction Division/Project Delivery - Ensures the effective and efficient management, planning, modernization, construction and renovation of public safety, municipal and recreation facilities for the District.
5. Facilities Management Division - Provides a clean, safe and operational work, living, learning and play environments for District agencies, emergency responders, residents and visitors through effective and efficient facilities management and maintenance.
6. Protective Services Division - Coordinates, manages and provides security service for District Government facilities through the use of Special Police Officers and Security Officers, Civilian Employees and Contractors.
7. Sustainability and Energy Division - Makes existing and new DGS buildings the most environmentally sustainable, comfortable, and resource efficient of any city in the US. DGS-SE will use sustainability to positively impact the District's occupants, students, visitors, and reduce the environmental burden of District owned buildings.
8. 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. Office of the Director - Provides overall leadership for the department, including policy development, planning, performance measures, accountability, service integration and customer service. The director's office also administers day-to-day operations of the department, including operating and capital budget preparation and administration, training, contract management logistics, facilities support and human resources. (10 Activities)

Activity Title	Activity Description	Type of Activity
Fleet Management	Responsible for the overall management of vehicles maintained by the Department of General Services.	Daily Service

1. Office of the Director - Provides overall leadership for the department, including policy development, planning, performance measures, accountability, service integration and customer service. The director's office also administers day-to-day operations of the department, including operating and capital budget preparation and administration, training, contract management logistics, facilities support and human resources. (10 Activities)

Activity Title	Activity Description	Type of Activity
Performance Management	Provide leadership, guidance, and consulting services for the Department of General Services on performance management and organizational process streamlining to improve operational effectiveness and efficiency, better inform future planning and budget formulation and ensure organizational transparency and accountability.	Daily Service
Training and Development	Responsible for providing organization and personal development services, by offering cutting edge programs that continually develop our employees.	Daily Service
Communications	Ensuring consistency between the work done and every division and the message delivered to the community, the government, and other agencies; for developing and executing communication strategy that connects every DGS employee to each other; and, for the agency's public image in the press and the community.	Daily Service
Strategic Planning	Develop, implement and coordinate strategies and operational enhancements aimed toward ensuring DGS delivers high quality, effective and efficient services to our stakeholders.	Daily Service
Risk Management	Responsible for establishing a risk-management structure to identify and mitigate against the inherent risks associated with District owned properties and associated assets.	Daily Service
Resource Allocation	Identifies unit costs and measures agency outputs across all business functions by continuously evaluating its current business practices to provide the most effective and efficient services and support the facilitation of wise top--level resource allocation decision and implementation strategies.	Daily Service
Information Technology	Provides the highest quality technology-based services, and support to DGS to meet its strategic goals and objectives.	Daily Service
Certified Business Enterprise (CBE) Inclusion	Responsible for elevating DGS' existing CBE program to the next level and build a best practice, comprehensive CBE program by partnering with all DGS divisions to create and increase meaningful CBE/SBE opportunities across all areas of the agency's business.	Daily Service
Government and Legislative Affairs	Responsible for the development and implementation of strategies to advance the Department's legislative initiatives and other interests relating to the District of Columbia's buildings and facilities portfolio.	Daily Service

2. Contracting and Procurement Division - Provides service and support to DGS in procuring goods and services that fall into the following categories: construction, architecture and engineering; facilities maintenance and operation; real estate asset management (including leasing and auditing); and utility contracts and security. (5 Activities)

Activity Title	Activity Description	Type of Activity
Coordinate all Acquisition Planning and Execution Activities	Contracting and Procurement works closely with our internal divisions and client agencies to create a detailed and meaningful acquisition plan that aligns with anticipated procurements with budgetary resources and strategic plans. The annual acquisition plan will allow DGS to forecast the procurement needs of the internal divisions and meet both planned and unplanned procurement needs with great efficiency.	Daily Service
Maintain the file room and contract files	The Acquisition Services branch, within Contracting and Procurement, assists management with monitoring and oversight over the file room and contract files. This includes periodically assessing the integrity of file room operational procedures, as well as ascertaining whether the file room specialist is implementing efficient and effective records management practices.	Daily Service
Assume lead for all matters related to vendor dispute resolution	Prospective contractors have the right to protest decisions made by the Contracting Officer. All protests and disputes by the contractor against the District shall be first submitted in writing to the Contracting Officer for a decision. The Contracting Officer will make every attempt to resolve protests and disputes via alternative dispute resolution and informal methods. Any dispute that cannot be resolved by this method may be treated as a formal claim.	Daily Service
Perform operational reviews and assessments of procurement actions	Operational reviews and assessments are performed to ascertain whether the District's procurement professionals are complying with the applicable procurement laws, regulations, and policies. In addition, these reviews are purposed to identify high risk procurement issues and areas, provide key monitoring and oversight activities on behalf of management, and identify other issues and/or opportunities for operational and process efficiency.	Daily Service
Prepare Invoices and release documents for Direct Vouchers	Procurement personnel assist in the preparation of release documentation for Direct Vouchers and review contractor invoices and recommend approval by the Contracting Officer.	Daily Service

3. Portfolio Management Division - Manages and secures contracted Lease space for the District, and identifies and develops plans for short, medium and long-term real estate needs. (4 Activities)

Activity Title	Activity Description	Type of Activity
Collect rent from entities leasing District-owned property	Portfolio Division is responsible for the revenue generation and collection of real property that has been identified as excess to operational requirements. In addition, it is Portfolio's responsibility to assist in identifying properties that may be surplus to their needs.	Daily Service
Property Management	The Portfolio Division is responsible for executing real property acquisitions by purchase or lease, and also disposing of property through sale, lease or other authorized method.	Daily Service

3. Portfolio Management Division - Manages and secures contracted Lease space for the District, and identifies and develops plans for short, medium and long-term real estate needs. (4 Activities)

Activity Title	Activity Description	Type of Activity
Building Management	The Portfolio Division is responsible for providing building management services for facilities owned or operated by the District.	Daily Service
Asset Management	The Portfolio Management Division is responsible for ensuring that the SmartDGS database is maintained by their team with timely, accurate and up-to-date occupancy, project and Asset Management information.	Daily Service

4. Capital Construction Division/Project Delivery - Ensures the effective and efficient management, planning, modernization, construction and renovation of public safety, municipal and recreation facilities for the District. (4 Activities)

Activity Title	Activity Description	Type of Activity
Perform existing conditions assessments	Assessment of mechanical, electrical and structural condition of all District owned facilities conducted on a recurring cycle.	Daily Service
Project closures and document completions for end users	Project close-out procedures and required documents and documentation, to include warranties, Operations and Maintenance manuals, commissioning documentation, Leadership in Energy and Environmental Design (LEED) certifications, certificate of occupancy, final inspections and final release of liens.	Daily Service
Provide project management services over design and construction activities	The Construction Services division manages the planning, modernization and new construction of public safety facilities, municipal and recreation projects.	Daily Service
School Modernization, Renovations, and Improvements	The Project Delivery Division manages the renovation and new construction of education facilities, and other high priority projects for the District.	Key Project

5. Facilities Management Division - Provides a clean, safe and operational work, living, learning and play environments for District agencies, emergency responders, residents and visitors through effective and efficient facilities management and maintenance. (7 Activities)

Activity Title	Activity Description	Type of Activity
Receive, Issue and Complete Work Orders	Using Salesforce, the Facilities Management Division receives, reviews and assigns work orders to the appropriate business unit for processing and completion.	Daily Service
Snow Removal at Schools and District Buildings	The Facilities Management Division is responsible for: pre-treatment, snow melt application, shoveling, hauling and cleaning walk ways and sidewalks, drive ways schools, recreation centers and some municipal facilities.	Daily Service
Maintenance and Repair	The Facilities Management Division is responsible for the maintenance and providing repair service for DCPS Schools, DPR Facilities (Parks and Recreation Centers) and other District Buildings.	Daily Service
Special Projects	The Facilities Management Division plans and carries out renovation, alteration, and improvement of the District facilities as needed to accommodate new or changed programs, priorities or services.	Key Project

6. Protective Services Division - Coordinates, manages and provides security service for District Government facilities through the use of Special Police Officers and Security Officers, Civilian Employees and Contractors. (10 Activities)

Activity Title	Activity Description	Type of Activity
Monitoring and responding to security guard contracting issues	The PSD-assigned COTR for each security guard contract responds to District facilities to ensure compliance and conducts security meetings (at least once a month) to interact with security agencies concerning all relevant issues (compliance, invoicing, liquidations, etc).	Daily Service
Monitoring security systems	PSD's Central Communications Center (CCC) and the Security Services Center (SSC), located at JWB provide 24/7 alarm and CCTV monitoring. PSD's Threat Management Section continuously monitors all aspects of the Enterprise Wide Security System.	Daily Service
Execute direct staffing at critical locations	PSD's uniformed officers are directly assigned to secure critical high-profile DC Government facilities such as the John Wilson Building (JWB), Consolidated Forensic Lab (CFL), and the Office of Unified Communications (OUC).	Daily Service
Managing Security guard contract	PSD's Administrative Support and Patrol Operations Sections, working with the PSD Training Specialist and Strategic Development Specialist, are primarily responsible for managing all matters regarding security guard contract implementation, to include: Statements of Work (SOW), assisting with the preparation of Request For Proposals (RFPs), Special Events (monitoring and preparing Memorandums of Understanding), contract compliance, mediating and monitoring contract liquidations, and moderating regularly scheduled (weekly and monthly) security agency awareness meetings, and invoicing (submission and reconciliation).	Daily Service
Conduct required training for all eligible officers	PSD's Training Specialist, Administrative Support and Patrol Operations leadership and Strategic Development Specialist collaboratively ensure all aspects of mandated and optional training for all PSD officers, to include: preparing training plans, tracking all training and certifications, In-Service training mandates (by DCMR 6A), Firearm and Weapons training and requalification (performed by PSD's Firearm Instructors), D.C. Code and legal issues.	Daily Service

7. Sustainability and Energy Division - Makes existing and new DGS buildings the most environmentally sustainable, comfortable, and resource efficient of any city in the US. DGS-SE will use sustainability to positively impact the District's occupants, students, visitors, and reduce the environmental burden of District owned buildings. (3 Activities)

Activity Title	Activity Description	Type of Activity
Contract management	S&E manages many contracts for various services, including temporary contractors, green and cool roofs, solar and wind power purchase agreements, and on-call service contracts.	Daily Service
Bill management	S&E receives and processes invoices for all commodities, including electricity, natural gas, water, steam, stormwater, waste, recycling, organics and fuel.	Daily Service
Education	Educate employees, students, building tenants and visitors on issues of sustainability.	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. Office of the Director - Provides overall leadership for the department, including policy development, planning, performance measures, accountability, service integration and customer service. The director’s office also administers day-to-day operations of the department, including operating and capital budget preparation and administration, training, contract management logistics, facilities support and human resources. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Average age of DGS fleet vehicles - owned	No	Not Available	Not Available	Not Available	7	7
Percent of DGS employees who completed at least 1 customer care module in the previous quarter	No	Not Available	Not Available	Not Available	20%	20%
Percent of MSS employees who completed at least 1 MSS course in the previous quarter	No	Not Available	Not Available	Not Available	20%	50%
Percent of annual DGS expendable budget of procured goods and services, including construction goods and services, spent with small business enterprises	No	Not Available	Not Available	Not Available	50%	50%
Percent of owned vehicles beyond their life balance	No	Not Available	Not Available	Not Available	70%	70%

2. Contracting and Procurement Division - Provides service and support to DGS in procuring goods and services that fall into the following categories: construction, architecture and engineering; facilities maintenance and operation; real estate asset management (including leasing and auditing); and utility contracts and security. (10 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent decrease in the number of Emergency procurements	No	Not Available	Not Available	Not Available	5%	5%
Percent decrease in the number of Sole Source procurements	No	Not Available	Not Available	Not Available	5%	5%
Percent decrease in the number of ratifications	No	Not Available	Not Available	Not Available	5%	5%
Percent of contracts renewed beyond contract terms	No	Not Available	Not Available	Not Available	5%	5%
Percent of solicitations completed within agreed upon Timeline/Milestone Plans	No	Not Available	Not Available	Not Available	90%	90%
Percent of total Purchase Orders awarded to SBE firms	No	39.2%	50%	34.7%	50%	50%
Average processing time for Contract Modification - change orders, task orders, admin mods (in business days)	No	Not Available	Not Available	Not Available	15	15
Average processing time for Invitation for Bid (IFB) (in business days)	No	Not Available	Not Available	Not Available	65	65
Average processing time for Small Purchases - \$100,000 or less (in business days)	No	18.1	10	10.8	7	7

2. Contracting and Procurement Division - Provides service and support to DGS in procuring goods and services that fall into the following categories: construction, architecture and engineering; facilities maintenance and operation; real estate asset management (including leasing and auditing); and utility contracts and security. (10 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Average processing time for a Request for Proposal (RFP) (in business days)	No	Not Available	Not Available	Not Available	90	90

3. Portfolio Management Division - Manages and secures contracted Lease space for the District, and identifies and develops plans for short, medium and long-term real estate needs. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Eastern Market actual revenue	No	Not Available	Not Available	\$944,419	\$950,000	\$950,000
Percent change in actual vs. market rent	No	Not Available	Not Available	Not Available	2.5%	2.5%
Percent change in property value	No	Not Available	Not Available	Not Available	1%	1%
Percent of office space leased vs. owned	No	45%	45%	47.2%	45%	45%
Total dollar amount paid for leased space	No	\$143,934,200	\$150,000,000	\$156,225,044	\$160,000,000	\$160,000,000

4. Capital Construction Division/Project Delivery - Ensures the effective and efficient management, planning, modernization, construction and renovation of public safety, municipal and recreation facilities for the District. (12 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of approved invoices submitted to OCFO for payment processing within 15 calendar days of receipt	No	Not Available	90%	83.8%	90%	90%
Percent of construction projects on budget according to the definitized contract	No	Not Available	Not Available	Not Available	75%	75%
Percent of construction projects on schedule according to the definitized contract	No	Not Available	Not Available	Not Available	75%	75%
Percent of eligible active construction projects that are tracking Leadership in Energy and Environment (LEED) Silver or better	No	10%	5%	50.3%	50%	50%
Percent of eligible active construction projects that are tracking Leadership in Energy and Environment (LEED) above Silver, which is Gold or Platinum	No	20%	5%	46%	50%	50%
Percent of owner directed change orders on active education projects compared to the definitized contract	No	Not Available	Not Available	Not Available	10%	10%
Percent of owner directed change orders on active municipal projects compared to the definitized contract	No	Not Available	Not Available	Not Available	10%	10%
Percent of owner directed change	No	Not	Not	Not	10%	10%

4. Capital Construction Division/Project Delivery - Ensures the effective and efficient management, planning, modernization, construction and renovation of public safety, municipal and recreation facilities for the District. (12 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
orders on active recreation projects compared to the definitized contract		Available	Available	Available		
Percent of safety plans received for projects more than \$10 M	No	Not Available	Not Available	Not Available	75%	75%
Percent of unforeseen site condition change orders on active education projects compared to the definitized contract	No	Not Available	Not Available	Not Available	5%	5%
Percent of unforeseen site condition change orders on active municipal projects compared to the definitized contract	No	Not Available	Not Available	Not Available	5%	5%
Percent of unforeseen site condition change orders on active recreation projects compared to the definitized contract	No	Not Available	Not Available	Not Available	5%	5%

5. Facilities Management Division - Provides a clean, safe and operational work, living, learning and play environments for District agencies, emergency responders, residents and visitors through effective and efficient facilities management and maintenance. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of emergency maintenance requests responded to within 2 hours this past quarter – per Service Level Agreement (SLA)	No	Not Available	90%	87.4%	90%	90%
Percent of high priority work orders completed within 10 days this past quarter – per Service Level Agreement (SLA)	No	Not Available	85%	49.1%	80%	80%
Percent of work orders completed during ‘premier time’	No	Not Available	Not Available	Not Available	10%	10%
Percent of work orders completed during ‘regular time’	No	Not Available	Not Available	Not Available	90%	90%
Percent of work orders initiated by building manager	No	Not Available	Not Available	Not Available	60%	60%
Percent of work orders initiated by owner	No	Not Available	Not Available	Not Available	40%	40%

6. Protective Services Division - Coordinates, manages and provides security service for District Government facilities through the use of Special Police Officers and Security Officers, Civilian Employees and Contractors. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Access Control Guard Posts passing inspection (compliance checks)	No	Not Available	Not Available	Not Available	95%	95%
Percent of Screening Posts passing inspections (X-Ray, Magnetometer)	No	Not Available	Not Available	Not Available	95%	95%
Percent of eligible officers receiving training as scheduled	No	100%	100%	100%	100%	100%

7. Sustainability and Energy Division - Makes existing and new DGS buildings the most environmentally sustainable, comfortable, and resource efficient of any city in the US. DGS-SE will use sustainability to positively impact the District's occupants, students, visitors, and reduce the environmental burden of District owned buildings. (14 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent Change in Annual Electricity Consumption (kbtu)	No	Not Available	3.5%	2%	3%	3.5%
Percent Change in Annual Natural Gas Consumption (kbtu)	No	Not Available	3.5%	3.8%	3.5%	3.5%
Percent Change in Annual Portfolio Water Consumption (CCF)	No	Not Available	3.5%	6.2%	3.5%	3.5%
Percent Change in Electricity Peak Demand (kbtu)	No	Not Available	3.5%	0.7%	2%	2%
Percent Change in Portfolio Greenhouse Gas Emissions (tons)	No	Not Available	3.5%	5%	3.5%	3.5%
Percent of Annual Portfolio Waste Generation (tons)	No	Not Available	3%	2%	2%	2%
Percent of invoices paid within 30 days	No	Not Available	Not Available	Not Available	90%	90%
Percent of renewable energy purchased as a total of all energy purchased	No	Not Available	Not Available	Not Available	30%	30%
Percent of sites where solar is installed by percent of total sites planned	No	Not Available	Not Available	Not Available	90%	90%
Percent of sites with bike repair stations installed by Percent of total sites planned	No	Not Available	Not Available	Not Available	95%	95%
Percent of sites with complete utility billing data and interval data available to the public	No	Not Available	Not Available	Not Available	50%	50%
Percent of sites with completed surveys/American Society of Heating, Refrigerating and Air-Conditioning Engineers assessments by percent of total sites planned	No	Not Available	Not Available	Not Available	90%	90%
Percent increase in participating in DCPS Recycles Program - Composting	No	Not Available	Not Available	Not Available	10%	10%
The Percent of sites with Building Automation System and/or Sensor Network deployment that are connected to Volttron and have trending and tagging in place where Advanced Operations Reports are being produced	No	Not Available	Not Available	Not Available	50%	50%

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. Communications

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of 'Ask The Directors' inquiries	No	Not Available	Not Available	Not Available

1. Communications

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of DGS initiated meetings conducted per quarter	No	Not Available	Not Available	Not Available
Number of invited meetings attended per quarter	No	Not Available	Not Available	Not Available

2. Coordinate all Acquisition Planning and Execution Activities

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Invitation for Bid (IFB) processed	No	Not Available	267	367
Number of Purchase Orders awarded to SBE firms	No	Not Available	683	777
Number of Ratification requests received	No	Not Available	7	17
Number of RFPs processed	No	Not Available	710	675
Number of solicitations completed	No	Not Available	84	94

3. Collect rent from entities leasing District-owned property

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total dollar amount of non-profit subsidies	No	Not Available	Not Available	Not Available

4. Building Management

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of New Work Requests	No	Not Available	Not Available	Not Available
Number of Portfolios Visited	No	Not Available	Not Available	Not Available

5. Asset Management

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Active Leases (In-Lease Focus)	No	Not Available	Not Available	Not Available
Number of Lease Renewals (In-Lease Focus)	No	Not Available	Not Available	Not Available
Number of New Leases (In-Lease Focus)	No	Not Available	Not Available	Not Available
Total Square Feet of Currently Leased Office Space	No	Not Available	Not Available	Not Available

6. Provide project management services over design and construction activities

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Projects - Close-Out Phase	No	Not Available	Not Available	Not Available
Number of Projects - Construction Phase	No	Not Available	Not Available	Not Available
Number of Projects - Design Phase	No	Not Available	Not Available	Not Available
Number of Projects - Planning Phase	No	Not Available	Not Available	Not Available

7. School Modernization, Renovations, and Improvements

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Small Capital Projects Completed	No	Not Available	Not Available	Not Available
Number of Small Capital Projects Identified	No	Not Available	Not Available	Not Available

8. Receive, Issue and Complete Work Orders

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Percent change in work order by type – DCPS	No	Not Available	Not Available	Not Available
Percent change in work order by type – DPR	No	Not Available	Not Available	Not Available
Percent change in work order by type – Municipal	No	Not Available	Not Available	Not Available
Percent change in work order by type – Other	No	Not Available	Not Available	Not Available

9. Managing and providing security at District owned and leased-properties

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Service Calls received by PSD	No	3553	3096	2715

10. Execute direct staffing at critical locations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Dollar value associated with Additional Security Request (ASRs) from outside DGS	No	Not Available	Not Available	Not Available
Number of events associated with Additional Security Request (ASRs) from outside DGS	No	Not Available	Not Available	Not Available

11. Managing Security guard contract

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total dollar value of liquidated damages resulting from contract guard poor performance or corrective action	No	1428	\$2510	\$16,270

12. Bill management

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total Natural Gas Consumption (Therms)	No	Not Available	7,322,021.5	7,603,123
Total Renewable Energy Consumption	No	Not Available	Not Available	109,161,000
Total Tons of Recycled Materials	No	Not Available	2140	2106
Total Tons of Waste	No	Not Available	21,464.2	21,067.9
Total Water Consumption (CCF)	No	Not Available	159,364	116,239

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Contract Appeals Board

www.cab.dc.gov
Telephone: 202-727-6597

Table AF0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$1,377,677	\$1,453,274	\$1,490,422	\$1,556,442	4.4
FTEs	9.9	10.0	10.0	10.0	0.0

The mission of the Contract Appeals Board (CAB) is to provide an impartial, expeditious, inexpensive, and knowledgeable forum for the hearing and resolving of contractual disputes, protests, debarments, and suspensions involving the District and its contracting communities.

Summary of Services

The Contract Appeals Board reviews and determines protests of District contract solicitations and/or awards; appeals by contractors of the District Contracting Officer's final decisions; claims by the District against a contractor; appeals by contractors of suspensions and/or debarments; and contractor appeals of interest payment claims under the Quick Payment Act.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AF0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table AF0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	1,378	1,453	1,490	1,556	66	4.4	9.9	10.0	10.0	10.0	0.0	0.0
TOTAL FOR GENERAL FUND	1,378	1,453	1,490	1,556	66	4.4	9.9	10.0	10.0	10.0	0.0	0.0
GROSS FUNDS	1,378	1,453	1,490	1,556	66	4.4	9.9	10.0	10.0	10.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table AF0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table AF0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	600	668	676	660	-16	-2.3
12 - Regular Pay - Other	549	532	529	618	89	16.8
13 - Additional Gross Pay	1	8	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	172	193	204	212	9	4.2
SUBTOTAL PERSONAL SERVICES (PS)	1,323	1,402	1,409	1,491	82	5.8
20 - Supplies and Materials	4	0	12	3	-9	-71.9
31 - Telephone, Telegraph, Telegram, Etc.	0	0	9	0	-9	-100.0
40 - Other Services and Charges	29	18	28	36	8	29.6
41 - Contractual Services - Other	14	32	26	26	0	0.0
70 - Equipment and Equipment Rental	8	1	7	1	-6	-91.4
SUBTOTAL NONPERSONAL SERVICES (NPS)	55	51	82	66	-16	-19.5
GROSS FUNDS	1,378	1,453	1,490	1,556	66	4.4

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AF0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AF0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) CONTRACT APPEALS BOARD										
(1010) Personnel	0	0	9	0	-9	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	322	208	208	214	6	2.0	1.0	1.0	1.0	0.0
SUBTOTAL (1000) CONTRACT APPEALS BOARD	322	208	217	214	-4	2.0	1.0	1.0	1.0	0.0
(2000) ADJUDICATION										
(2001) Adjudication	1,055	1,245	1,273	1,343	70	7.9	9.0	9.0	9.0	0.0
SUBTOTAL (2000) ADJUDICATION	1,055	1,245	1,273	1,343	70	7.9	9.0	9.0	9.0	0.0
TOTAL PROPOSED OPERATING BUDGET	1,377	1,454	1,490	1,556	66	9.9	10.0	10.0	10.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Contract Appeals Board operates through the following 2 programs:

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

Adjudication – adjudicates protests of District contract solicitations and awards, appeals by contractors of District contracting officer's final decisions, claims by the District against contractors, appeals by contractors of suspensions and debarments, and contractor appeals of interest payment claims under the Quick Payment Act.

Program Structure Change

The Contract Appeals Board has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table AF0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table AF0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		1,490	10.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		1,490	10.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	43	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	39	0.0
Agency Request-Decrease: To partially offset projected adjustments in personal services costs	Multiple Programs	-38	0.0
Mayor's Policy-Enhance: To support recurring Enterprise Cloud costs	Adjudication	22	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		1,556	10.0
GROSS FOR AF0 - CONTRACT APPEALS BOARD		1,556	10.0

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

FY 2019 Proposed Budget Changes

The Contract Appeals Board's (CAB) proposed FY 2019 gross budget is \$1,556,442, which represents a 4.4 percent increase over its FY 2018 approved gross budget of \$1,490,422. The budget is comprised entirely of Local funds.

Recurring Budget

No Change: The Contract Appeals Board's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: The agency received a proposed cost-of-living adjustment (COLA) of \$43,417 in Local funds.

Agency Request – Increase: CAB's proposed budget includes an increase of \$38,536 in Local funds within the Adjudication Program to properly fund salary steps and Fringe Benefits cost and the reallocation of a position from Full-Time to Part-Time status.

Agency Request – Decrease: The proposed budget in CAB reflects a net decrease of \$37,933 in supplies, equipment, and other operational costs.

Mayor's Policy – Enhance: CAB's proposed budget includes an enhancement of \$22,000 to support the costs of recurring OCTO Enterprise Cloud and Infrastructure Services for the agency.

Page left intentionally blank

Agency Performance Plan*

The Contract Appeals Board (CAB) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Increase public confidence in the DC procurement process through the efficient, effective and fair disposition of public contracting disputes.
2. Increase use of Alternative Dispute Resolution (ADR) in resolving cases without the need for traditional litigation models, resulting in faster, more efficient dispositions of cases and greater party satisfaction.
3. Create and maintain a highly efficient, transparent and responsive District government through the digital archiving and electronic filing of all Board cases permitting web-based retrieval and full-text searching by the parties with pending cases and the public.**

ACTIVITIES

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

1. Increase public confidence in the DC procurement process through the efficient, effective and fair disposition of public contracting disputes. (1 Activity)

Activity Title	Activity Description	Type of Activity
Reduce the number of open appeal cases that are three years or older through docket review and strategic resource allocation	Working goal to reduce the number of cases that are three years or older to less than 5 percent.	Daily Service

2. Increase use of Alternative Dispute Resolution (ADR) in resolving cases without the need for traditional litigation models, resulting in faster, more efficient dispositions of cases and greater party satisfaction. (1 Activity)

Activity Title	Activity Description	Type of Activity
Increase use of ADR in resolving disputes before CAB through researching, developing and applying best practices in mediation and other alternative dispute resolution models	At the inception of each case, CAB encourages mediation/settlement through Scheduling Orders. Further, the Presiding Judge in each case encourages mediation/settlement during the pretrial conference. CAB will continue to build upon its capacity to offer meaningful settlement/mediation opportunities to litigants.	Daily Service

3. Create and maintain a highly efficient, transparent and responsive District government through the digital archiving and electronic filing of all Board cases permitting web-based retrieval and full-text searching by the parties with pending cases and the public.** (1 Activity)

Activity Title	Activity Description	Type of Activity
Increase digital archiving and electronic filing of new cases to provide full-text searching and, therefore, greater transparency for litigants, the contracting community and the public	Completion of digital archiving and loading into the database of historical appeal and protest cases permitting web-based retrieval and full-text searching capability by the parties with pending	Key Project

3. Create and maintain a highly efficient, transparent and responsive District government through the digital archiving and electronic filing of all Board cases permitting web-based retrieval and full-text searching by the parties with pending cases and the public. (1 Activity)**

Activity Title	Activity Description	Type of Activity
	cases and the public, while promoting electronic filing and uploading of documents in all newly filed cases.	

KEY PERFORMANCE INDICATORS

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

1. Increase public confidence in the DC procurement process through the efficient, effective and fair disposition of public contracting disputes. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Protests resolved within 60 business days	No	83.3%	95%	87%	95%	95%
Percent of appeals resolved within 4 months of the cases being ready for decision	No	91.7%	90%	80%	90%	90%
Percent of decisions sustained on appeal	No	Not Available	100%	100%	100%	100%
Percent of pending cases that are three years old or less	No	75%	90%	92.9%	90%	90%

2. Increase use of Alternative Dispute Resolution (ADR) in resolving cases without the need for traditional litigation models, resulting in faster, more efficient dispositions of cases and greater party satisfaction. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of cases resolved through settlement	No	72.9%	30%	48.4%	50%	50%

3. Create and maintain a highly efficient, transparent and responsive District government through the digital archiving and electronic filing of all Board cases permitting web-based retrieval and full-text searching by the parties with pending cases and the public. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of cases closed by the Board in the current fiscal year that are electronically archived to permit web-based retrieval and full-text searching capability	No	100%	100%	100%	100%	100%
Percent of new cases using electronic filing system	No	100%	100%	100%	100%	100%

WORKLOAD MEASURES

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

1. Increase digital archiving and electronic filing of new cases to provide full-text searching and, therefore, greater transparency for litigants, the contracting community and the public

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of archived protest and appeals cases digitized and uploaded to the public website	No	26	48	64
Number of documents filed in new cases	No	1346	1783	1933
Number of new cases filed and processed electronically	No	26	33	48

2. Reduce the number of open appeal cases that are three years or older through docket review and strategic resource allocation

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of cases resolved	No	26	48	64
Number of new cases filed	No	26	33	48

3. Increase use of ADR in resolving disputes before CAB through researching, developing and applying best practices in mediation and other alternative dispute resolution models

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of cases resolved through settlement/voluntary withdrawal	No	8	35	31
Number of Scheduling Orders issued encouraging settlement	No	26	33	48

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective “Create and maintain a highly efficient, transparent and responsive District government”. New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Board of Elections

www.dcboee.org

Telephone: 202-727-2525

Table DL0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$9,379,113	\$9,012,537	\$8,907,003	\$10,489,133	17.8
FTEs	60.3	60.0	56.0	48.0	-14.3

The Board of Elections, a chartered independent agency, is comprised of a three-member Board along with a small, dedicated staff that carries out the agency's mission. The mission of the Board is to enfranchise eligible residents, conduct elections, and assure the integrity of the electoral process as mandated by both federal and local laws.

Summary of Services

The Board of Elections (BOE) achieves its mission through the execution of the following services and programs: voter registration services; voting system technologies; voter information services, including public and media outreach, and candidate services; information technology and information services systems that support voting, ballot tabulation, and electronic mapping of election district boundaries; planning and implementation of District of Columbia elections; and through the aid of legal counsel, rule-making and adjudication functions.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DL0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table DL0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	7,114	7,662	7,907	10,489	2,582	32.7	60.3	60.0	56.0	48.0	-8.0	-14.3
TOTAL FOR GENERAL FUND	7,114	7,662	7,907	10,489	2,582	32.7	60.3	60.0	56.0	48.0	-8.0	-14.3

Table DL0-2

(dollars in thousands)

Dollars in Thousands							Full-Time Equivalents					
Appropriated Fund	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
FEDERAL RESOURCES												
Federal Grant Funds	2,255	1,351	1,000	0	-1,000	-100.0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR FEDERAL RESOURCES	2,255	1,351	1,000	0	-1,000	-100.0	0.0	0.0	0.0	0.0	0.0	N/A
PRIVATE FUNDS												
Private Grant Funds	10	0	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR PRIVATE FUNDS	10	0	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	9,379	9,013	8,907	10,489	1,582	17.8	60.3	60.0	56.0	48.0	-8.0	-14.3

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table DL0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table DL0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	2,581	3,488	2,957	4,941	1,985	67.1
12 - Regular Pay - Other	1,100	648	634	705	71	11.2
13 - Additional Gross Pay	25	61	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	619	751	649	884	235	36.1
15 - Overtime Pay	430	440	500	500	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	4,755	5,389	4,740	7,030	2,290	48.3
20 - Supplies and Materials	196	178	285	185	-100	-35.1
31 - Telephone, Telegraph, Telegram, Etc.	11	18	20	20	0	0.0
40 - Other Services and Charges	1,736	1,747	2,249	1,817	-433	-19.2
41 - Contractual Services - Other	586	544	645	537	-108	-16.8
70 - Equipment and Equipment Rental	2,096	1,136	967	900	-67	-6.9
SUBTOTAL NONPERSONAL SERVICES (NPS)	4,624	3,624	4,167	3,459	-708	-17.0
GROSS FUNDS	9,379	9,013	8,907	10,489	1,582	17.8

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table DL0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table DL0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	467	564	389	521	132	5.5	5.5	4.0	5.0	1.0
(1020) Contracting and Procurement	121	89	87	92	5	1.5	1.5	1.0	1.0	0.0
(1030) Property Management	59	58	185	0	-185	1.0	1.0	5.0	0.0	-5.0
(1040) Info Tech	567	758	640	765	125	6.0	5.0	5.0	6.0	1.0
(1060) Legal	467	483	504	511	6	3.5	3.0	3.0	3.0	0.0
(1070) Fleet Management	0	0	27	26	-1	0.0	0.0	0.0	0.0	0.0
(1080) Communication	97	276	108	0	-108	1.0	1.0	1.0	0.0	-1.0
(1085) Customer Service	394	299	255	269	15	3.0	4.0	3.0	3.0	0.0
(1090) Performance Mgmt	251	409	369	438	69	2.0	2.0	2.0	3.0	1.0
SUBTOTAL (1000) AGENCY MANAGEMENT	2,424	2,937	2,564	2,622	58	23.6	23.0	24.0	21.0	-3.0
(3000) BOARD OF SUPERVISORS										
(3001) BOS Operations	34	32	52	52	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (3000) BOARD OF SUPERVISORS	34	32	52	52	0	0.0	0.0	0.0	0.0	0.0
(4000) ELECTION OPERATIONS										
(4001) Voter Registration	816	798	839	1,111	272	20.1	20.0	19.0	3.0	-16.0
(4002) Voter Services	428	392	360	313	-47	7.5	7.5	5.0	4.0	-1.0
(4004) Election Operations	5,677	4,856	5,092	6,391	1,300	9.0	9.5	8.0	20.0	12.0
SUBTOTAL (4000) ELECTION OPERATIONS	6,922	6,046	6,291	7,815	1,524	36.7	37.0	32.0	27.0	-5.0
(9960) AUDIT ADJUSTMENTS										
(9961) Yr End Close	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) AUDIT ADJUSTMENTS	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	9,379	9,013	8,907	10,489	1,582	60.3	60.0	56.0	48.0	-8.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Board of Elections operates through the following 3 programs:

Board of Supervisors – provides assistance to the BOE in carrying out their duties. This policy-making board manages all activities relating to the BOE, including meetings. The Board members meet a minimum of once a month with the Office of the General Counsel, the Office of the Executive Director, and the Office of Campaign Finance to discuss any situation or concern that the BOE may have.

Election Operations – provides the administrative functions for the agency's overall operations. This program directs election-related program operations and support activities; conducts elections; provides voter registration services; and provides voter roll maintenance, technology and information, and administration and support.

This program contains the following 3 activities:

- **Voter Registration** – operates the voter registration system; conducts the absentee voter program, including in person, by mail, overseas citizen services, and absentee registration and voting; maintains voter history data; disseminates and provides access to voter registry data products; determines registration status for special ballots and petition signatures; assists in automated ballot tabulation and recount operations; conducts the biennial voter canvass; and executes the statutorily mandated requirements for the management and maintenance of the District's voter registry, including data processing systems support for on-line voter registration;
- **Voter Services** – provides centralized voter assistance, public reception, and information services; provides candidates with the information and documentation necessary for them to qualify for office, including petitions and declarations of candidacy; administers ballot access procedures for candidates and initiative, referendum, and recall measures; ensures petition sufficiency, voter qualification and eligibility, absentee registration and voting, and documentation for certification of election results; conducts ballot position lotteries and assists in automated ballot tabulation and recount operations; and conducts the in-person absentee voting program; and
- **Election Operations** – provides central planning, administrative, and logistical support for all agency operations, including those directly associated with the conduct of elections and their subsequent clean-up. This activity is responsible for resource planning and financial management, including budgeting, accounting, procurement activity, and Intra-District charges for services; contractual support for elections; and maintenance of agency facilities, specialized equipment, and other material. This activity also coordinates special elections and recall; develops election ballot layouts and design; effects procurement, monitors production, and ensures proper distribution of ballots for each voting precinct; performs comprehensive planning and support to election operations; and ensures that elections are carried out in an open and accessible manner for voters of the District of Columbia.

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

Program Structure Change

The Board of Elections has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table DL0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table DL0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		7,907	56.0
Removal of One-Time Costs	Election Operations	-215	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		7,692	56.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	126	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	881	5.5
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-844	0.0
Mayor's Policy-Enhance: To support the purchase of voting equipment, hardware and software maintenance costs, and licensing fees (one-time)	Election Operations	1,351	0.0
Mayor's Policy-Enhance: To support full-time positions and the hiring of temporary workers	Election Operations	1,282	-13.5
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		10,489	48.0
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		1,000	0.0
Agency Request-Decrease: To align budget with projected grant awards	Election Operations	-1,000	0.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		0	0.0
GROSS FOR DL0 - BOARD OF ELECTIONS		10,489	48.0

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

FY 2019 Proposed Budget Changes

The Board of Elections' (BOE) proposed FY 2019 gross budget is \$10,489,133, which represents a 17.8 percent decrease from its FY 2018 approved gross budget of \$8,907,003. The budget is comprised entirely of Local funds.

Recurring Budget

The FY 2019 budget for Board of Elections' includes a net reduction of \$215,000 to account for the removal of one-time funding appropriated in FY 2018. This adjustment supported the cost of voting equipment and other services needed to ensure the successful conduct of the District's 2018 Mayoral Primary and General Election. Specifically, this funding provided: \$25,000 for United States Postal Service (USPS) Intelligent Mail Barcode Solutions; \$50,000 to support Ward Coordinators for the Americans with Disabilities Act (ADA) and Language Assistance services; \$75,000 for rental costs for 50 DS200 precinct scanners, tabulators, and wireless modems; and \$65,000 for the rental of 50 Express Votes voting systems and kiosks.

Mayor's Proposed Budget

Cost-of-Living Adjustment: BOE's budget proposal includes cost-of-living adjustments (COLA) of \$126,456 in Local funds.

Agency Request – Increase: BOE's proposed Local funds budget reflects a net personal service increase of \$881,040 and 5.5 Full Time Equivalents (FTEs), primarily in the Election Operations program, to support the planning, administrative, and logistical costs required for agency operations.

Agency Request – Decrease: BOE's proposed Local funds budget includes a net nonpersonal services decrease of \$843,823 primarily in the Election Operations program, to reflect projected professional service and equipment costs.

BOE's proposed budget reflects a \$1,000,000 reduction in Federal Grant funds associated with the Help America Vote Act (HAVA). The agency anticipates these funds will be fully exhausted in FY 2018.

Mayor's Policy – Enhance: The proposed Local funds budget includes an overall increase of \$2,633,458 in the Election Operations program. This adjustment includes: a one-time increase of \$1,351,000 to support the purchase of voting equipment, hardware and software maintenance costs, and licensing fees; and \$1,282,458 in personal services to support the agency's full-time FTEs and temporary workers. In an effort to streamline the agency, an adjustment of 13.5 FTE reduction was made. This adjustment is expected to right size year-round staffing levels.

Page left intentionally blank

Agency Performance Plan*

The Board of Elections (BOE) has the following the strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Increase the percentage of District of Columbia residents registered to vote.
2. Maintain an accurate and up-to-date voter registry.
3. Increase accessibility, public awareness, and knowledge of the electoral process
4. Leverage technology to improve the efficiency of Board operations
5. Recruit and train poll workers adequately to fulfill duties and provide excellent customer service to voters
6. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Maintain an accurate and up-to-date voter registry. (1 Activity)

Activity Title	Activity Description	Type of Activity
Processing voter registration information received	Updating voter registry based upon information from voters and other sources.	Daily Service

3. Increase accessibility, public awareness, and knowledge of the electoral process. (1 Activity)

Activity Title	Activity Description	Type of Activity
Deploy new, accessible website	Deploy new, accessible website.	Key Project

KEY PERFORMANCE INDICATORS

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

1. Increase the percentage of District of Columbia residents registered to vote. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of District of Columbia residents who are registered to vote each month	No	4,000	6,000	Not Available	6,000	6,000

2. Maintain an accurate and up-to-date voter registry. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent decrease in registered voters who request non-address change related corrections to their voter records	No	Not Available	Not Available	Not Available	Not Available	33%

3. Increase accessibility, public awareness, and knowledge of the electoral process. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of polling places that are operationally accessible in FY 2018 elections	No	Not Available	Not Available	Not Available	Not Available	100%

4. Leverage technology to improve the efficiency of Board operations. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of voters who register or update their voter registration information electronically through the Board's mobile registration application	No	Not Available	Not Available	Not Available	Not Available	12,000

5. Recruit and train poll workers adequately to fulfill duties and provide excellent customer service to voters. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of poll workers who complete and submit required post-election documentation in FY 2018	No	Not Available	Not Available	Not Available	Not Available	100%
Percent of polling places open on time on Election Day	No	97.2%	100%	Not Available	100%	100%
Percent of precincts that successfully electronically transmit election results to Board headquarters on election night in FY 2018	No	Not Available	Not Available	Not Available	Not Available	100%
Percent of special ballots processed correctly in elections held in FY 2018	No	Not Available	Not Available	Not Available	Not Available	100%
Percent of voting equipment open on time on Election Day	No	92.9%	100%	Not Available	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. Processing voter registration information received

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of deceased voters removed from the voter registry	No	Not Available	Not Available	Not Available

1. Processing voter registration information received

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of duplicate voters removed from the voter registry	No	Not Available	Not Available	Not Available
Number of incarcerated voters removed from the voter registry	No	Not Available	Not Available	Not Available
Number of non-resident voters removed from the voter registry	No	Not Available	Not Available	Not Available
Number of voter registration applications and updates submitted online	No	Not Available	Not Available	Not Available
Number of voter registration records with legacy birth dates corrected	No	Not Available	Not Available	Not Available

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of Campaign Finance

www.ocf.dc.gov

Telephone: 202-671-0547

Table CJ0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$2,590,226	\$2,688,238	\$2,908,335	\$3,847,103	32.3
FTEs	28.2	30.0	30.0	33.0	10.0

The mission of the Office of Campaign Finance (OCF) is to regulate and provide public disclosure of the conduct, activities, and financial operations of candidates, political committees, political action committees, independent expenditure committees, and constituent service and statehood fund programs to ensure public trust in the integrity of the election process and government service.

Summary of Services

The Office of Campaign Finance processes and facilitates the public disclosure of financial reports, which are required by law to be filed with the OCF; performs desk reviews and develops statistical reports and summaries of the financial reports; encourages voluntary compliance by providing information and guidance on the application of the District of Columbia Campaign Finance Act of 2011 (the Act), as amended, through educational seminars, interpretative opinions, and the OCF website; and enforces the Act through the conduct of audits, investigations, and the informal hearing process.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CJ0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table CJ0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	2,590	2,688	2,908	3,847	939	32.3	28.2	30.0	30.0	33.0	3.0	10.0
TOTAL FOR												
GENERAL FUND	2,590	2,688	2,908	3,847	939	32.3	28.2	30.0	30.0	33.0	3.0	10.0
GROSS FUNDS	2,590	2,688	2,908	3,847	939	32.3	28.2	30.0	30.0	33.0	3.0	10.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table CJ0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table CJ0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	2,011	2,070	2,254	2,599	345	15.3
13 - Additional Gross Pay	7	32	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	442	448	518	549	31	5.9
15 - Overtime Pay	0	1	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	2,460	2,550	2,772	3,148	376	13.6
20 - Supplies and Materials	4	0	10	10	0	0.0
31 - Telephone, Telegraph, Telegram, Etc.	1	0	0	0	0	N/A
40 - Other Services and Charges	111	138	126	627	501	396.6
70 - Equipment and Equipment Rental	14	0	0	62	62	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	130	138	136	699	563	413.0
GROSS FUNDS	2,590	2,688	2,908	3,847	939	32.3

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CJ0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table CJ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	179	151	195	197	2	2.8	3.0	3.0	3.0	0.0
(1015) Training and Development	105	108	104	108	3	0.9	1.0	1.0	1.0	0.0
(1040) Information Technology	82	126	81	85	4	0.9	1.0	1.0	1.0	0.0
(1090) Performance Mgmt	190	184	213	220	7	0.9	1.0	1.0	1.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	556	570	593	609	16	5.6	6.0	6.0	6.0	0.0
(2000) OVERSIGHT SUPPORT SERVICES										
(2010) Public Information and Record Management	423	384	461	1,279	818	3.8	4.0	4.0	7.0	3.0
(2020) Report Analysis and Audit Division	950	1,044	1,121	1,208	87	12.2	13.0	13.0	13.0	0.0
(2030) Office of the General Counsel	661	691	734	750	17	6.6	7.0	7.0	7.0	0.0
SUBTOTAL (2000) OVERSIGHT SUPPORT SERVICES	2,035	2,119	2,315	3,238	922	22.6	24.0	24.0	27.0	3.0
(9960) YR END CLOSE										
No Activity Assigned	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	2,590	2,688	2,908	3,847	939	28.2	30.0	30.0	33.0	3.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Campaign Finance operates through the following 2 programs:

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

This program contains the following 3 activities:

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

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

Program Structure Change

The Office of Campaign Finance has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table CJ0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table CJ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		2,908	30.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		2,908	30.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	81	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	52	0.0
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	Oversight Support Services	-54	0.0
Mayor's Policy-Enhance: To support the Fair Elections program	Oversight Support Services	860	3.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		3,847	33.0
GROSS FOR CJ0 - OFFICE OF CAMPAIGN FINANCE		3,847	33.0

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

FY 2019 Proposed Budget Changes

The Office of Campaign Finance's (OCF) proposed FY 2019 gross budget is \$3,847,103, which represents a 32.3 percent increase over its FY 2018 approved gross budget of \$2,908,335. The budget is comprised entirely of Local funds.

Recurring Budget

No Change: The Office of Campaign Finance's proposed budget reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OCF's budget proposal includes a cost-of-living adjustment (COLA) of \$80,665 in Local funds.

Agency Request – Increase: OCF's proposed FY 2019 budget includes an increase of \$52,048 across multiple programs to support projected salary steps and Fringe Benefit costs.

Agency Request – Decrease: OCF's budget proposal reflects a nonpersonal services reduction of \$53,945 in the Oversight Support Services program, due to a reduction in projected administrative costs.

Mayor's Policy – Enhance: OCF's Local funds budget proposes an increase of \$860,000 in the Oversight Services program to support primary and general election financing. This adjustment also provides funding for administrative costs, which includes support for 3.0 Full-Time Equivalent (FTE) auditor positions.

Page left intentionally blank

Agency Performance Plan*

The Office of Campaign Finance (OCF) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

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

ACTIVITIES

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

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

(1 Activity)

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

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

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

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

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

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

Activity Title	Activity Description	Type of Activity
Public Information collection and dissemination online and onsite	The Public Information and Records Management Division publishes campaign finance data and information online at the OCF Website, and makes information available in the OCF Offices; compiles listings and reports of contribution and expenditure information published at the website and in the Biennial Report; manages the electronic filing and data entry of financial reports; oversees the registration of new candidates and committees, and coordinates the mandatory training of the new registrants; oversees the OCF e-mail subscription service; makes all public reports and statements available for the public within 48 hours of receipt; and conducts the Filer Pre-Notification and Failure to File Programs.	Daily Service

KEY PERFORMANCE INDICATORS

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

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Interpretative Opinions issued within thirty (30) days	No	100%	100%	66.7%	100%	100%
Percent of expedited advice for time-sensitive election related matters issued within fifteen (15) days of request	No	100%	100%	92.9%	100%	100%
Percent of informal hearings conducted and closed before the next filing deadline	No	100%	100%	140.7%	100%	100%

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of new candidates and treasurers who receive mandatory training	No	100%	Not Available	29%	100%	100%

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of financial reports reviewed, evaluated, and analyzed before the next filing deadline	No	100%	100%	100%	100%	100%
Percent of periodic random audits conducted within sixty (60) days of initiation	No	93.8%	100%	100%	100%	100%

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of financial reports filed electronically	No	100%	100%	96.4%	100%	100%

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of investigative matters closed within ninety (90) days of opening	No	0%	100%	Data Forthcoming	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. Educational Outreach Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total number of mandatory training conferences conducted	No	Not Available	34	29

2. Audit Programs

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total number of financial reports reviewed, evaluated, and analyzed for the reporting period	No	Not Available	727	1,092
Total number of periodic random and full field audits completed by the Audit Division	No	Not Available	24	17

3. Public Information collection and dissemination online and onsite

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total number of financial reports filed	No	Not Available	610	966
Total number of financial reports filed electronically	No	Not Available	610	964

4. Enforcement Program

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total number of informal hearings conducted	No	Not Available	47	83
Total number of Interpretative Opinions and Expedited Advice issued	No	Not Available	19	12
Total number of investigations completed within 90 days	No	Not Available	Not Available	Data Forthcoming

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective “Create and maintain a highly efficient, transparent and responsive District government”. New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Public Employee Relations Board

www.perb.dc.gov
Phone: 202-727-1822

Table CG0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$1,250,830	\$1,279,217	\$1,439,951	\$1,508,605	4.8
FTEs	8.3	9.0	10.0	10.0	0.0

The District of Columbia Public Employee Relations Board (hereafter, “PERB”) is an impartial, quasi-judicial, independent agency empowered with the exclusive jurisdiction to resolve labor-management disputes between agencies of the District government, labor organizations representing employees of the various District government agencies, and employees covered by the Comprehensive Merit Personnel Act.

Summary of Services

PERB determines appropriate compensation and non-compensation bargaining units; certifies, decertifies, amends, clarifies, and modifies labor organizations as exclusive bargaining representatives; facilitates and reviews election procedures and results concerning the selection of labor organizations as the exclusive bargaining representative; investigates and adjudicates unfair labor practices and standards of conduct complaints; reviews appeals of grievance arbitration awards; determines impasse status of collective bargaining between District government agencies and District government employee unions; facilitates impasse arbitration bargaining between District government agencies and District government employee unions; determines negotiability of proposals submitted during collective bargaining contract negotiations between District government agencies and District government employee unions; mediates disputes submitted to PERB; issues subpoenas and conducts hearings; and adopts rules and regulations for conducting PERB business.

The agency’s FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CG0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table CG0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	1,251	1,279	1,440	1,509	69	4.8	8.3	9.0	10.0	10.0	0.0	0.0
TOTAL FOR												
GENERAL FUND	1,251	1,279	1,440	1,509	69	4.8	8.3	9.0	10.0	10.0	0.0	0.0
GROSS FUNDS	1,251	1,279	1,440	1,509	69	4.8	8.3	9.0	10.0	10.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table CG0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table CG0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	863	860	942	1,003	62	6.5
12 - Regular Pay - Other	0	2	0	0	0	N/A
13 - Additional Gross Pay	3	16	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	172	166	194	205	11	5.5
SUBTOTAL PERSONAL SERVICES (PS)	1,038	1,045	1,136	1,208	72	6.4
20 - Supplies and Materials	5	2	5	5	0	0.0
31 - Telephone, Telegraph, Telegram, Etc.	24	22	23	23	0	-0.4
40 - Other Services and Charges	40	58	50	83	33	66.7
41 - Contractual Services - Other	138	152	221	184	-37	-16.7
70 - Equipment and Equipment Rental	6	0	5	5	0	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	213	235	304	300	-4	-1.2
GROSS FUNDS	1,251	1,279	1,440	1,509	69	4.8

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CG0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table CG0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1040) Information Technology	24	24	23	23	0	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	173	187	206	382	176	1.8	2.0	2.0	3.0	1.0
SUBTOTAL (1000) AGENCY MANAGEMENT	197	211	229	405	176	1.8	2.0	2.0	3.0	1.0
(2000) ADJUDICATION										
(2001) Legal Support	368	456	551	416	-135	1.8	1.0	3.0	2.0	-1.0
(2002) Court Appeals	673	598	644	672	28	4.6	6.0	5.0	5.0	0.0
(2003) Public Employee Relations Board	13	14	16	16	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) ADJUDICATION	1,054	1,069	1,211	1,104	-107	6.4	7.0	8.0	7.0	-1.0
TOTAL PROPOSED OPERATING BUDGET	1,251	1,280	1,440	1,509	69	8.3	9.0	10.0	10.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Public Employee Relations Board operates through the following 2 programs:

Adjudication – provides assistance in resolving labor-management disputes between the District government and labor organizations representing employees of various District agencies.

This program contains the following 3 activities:

- **Legal Support** – provides assistance in resolving labor-management disputes between the District government and labor organizations representing employees of various District agencies;
- **Court Appeals** – defends appeals filed by an aggrieved party. Also, if the Board's order is reversed by the District of Columbia Superior Court, the Board may file an appeal with the District of Columbia Court of Appeals. Seeks enforcement of the Board's orders; and
- **Public Employee Relations Board** – through Board meetings, provides final resolution of labor-management disputes between the District government and labor organizations representing employees of various District agencies.

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

Program Structure Change

The Public Employee Relations Board has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table CG0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table CG0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		1,440	10.0
Removal of One-Time Costs	Adjudication	-37	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		1,403	10.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	34	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	38	0.0
Agency Request-Decrease: To partially offset projected adjustments in personal services costs	Multiple Programs	-32	0.0
Mayor's Policy-Enhance: To provide sufficient funds to pay outside counsel (one-time)	Adjudication	30	0.0
Mayor's Policy-Enhance: To provide funds for suspended hearings (one-time)	Adjudication	20	0.0
Mayor's Policy-Enhance: To allow PERB to continue DCHR expert services of a HR professional (one-time)	Adjudication	15	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		1,509	10.0
GROSS FOR CG0 - PUBLIC EMPLOYEE RELATIONS BOARD		1,509	10.0

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

FY 2019 Proposed Budget Changes

The Public Employee Relations Board's (PERB) proposed FY 2019 gross budget is \$1,508,605, which represents a 4.8 percent increase over its FY 2018 approved gross budget of \$1,439,951. The budget is comprised entirely of Local funds.

Recurring Budget

The FY 2019 budget for PERB includes a reduction of \$36,959 to account for the removal of one-time funding appropriated in FY 2018 for the agency's website upgrades.

Mayor's Proposed Budget

Cost-of-Living Adjustment: PERB's budget proposal includes a cost-of-living adjustment (COLA) of \$34,148 in Local funds.

Agency Request – Increase: The Public Employee Relations Board proposes a Local funds budget that includes a net increase of \$38,146 in personal services to align funding with projected costs for salaries, step increases, and Fringe Benefits.

Agency Request – Decrease: Also in Local funds, PERB proposes a net decrease of \$31,681 in administrative costs, primarily in the Adjudication program, to partially offset the projected increase in personal services.

Mayor's Proposed – Enhance: The Public Employee Relations Board proposes a Local funds increase of \$30,000, in one-time funding. Funds will cover costs for outside counsel to help mitigate delays when appeals to the Superior Court or the Court of Appeals exceed the available resources or to aide in the filing of pleadings and respond to complaints. Also, the proposed budget includes a one-time increase of \$20,000 to provide funds for additional hearing examiners to ensure that labor practice cases have a hearing before the end of the fiscal year. Additionally, the proposed budget includes an increase of \$15,000 in one-time funds to allow PERB to continue with a Memorandum of Understanding with the Department of Human Resources to provide human resource services.

Page left intentionally blank

Agency Performance Plan

The Public Employee Relations Board (PERB) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Resolve cases efficiently to provide stable labor relations in District agencies.
2. Offer labor relations training and resources to managers and union representatives for a better understanding of their roles and responsibilities.
3. Assist parties to reach mutually agreed resolutions of labor disputes to promote harmony between unions and District agencies.

ACTIVITIES

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

1. Resolve cases efficiently to provide stable labor relations in District agencies. (3 Activities)

Activity Title	Activity Description	Type of Activity
Decisions and Orders	Drafting opinions for Board approval.	Daily Service
Conduct Hearings	A Hearing before a Hearing Examiner to gather facts for determining whether an Unfair Labor Practice has been committed.	Daily Service
Conduct Elections	Allow employees to choose union representation.	Daily Service

2. Offer labor relations training and resources to managers and union representatives for a better understanding of their roles and responsibilities. (1 Activity)

Activity Title	Activity Description	Type of Activity
PERB Labor Relations Institute	The format to facilitate teaching labor relations to D.C. government managers labor relations specialists and union representative of D.C. government employees.	Key Project

3. Assist parties to reach mutually agreed resolutions of labor disputes to promote harmony between unions and District agencies. (1 Activity)

Activity Title	Activity Description	Type of Activity
Mediation	Dispute resolution that may reduce time and cost traditionally associated with these disputes and identify mutually agreeable solutions.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Resolve cases efficiently to provide stable labor relations in District agencies. (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of FY 2019 Unfair Labor Practice and Standard of Conduct hearings scheduled within 30 days after mediation	No	Not Available	Not Available	Data Forthcoming	Not Available	50%
Percent of Pre FY 2019 Unfair Labor Practice and Standard of Conduct cases cases resolved	No	Not Available	Not Available	20%	Not Available	75%
Percent of disposition of cases by Board Decision	No	Not Available	Not Available	Data Forthcoming	Not Available	50%
Percent of timely disposition FY 2019 Non-compensation Negotiation Impasse cases	No	Not Available	Not Available	Data Forthcoming	Not Available	50%
Percent of timely disposition of FY 2019 Arbitration Review Requests	No	Not Available	Not Available	Data Forthcoming	Not Available	50%
Percent of timely disposition of FY 2019 Compensation Negotiation Impasse Case	No	Not Available	Not Available	Data Forthcoming	Not Available	50%
Percent of timely disposition of FY 2019 Negotiability Appeal cases	No	Not Available	Not Available	Data Forthcoming	Not Available	50%
Percent of timely disposition of FY 2019 Representation cases	No	Not Available	Not Available	Data Forthcoming	Not Available	50%
Percent of timely disposition of FY 2019 Unfair Labor Practice and Standard of Conduct cases by decision and order, withdrawal, dismissal or settlement	No	Not Available	50%	100%	50%	50%

2. Offer labor relations training and resources to managers and union representatives for a better understanding of their roles and responsibilities. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of training, outreach and facilitation activities conducted	No	100%	100%	100%	100%	100%

3. Assist parties to reach mutually agreed resolutions of labor disputes to promote harmony between unions and District agencies. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of FY 2019 ULP and SOC cases sent to mediation within 30 days of the filing of a response	No	Not Available	Not Available	Data Forthcoming	Not Available	75%
Percent of cases settled in mediation	No	Not Available	Not Available	Data Forthcoming	Not Available	25%

WORKLOAD MEASURES

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

1. Decisions and Orders

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Arbitration Review Requests filed	No	Not Available	16	7
Number of Cases Closed by Board Decision	No	Not Available	38	47.1
Number of cases closed in FY 2019	No	Not Available	Not Available	Data Forthcoming
Number of days from conclusion of hearing to Board Decision	No	Not Available	New Measure	New Measure
Number of FY 2019 Arbitration Review Requests Resolved	No	Not Available	Not Available	Data Forthcoming
Number of FY 2019 Arbitration Review Requests resolved within 120 days of filing	No	Not Available	Not Available	Not Available
Number of FY 2019 Compensation Negotiation Impasse cases closed	No	Not Available	Not Available	Data Forthcoming
Number of FY 2019 Compensation Negotiation Impasse cases resolved within 240 days of notice filing	No	Not Available	Not Available	Data Forthcoming
Number of FY 2019 Negotiability cases closed	No	Not Available	Not Available	Data Forthcoming
Number of FY 2019 Negotiability cases resolved within 120 days of the filing date	No	Not Available	Not Available	Data Forthcoming
Number of FY 2019 Non-compensation Negotiation Impasse cases closed	No	Not Available	Not Available	Data Forthcoming
Number of FY 2019 Non-compensation Negotiation Impasse cases resolved within 240 days of notice filing	No	Not Available	Not Available	Data Forthcoming
Number of FY 2019 Representation cases closed	No	Not Available	Not Available	Data Forthcoming
Number of FY 2019 Representation cases resolved through withdrawal, election, issuance of decision and order within 240 days of the filing date	No	Not Available	Not Available	Data Forthcoming
Number of FY 2019 Unfair Labor Practice and Standard of Conduct Cases resolved	No	Not Available	Not Available	Data Forthcoming
Number of FY 2019 Unfair Labor Practice and Standard of Conduct Cases resolved within 300 days of filing	No	Not Available	Not Available	Data Forthcoming
Number of Pre FY 2019 Unfair Labor and Standard of Conduct cases open	No	Not Available	Not Available	Data Forthcoming
Number of Pre FY 2019 Unfair Labor and Standard of Conduct cases Resolved	No	Not Available	Not Available	Data Forthcoming
Total Number of Cases Filed with PERB	No	Not Available	81	61

2. Conduct Hearings

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of FY 2018 Unfair Labor Practice and Standard of Conduct Hearings Scheduled within 30 days after mediation	No	Not Available	New Measure	New Measure
Number of FY 2019 Unfair Labor Practice and Standard Of Conduct hearings scheduled within 30 days after mediation	No	Not Available	4	0
Number of Unfair Labor Practice and Standard of Conduct Cases Filed	No	Not Available	38	35

3. PERB Labor Relations Institute

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of participants involved in training, outreach and facilitation activities	No	Not Available	60	192
Number of training participants invited	No	Not Available	Not Available	Data Forthcoming
Number of training sessions planned for FY 2019	No	Not Available	Not Available	Data Forthcoming
Second Tuesdays at PERB-Employee Training	No	Not Available	8	8

4. Mediation

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of mediations held within 45 days of filing date	No	Not Available	Not Available	0
Number of cases sent to mediation	No	Not Available	Not Available	Data Forthcoming
Number of cases Settled/Withdrawn in mediation	No	Not Available	62	52
Number of FY 2018 mediations held within 45 days of filing date	No	Not Available	New Measure	New Measure

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of Employee Appeals

www.oea.dc.gov
Telephone: 202-727-0004

Table CH0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$1,684,034	\$1,766,895	\$2,129,035	\$1,939,877	-8.9
FTEs	14.1	15.0	15.0	15.0	0.0

The mission of the Office of Employee Appeals (OEA) is to render impartial, legally sufficient, and timely decisions on appeals filed by District of Columbia government employees. OEA has jurisdiction over appeals in which an employee has been removed as a result of an adverse action for cause, placed on enforced leave for 10 days or more, suspended for 10 days or more, reduced in grade, or been subjected to a reduction in force.

Summary of Services

OEA offers District government agencies and employees the following three-part appeal process: mediation, adjudication, and petitions for review. The mediation process allows the employee and the agency an opportunity to resolve their disputes without going through the lengthy and costly adjudication process. The adjudication process results in disputes being resolved by an administrative judge who issues an initial decision and finds in favor of either the agency or employee. The petition for review process provides an impartial review of initial decisions by OEA's Board.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CH0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table CH0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	1,684	1,767	2,129	1,940	-189	-8.9	14.1	15.0	15.0	15.0	0.0	0.0
TOTAL FOR												
GENERAL FUND	1,684	1,767	2,129	1,940	-189	-8.9	14.1	15.0	15.0	15.0	0.0	0.0
GROSS FUNDS	1,684	1,767	2,129	1,940	-189	-8.9	14.1	15.0	15.0	15.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table CH0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table CH0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	1,186	1,309	1,349	1,402	53	4.0
12 - Regular Pay - Other	119	108	107	110	3	3.0
13 - Additional Gross Pay	1	1	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	251	273	298	310	12	3.9
15 - Overtime Pay	0	0	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	1,557	1,691	1,754	1,822	68	3.9
20 - Supplies and Materials	6	11	3	3	0	-7.5
31 - Telephone, Telegraph, Telegram, Etc.	0	0	0	0	0	N/A
40 - Other Services and Charges	104	34	327	84	-243	-74.4
41 - Contractual Services - Other	14	24	40	30	-10	-25.0
70 - Equipment and Equipment Rental	2	6	5	1	-4	-80.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	127	75	375	118	-257	-68.6
GROSS FUNDS	1,684	1,767	2,129	1,940	-189	-8.9

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CH0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table CH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1020) Contracting and Procurement	0	0	0	117	117	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	70	78	73	76	3	0.9	1.0	1.0	1.0	0.0
(1085) Customer Service	57	63	56	57	2	0.9	1.0	1.0	1.0	0.0
(1090) Performance Management	199	235	249	264	16	0.9	1.0	2.0	2.0	0.0
(1100) Office of Employee Appeals	545	667	612	630	18	5.6	6.0	5.0	5.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	871	1,043	990	1,145	155	8.5	9.0	9.0	9.0	0.0
(2000) ADJUDICATION										
(2001) Adjudication Process	614	649	701	729	29	5.2	5.5	5.5	5.5	0.0
(2002) Appeals	127	75	375	0	-375	0.0	0.0	0.0	0.0	0.0
(2003) Mediation	72	0	63	65	2	0.5	0.5	0.5	0.5	0.0
SUBTOTAL (2000) ADJUDICATION	813	725	1,139	795	-345	5.6	6.0	6.0	6.0	0.0
(9960) YR END CLOSE										
(9961) Yr End Close	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	1,684	1,767	2,129	1,940	-189	14.1	15.0	15.0	15.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Employee Appeals operates through the following 2 programs:

Adjudication – provides mediation sessions, impartial hearings, and adjudication appeals for District government employees who challenge an agency's final decision on personnel matters.

This program contains the following 3 activities:

- **Adjudication Process** – provides impartial, fair decisions to employees for timely resolution of their appeal; and
- **Mediation** – provides both parties an opportunity to resolve or settle disputes without going through the lengthy and costly adjudication process.

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

Program Structure Change

The Office of Employee Appeals has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table CH0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table CH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		2,129	15.0
Removal of One-Time Costs	Adjudication	-244	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		1,885	15.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	53	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	15	0.0
Agency Request-Decrease: To partially offset projected adjustments in personal services costs	Multiple Programs	-13	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		1,940	15.0
GROSS FOR CH0 - OFFICE OF EMPLOYEE APPEALS		1,940	15.0

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

FY 2019 Proposed Budget Changes

The Office of Employee Appeals' (OEA) proposed FY 2019 gross budget is \$1,939,877 which represents a 8.9 percent decrease from its FY 2018 approved gross budget of \$2,129,035. The budget is comprised entirely of Local funds.

Recurring Budget

The FY 2019 budget for OEA includes a reduction of \$244,000 to account for the removal of one-time funding appropriated in FY 2018 for website upgrades.

Mayor's Proposed Budget

Cost-of-Living Adjustment: The OEA budget proposal includes a cost-of-living adjustment (COLA) of \$53,070 in Local funds.

Agency Request – Increase: The OEA's proposed budget reflects a net increase of \$15,193 in personal services across multiple programs to support projected costs related to salary, step increases, and Fringe Benefits.

Agency Request – Decrease: The OEA's nonpersonal services budget proposal reflects a net reduction of \$13,421 across multiple programs to partially offset the increase in personal services. This adjustment comprises of : \$10,000 in Contractual Services, \$4,000 in Equipment, \$245 in Supplies, partially offset by an increase of \$824 in Other Services and Charges.

Page left intentionally blank

Agency Performance Plan*

Office of Employee Appeals performance plan has the following objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Render impartial, legally sound decisions in a timely manner.
2. Streamline the adjudication process.
3. Maintain a system to allow the public to have access to all decisions rendered by the OEA.
4. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Render impartial, legally sound decisions in a timely manner. (3 Activities)

Activity Title	Activity Description	Type of Activity
Petitions for Appeal	Intake Coordinator reviews Petition for Appeal, determines the type of appeal and assigns to Administrative Judge.	Daily Service
Petitions for Review	Office of the General Counsel reviews Petitions for Review, drafts the Opinion and Order and meets with the Board to present the appeal and issue the decision.	Daily Service
Initial Decisions	Administrative Judges process Petitions for Appeal which culminate in the issuance of an Initial Decision.	Daily Service

2. Streamline the adjudication process. (1 Activity)

Activity Title	Activity Description	Type of Activity
Track mediation of attorney fee appeals	Develop a system to track mediation of attorney fee appeals to include how many attorney fee cases went through mediation, how long was the mediation process, and what was the outcome.	Key Project

3. Maintain a system to allow the public to have access to all decisions rendered by the OEA. (1 Activity)

Activity Title	Activity Description	Type of Activity
Website	Decisions are uploaded to the agency's website so that the public is able to view the decisions and research the decisions.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Render impartial, legally sound decisions in a timely manner. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of Initial Decisions Issued	No	165	160	142	150	150
Number of Opinions and Orders Issued	No	59	35	51	25	25
Percent of OEA decisions upheld by D.C. Superior Court and the D.C. Court of Appeals	No	81%	99%	93.1%	99%	99%
Percent of cases reversing agency decisions	No	9.8%	Waiting on Data	6.8%	Data Forthcoming	Data Forthcoming
Time Required to Complete Adjudications	No	8	12	6	12	12
Time Required to Resolve Petitions for Review	No	11	9	8	9	9

2. Streamline the adjudication process. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of appeals involved in mediation process	No	Not Available	Not Available	Not Available	Data Forthcoming	Data Forthcoming
Percent of appeals resolved through mediation	No	Not Available	Not Available	Not Available	Data Forthcoming	Data Forthcoming

3. Maintain a system to allow the public to have access to all decisions rendered by the OEA. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Initial Decisions uploaded to website	No	Not Available	Not Available	Not Available	100%	100%
Percent of Opinions and Orders uploaded to website	No	Not Available	Not Available	Not Available	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. Track mediation of attorney fee appeals

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of attorney fee appeals mediated	No	Not Available	Not Available	15

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We’ve revisited a project to standardize District wide measures for the Objective “Create and maintain a highly efficient, transparent and responsive District government”. New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Metropolitan Washington Council of Governments

www.mwcog.org
Telephone: 202-962-3200

Table EA0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$472,213	\$494,825	\$519,566	\$542,128	4.3
FTEs	0.0	0.0	0.0	0.0	N/A

“Region Forward” is the vision and commitment by the Metropolitan Washington Council of Governments (MWCOG) and its member governments, who together seek to create a more accessible, sustainable, prosperous, and livable National Capital Region. MWCOG’s overarching mission is to make “Region Forward” a reality by being a discussion forum, expert resource, issue advocate, and catalyst for action.

In the District’s budget, the MWCOG agency represents the District’s annual payment to MWCOG.

The agency’s FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table EA0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table EA0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	472	495	520	542	23	4.3	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	472	495	520	542	23	4.3	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	472	495	520	542	23	4.3	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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table EA0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table EA0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
50 - Subsidies and Transfers	472	495	520	542	23	4.3
SUBTOTAL NONPERSONAL SERVICES (NPS)	472	495	520	542	23	4.3
GROSS FUNDS	472	495	520	542	23	4.3

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table EA0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table EA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) MET WASH COUNCIL OF GOVT'S										
(1100) Met Wash Council of Govt's	472	495	520	542	23	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) MET WASH COUNCIL OF GOVT'S	472	495	520	542	23	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	472	495	520	542	23	0.0	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The District's payment to the Metropolitan Washington Council of Governments is reflected as one program in the District's financial system. However, MWCOG operates through the following 9 programs:

Transportation Planning – provides transportation planning for the metropolitan Washington area through the Transportation Planning Board, in cooperation with the area's local governments and federal, state, and regional agencies responsible for funding and implementing highway, bridge, transit, and other projects. Transportation planning is a key part of the Region Forward initiative.

Commuter Connections – coordinates programs aimed at alleviating road congestion and reducing vehicle emissions through ride-matching services, employer outreach, telecommuting programs, integrated ride-share information kiosks, and mass marketing campaigns, to encourage alternatives to driving alone.

Metropolitan Planning and Economic Development – assists local governments in developing the planning databases and analytic tools needed to analyze regional economic and demographic change. The program provides MWCOG member jurisdictions with analysis of current and projected growth trends and provides data to the Transportation Planning Board as it develops transportation plans for the region. This work is also related to the efforts of the Region Forward Coalition, an advisory body whose membership includes area government officials and stakeholder groups representing businesses, nonprofits, and community-based organizations.

Housing Opportunities and Community Management – covers an array of issues that are important to the policy developments of area local governments and their housing authorities. The program provides data on the region's housing stock, Section 8 housing, homelessness, and housing affordability. Both the Region Forward Coalition and the Human Services and Public Safety Policy Committee help direct this work.

Child Welfare – facilitates regional foster care and adoption initiatives to help area children lead happy, healthy, and productive lives.

Public Safety, Health, and Homeland Security – coordinates regional programs and policies on a broad range of issues, including law enforcement, fire safety, public health, and emergency preparedness. The program helps to keep the region safe and healthy by supporting innovative regional policies and programs, developing regional mutual aid agreements, providing technical assistance and training to public safety and health officials, and developing public education and prevention measures. The National Capital Region Emergency Preparedness Council, an advisory body at MWCOG, is responsible for oversight of regional homeland security programs in partnership with Maryland, Virginia, and the federal government. The National Capital Region Homeland Security Program Management Office (PMO) at MWCOG engages regional leaders, emergency planners and first responders, and other subject matter experts in the identification of regional goals and objectives, and the capabilities and projects necessary to achieve them.

Water Resources Planning and Management – facilitates efforts to clean the region’s waterways including the Chesapeake Bay, the Anacostia River watershed, and the Potomac River. The program includes water quality management policy, technical analysis, storm water management, water health issues, drought coordination, and water-related homeland security planning. The Chesapeake Bay and Water Resources Policy Committee and the Anacostia Watershed Restoration Partnership also help guide this work program.

Environmental Resources – provides support to local government programs in the region that address solid waste management, recycling, energy, airport noise, pollution, and alternative fuels. The Climate, Energy and Environment Policy Committee guides this work program.

Air Quality Planning – supports the Metropolitan Washington Air Quality Committee, which is certified to prepare federally mandated plans to clean the region’s air. This program also tracks pollution levels on a daily basis through the Air Quality Index, provides seasonal forecasts, and organizes public education campaigns.

Program Structure Change

The Metropolitan Washington Council of Governments has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table EA0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table EA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		520	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		520	0.0
Agency Request-Increase: To reflect increased membership dues and fees	Met Wash Council of Govt's	23	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		542	0.0

GROSS FOR EA0 - METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

542 0.0

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

FY 2019 Proposed Budget Changes

The Metropolitan Washington Council of Governments' (MWCOC) proposed FY 2019 gross budget is \$542,128, which represents a 4.3 percent increase over its FY 2018 approved gross budget of \$519,566. The budget is comprised entirely of Local funds.

Recurring Budget

No Change: MWCOC's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Agency Request-Increase: MWCOC's budget proposal reflects an increase of \$22,562 to account for the MWCOC membership assessment rate.

Office of the Attorney General for the District of Columbia

www.oag.dc.gov
Telephone: 202-727-3400

Table CB0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$76,456,339	\$83,074,998	\$101,484,098	\$106,566,877	5.0
FTEs	527.8	526.5	639.4	654.6	2.4

The mission of the Office of the Attorney General (OAG) is to enforce the laws of the District of Columbia, provide legal services to the District government, and independently and objectively pursue the public interest.

Summary of Services

The Office of the Attorney General (OAG) is charged with conducting the District's legal business. OAG represents the District in virtually all civil and commercial litigation, prosecutes certain criminal offenses, has sole jurisdiction over juvenile prosecutions, and represents the District in a variety of administrative hearings and other proceedings. In addition, OAG is responsible for advising the Executive Office of the Mayor, the Council of the District of Columbia, and various Boards and Commissions, and for determining the legal sufficiency of proposed legislation, regulations, and commercial transactions. All told, the Attorney General supervises the legal work of about 298 attorneys and an additional 342 administrative/professional staff. As an independent agency with an elected Attorney General, OAG also pursues the public interest.

On November 2, 2010, 76 percent of District voters, acting by referendum, approved a Council-enacted amendment to the District of Columbia Home Rule Act to make, for the first time, the Attorney General of the District of Columbia an elected office. The Council also enacted amendments to local District law designed to establish OAG as an independent agency. Previously, the Attorney General had been appointed by, and operated under the direction of, the Mayor. The overall purpose of the Attorney General Act and the attendant changes to the Home Rule Act was to elevate and strengthen the position of Attorney General, ensure the position's independence, and significantly enhance the Attorney General's ability to serve the interests of the District of Columbia in an objective and independent fashion.

The 2014 election was the culmination of a grassroots referendum that demanded an Attorney General who would be directly accountable to residents and bound to pursue the public interest. As an independent office no longer subordinate to the Mayor, OAG was elevated, strengthened, and empowered to serve the interests of the District of Columbia in an objective and independent fashion.

In FY 2019, with appropriate funding, OAG can expand the depth and breadth of the work it performs in two crucial priority areas:

- (1) Providing for the Safety and Security of District Residents; and
- (2) Ensuring OAG is a First-In-Class Public Law Firm.

OAG continues to focus on the dual goals of ensuring that it continues to provide high-quality legal representation to the District of Columbia and District agencies while simultaneously serving the public interest by creating programs to address the needs of District residents in new and creative ways.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CB0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table CB0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
<u>GENERAL FUND</u>												
Local Funds	53,937	56,616	63,616	65,842	2,226	3.5	370.6	365.5	440.1	447.6	7.5	1.7
Special Purpose Revenue Funds	1,109	3,374	10,504	12,819	2,316	22.0	2.8	5.4	13.7	21.4	7.7	55.8
TOTAL FOR GENERAL FUND	55,046	59,989	74,120	78,662	4,542	6.1	373.3	370.9	453.8	469.0	15.2	3.3
<u>FEDERAL RESOURCES</u>												
Federal Grant Funds	17,991	18,393	23,040	23,583	544	2.4	123.4	128.4	152.4	152.2	-0.2	-0.1
TOTAL FOR FEDERAL RESOURCES	17,991	18,393	23,040	23,583	544	2.4	123.4	128.4	152.4	152.2	-0.2	-0.1
<u>PRIVATE FUNDS</u>												
Private Donations	326	480	539	548	9	1.7	5.6	7.0	8.0	8.0	0.0	0.0
TOTAL FOR PRIVATE FUNDS	326	480	539	548	9	1.7	5.6	7.0	8.0	8.0	0.0	0.0
<u>INTRA-DISTRICT FUNDS</u>												
Intra-District Funds	3,093	4,213	3,785	3,773	-12	-0.3	25.5	20.2	25.1	25.3	0.2	0.8
TOTAL FOR INTRA-DISTRICT FUNDS	3,093	4,213	3,785	3,773	-12	-0.3	25.5	20.2	25.1	25.3	0.2	0.8
GROSS FUNDS	76,456	83,075	101,484	106,567	5,083	5.0	527.8	526.5	639.4	654.6	15.2	2.4

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table CB0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table CB0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	42,153	46,145	53,532	55,866	2,334	4.4
12 - Regular Pay - Other	7,677	7,624	7,060	7,007	-53	-0.8
13 - Additional Gross Pay	551	919	1,018	946	-72	-7.1
14 - Fringe Benefits - Current Personnel	10,194	11,055	12,359	13,383	1,024	8.3
15 - Overtime Pay	77	124	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	60,651	65,867	73,969	77,203	3,233	4.4
20 - Supplies and Materials	410	297	721	620	-101	-14.0
30 - Energy, Communication and Building Rentals	641	652	685	717	32	4.7
31 - Telephone, Telegraph, Telegram, Etc.	362	740	356	425	69	19.3
33 - Janitorial Services	13	0	0	0	0	N/A
34 - Security Services	355	428	439	273	-166	-37.9
35 - Occupancy Fixed Costs	832	811	934	1,472	538	57.7
40 - Other Services and Charges	2,451	3,363	5,331	7,434	2,103	39.5
41 - Contractual Services - Other	9,366	9,173	16,345	16,328	-16	-0.1
50 - Subsidies and Transfers	894	1,044	1,475	1,475	0	0.0
70 - Equipment and Equipment Rental	481	701	1,230	621	-609	-49.5
91 - Expense Not Budgeted Others	0	0	0	0	0	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	15,805	17,208	27,515	29,364	1,850	6.7
GROSS FUNDS	76,456	83,075	101,484	106,567	5,083	5.0

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CB0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table CB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) AMP Personnel	434	447	581	1,187	605	3.6	3.6	6.0	13.0	7.0
(1015) AMP Training and Employee Development	518	467	570	551	-19	0.9	0.9	1.0	1.0	0.0
(1030) AMP Property Mgmt	1,713	2,090	1,882	2,508	626	0.0	0.0	0.0	0.0	0.0
(1040) AMP IT	2,728	2,617	2,975	3,289	313	5.4	4.5	5.0	7.0	2.0
SUBTOTAL (1000) AGENCY MANAGEMENT	5,393	5,622	6,008	7,535	1,526	10.0	9.0	12.0	21.0	9.0

Table CB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(100F) AGENCY FINANCIAL OPERATIONS										
(110F) Budget Operations	165	170	174	180	7	0.9	0.9	1.0	1.0	0.0
(120F) Accounting Operations	867	994	972	1,009	37	6.1	6.2	7.0	7.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	1,031	1,164	1,146	1,189	44	7.0	7.1	8.0	8.0	0.0
(1200) PERSONNEL LABOR AND EMPLOYMENT DIVISION										
(1201) Personnel and Labor Litigation Activity	1,469	1,515	1,393	1,594	201	10.9	9.9	12.0	13.0	1.0
(1204) Office of Division Deputy	427	617	623	180	-443	3.6	3.2	5.0	1.0	-4.0
SUBTOTAL (1200) PERSONNEL LABOR AND EMPLOYMENT DIVISION	1,896	2,132	2,016	1,773	-242	14.5	13.2	17.0	14.0	-3.0
(2100) COMMERCIAL DIVISION										
(2101) Land Use	682	751	750	908	158	4.0	3.6	4.0	5.0	1.0
(2103) Procurement	748	844	872	2,236	1,364	4.4	4.2	4.6	12.6	8.0
(2104) Real Estate	184	0	0	0	0	1.8	0.0	0.0	0.0	0.0
(2106) Transportation	142	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(2113) Commercial Agency Counsel	0	113	0	0	0	0.0	1.8	0.0	0.0	0.0
(2117) Tax and Finance	1,445	1,532	1,401	1,755	354	6.6	7.7	8.5	11.5	3.0
(2118) Land Acquisition and Bankruptcy	742	932	800	620	-180	5.4	4.5	4.0	3.0	-1.0
(2119) Office of Division Deputy	1,177	1,520	1,842	529	-1,313	9.1	9.0	13.0	3.0	-10.0
SUBTOTAL (2100) COMMERCIAL DIVISION	5,119	5,691	5,664	6,048	384	31.4	30.8	34.2	35.2	1.0
(3100) LEGAL COUNSEL DIVISION										
(3101) Legal Advice	1,728	1,844	1,952	1,712	-240	10.9	10.4	12.6	10.6	-2.0
(3102) Rulemaking	177	160	0	0	0	0.9	0.9	0.0	0.0	0.0
(3103) Office of Division Deputy	179	223	414	432	18	0.9	0.9	2.0	2.0	0.0
SUBTOTAL (3100) LEGAL COUNSEL DIVISION	2,083	2,228	2,366	2,143	-222	12.7	12.2	14.6	12.6	-2.0
(4000) CHILD SUPPORT SERVICES DIVISION										
(4001) CSED Establishment	6,262	6,175	8,304	8,420	116	49.4	51.9	60.0	60.0	0.0
(4002) CSED Enforcement	10,203	9,585	12,797	13,064	268	69.5	71.9	83.5	82.5	-1.0
(4103) Administration Customer Service	9,976	11,784	18,306	17,738	-568	65.7	67.5	86.6	92.8	6.2
SUBTOTAL (4000) CHILD SUPPORT SERVICES DIVISION	26,441	27,544	39,407	39,223	-185	184.7	191.3	230.2	235.4	5.2
(5100) CIVIL LITIGATION DIVISION										
(5101) General Litigation Sections	6,357	-22	0	0	0	42.7	0.0	0.0	0.0	0.0
(5113) Office of Division Deputy	571	896	593	599	6	2.7	2.7	4.0	4.0	0.0
(5115) Civil Litigation Section I	0	1,053	1,139	1,327	188	0.0	8.1	8.0	9.0	1.0
(5116) Civil Litigation Section II	0	1,953	1,660	1,903	243	0.0	13.3	12.8	12.8	0.0
(5117) Civil Litigation Section III	0	1,800	1,561	1,100	-461	0.0	11.7	11.0	8.0	-3.0
(5118) Civil Litigation Section IV	0	0	1,296	1,474	178	0.0	0.0	7.0	9.0	2.0
SUBTOTAL (5100) CIVIL LITIGATION DIVISION	6,927	5,679	6,250	6,403	154	45.4	35.9	42.8	42.8	0.0

Table CB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(5200) PUBLIC INTEREST DIVISION										
(5201) Equity Division	2,266	2,778	2,369	2,250	-119	14.5	15.3	17.0	16.0	-1.0
(5202) Civil Enforcement	2,083	1,559	1,777	1,197	-581	15.5	13.1	12.5	11.5	-1.0
(5203) Public Advocacy	1,849	0	0	0	0	15.4	0.0	0.0	0.0	0.0
(5211) Office of the Division Deputy	146	1,127	619	308	-311	0.9	8.1	4.0	2.0	-2.0
(5212) Government Contracts Section	0	1,216	1,342	1,293	-50	0.0	8.1	9.0	8.0	-1.0
SUBTOTAL (5200) PUBLIC INTEREST DIVISION	6,343	6,679	6,108	5,048	-1,060	46.4	44.6	42.5	37.5	-5.0
(5300) OFFICE OF CONSUMER PROTECTION										
(5301) Office of Consumer Protection	0	1,479	1,328	2,440	1,112	0.0	9.0	10.0	13.0	3.0
SUBTOTAL (5300) OFFICE OF CONSUMER PROTECTION	0	1,479	1,328	2,440	1,112	0.0	9.0	10.0	13.0	3.0
(5400) PUBLIC ADVOCACY DIVISION										
(5401) Housing and Comm. Justice Sect.	0	0	1,128	925	-203	0.0	0.0	9.0	8.0	-1.0
(5402) Public Integrity Unit	0	0	2,075	2,862	787	0.0	0.0	16.0	21.0	5.0
(5403) Office of Division Deputy	0	0	203	401	198	0.0	0.0	1.0	2.0	1.0
SUBTOTAL (5400) PUBLIC ADVOCACY DIVISION	0	0	3,406	4,188	782	0.0	0.0	26.0	31.0	5.0
(6100) PUBLIC SAFETY DIVISION										
(6101) Criminal Section	2,092	2,832	2,725	3,321	596	24.6	19.8	23.0	27.0	4.0
(6102) Juvenile Section	3,302	3,202	3,446	3,354	-91	29.1	24.3	28.0	26.0	-2.0
(6104) Neighborhood and Victims' Srv	842	816	195	0	-195	8.6	9.0	2.0	0.0	-2.0
(6113) Office of Division Deputy	1,218	1,692	2,023	1,405	-619	4.5	11.7	17.0	10.0	-7.0
(6114) Domestic Violence Section	0	864	1,004	1,132	128	0.0	7.2	8.0	9.0	1.0
(6115) Mental Health Section	0	1,056	1,102	1,197	95	0.0	7.7	9.5	9.5	0.0
(6117) Restorative Justice and Victims' Srv	0	0	0	1,183	1,183	0.0	0.0	0.0	12.0	12.0
SUBTOTAL (6100) PUBLIC SAFETY DIVISION	7,454	10,460	10,495	11,592	1,097	66.8	79.7	87.5	93.5	6.0
(7000) SOLICITOR GENERAL DIVISION										
(7001) Civil and Administrative Appeals	1,688	1,789	2,147	2,020	-128	9.5	9.5	12.5	11.5	-1.0
(7002) Criminal and Juvenile Appeals	465	600	631	788	157	2.7	2.7	4.0	5.0	1.0
(7003) Office of Division Deputy	409	395	475	433	-42	1.8	2.7	3.0	2.0	-1.0
SUBTOTAL (7000) SOLICITOR GENERAL DIVISION	2,562	2,784	3,254	3,241	-13	14.1	14.9	19.5	18.5	-1.0
(8100) FAMILY SERVICES DIVISION										
(8101) Child Protection	3,815	0	0	0	0	30.7	0.0	0.0	0.0	0.0
(8103) Domestic Violence Prosecution	822	0	0	0	0	8.6	0.0	0.0	0.0	0.0
(8104) Office of Division Deputy	507	1,142	524	575	52	5.6	6.5	5.6	6.6	1.0
(8105) Mental Health	978	0	0	0	0	9.1	0.0	0.0	0.0	0.0
(8106) Child Protection Section I	0	719	955	962	7	0.0	6.3	7.0	7.0	0.0
(8107) Child Protection Section II	0	858	1,046	1,272	226	0.0	6.3	7.0	8.0	1.0
(8108) Child Protection Section III	0	709	899	694	-205	0.0	6.3	7.0	7.0	0.0
(8109) Child Protection Section IV	0	733	1,025	1,078	53	0.0	6.3	7.0	7.0	0.0
SUBTOTAL (8100) FAMILY SERVICES DIVISION	6,122	4,160	4,449	4,581	132	54.1	31.7	33.6	35.6	2.0

Table CB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(9200) SUPPORT SERVICES DIVISION										
(9201) Support Services and Operations	1,221	1,314	1,739	1,653	-86	15.1	13.2	17.6	16.6	-1.0
(9202) Investigations	1,028	1,015	1,117	1,048	-69	9.1	9.0	10.0	9.0	-1.0
SUBTOTAL (9200) SUPPORT SERVICES DIVISION	2,249	2,329	2,856	2,700	-156	24.2	22.2	27.6	25.6	-2.0
(9300) OFFICE OF THE ATTORNEY GENERAL										
(9301) Immediate Office	2,836	5,144	6,734	8,461	1,728	16.4	25.0	34.0	31.0	-3.0
SUBTOTAL (9300) OFFICE OF THE ATTORNEY GENERAL	2,836	5,144	6,734	8,461	1,728	16.4	25.0	34.0	31.0	-3.0
(9960) YR END CLOSE										
No Activity Assigned	0	-21	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-21	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	76,456	83,075	101,484	106,567	5,083	527.8	526.5	639.4	654.6	15.2

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Office of the Attorney General operates through the following 15 divisions:

Personnel, Labor, and Employment – defends agencies in personnel-related matters such as suspensions, terminations for employee misconduct, and reductions-in-force; provides training and professional development for all OAG employees in order to more effectively fulfill its mission; hires and maintains excellent and diverse staff through on-campus interviews, interviews at job fairs, and traditional acceptance of applications; ensures fairness and diversity in the workplace; processes all grievances related to discipline; and serves as OAG's chief negotiator on collective bargaining issues for the attorney union. This division contains the following 2 activities:

- **Personnel and Labor Litigation** – provides litigation representation and advice services to District government agencies so that they can manage and reduce liability exposure with respect to personnel decisions and minimize fiscal and programmatic impact; and
- **Office of the Division Deputy** – provides supervision of, and support to, divisional activities, and processes all grievances and unfair labor practice charges brought by the attorneys' union.

Commercial – provides legal services and advice for numerous core governmental functions, from the procurement of essential goods and services and acquisition of real estate, through support of economic development efforts and government property management, to the financing of government operations through bonds and collection of taxes.

This division contains the following 5 activities:

- **Land Use** – provides legal assistance to District agencies with respect to land use planning, zoning, historic preservation, transportation, motor vehicle regulation, and the use of public space;
- **Procurement** – provides legal services, including legal review and advice to the District government and its contracting officials, so that it can enter into legally defensible contracts;
- **Tax and Finance** – provides tax litigation and bond preparation legal services to the District government so that it can obtain better financial documents and can recover funds owed from taxes;
- **Land Acquisition and Bankruptcy** – provides land acquisition and bankruptcy legal services to the District government so that it can recover funds owed from bankruptcy proceedings; and
- **Office of the Division Deputy** – provides supervision of, and support to, divisional activities.

Legal Counsel – provides legal research and advice to the Executive Office of the Mayor (EOM), the Attorney General, department and agency heads, and occasionally the Council of the District of Columbia; and drafts statutes and regulations for the EOM and the agencies.

This division contains the following 2 activities:

- **Legal Advice** – provides legal guidance, counseling, legal sufficiency certification services to the District government and its employees, legislation monitoring, management and training in the areas of administrative and regulatory law and procedures so that they can legally and efficiently accomplish the District government's mission while minimizing risk of adverse legal consequences; and
- **Office of the Division Deputy** – provides supervision of, and support to, divisional activities.

Child Support Services – authorized under Title IV-D of the Social Security Act, this division provides child support services to citizens of the District to enhance the lives of all District children by establishing support orders, enforcing them when necessary, and collecting and distributing the amounts collected to the custodial parents and the children.

This division contains the following 3 activities:

- **Child Support Enforcement Division (CSED) Establishment** – provides intake interview and investigatory services to custodial parents so that they can establish paternity, child support, and medical support orders;
- **CSED Enforcement** – provides support order enforcement services to custodial parents and other legal payees so that they can receive support due under child support orders; and
- **Administration/Customer Service** – provides support and supervision services to the Child Support Services division to enable it to meet its goals.

Civil Litigation – provides representation for the District of Columbia, its agencies, and employees in civil lawsuits, both jury and non-jury, filed in federal and local courts. Its cases range from simple slip-and-fall and auto accident claims to extremely serious lawsuits, such as medical malpractice resulting in quadriplegia and brain damage. This division handles constitutional challenges to government actions; civil rights actions under 42 U.S.C. § 1983 arising from alleged police misconduct, as well as related common law claims of false arrest and excessive force; and civil rights cases brought by employees and others under Title VII of the 1964 Civil Rights Act (as amended), the Americans with Disabilities Act, and other federal and local anti-discrimination laws.

This division contains the following 5 activities:

- **Office of the Division Deputy** – provides supervision of, and support to, divisional activities; and

- **Civil Litigation Sections I, II, III, and IV** – these sections provide litigation, representation, and advice services to the District government, its agencies, and employees so that liability can be minimized and risk mitigated in the numerous civil actions filed against the District and its employees every year.

Public Interest – provides representation for the District of Columbia, its agencies, and employees in complex civil lawsuits including those seeking injunctive relief, those requiring enforcement of agency orders, and contract matters.

This division contains the following 4 activities:

- **Equity Section** – defends the District government in complex equity actions seeking temporary, preliminary, and permanent injunctive relief that may impact the operations of an agency's program;
- **Civil Enforcement Section** – provides enforcement, protection, representation, and advisory services to the District government and residents so that they can enjoy reduced risk of harm, protection of rights, and monetary recovery;
- **Office of the Division Deputy** – provides supervision of, and support to, divisional activities; and
- **Government Contracts Section** – defends the District government in contract matters filed at the District of Columbia Contract Appeals Board and the District of Columbia Superior Court. The contractor disputes include, but are not limited to, challenges to terminations for default, equitable adjustment, and construction delay claims, as well as general breach of contract disputes.

Office of Consumer Protection – receives and mediates consumer complaints, investigates and takes enforcement actions under the Consumer Protection Procedures Act and other District and federal consumer laws, performs public outreach and education, and provides legislative support on issues that affect consumers.

Public Advocacy – focuses on affirmative, public interest civil litigation on behalf of residents of the District, including litigating cases essential to preserving affordable housing, protecting residents from other abuses, and an array of public integrity arenas including false claims, Medicaid fraud, antitrust, nonprofit organization abuses, and tuition fraud.

This division contains the following 3 activities:

- **Housing and Community Justice** – engages with District residents in order to determine existing community legal needs; addresses nuisance properties using authority under the Drug, Firearm, or Prostitution-Related Nuisance Abatement Act; litigates to preserve affordable housing; and develops legal strategies to address other community abuses, potentially to include wage theft;
- **Public Integrity** – enforces the District's False Claims Act and Nonprofit Corporation Act, federal and District antitrust laws, and other laws that protect the District Government, nonprofit organizations, and the marketplace from fraudulent, abusive, and anticompetitive practices; and
- **Office of the Division Deputy** – provides supervision of, and support to, divisional activities.

Public Safety – protects vulnerable populations, assists crime victims, initiates legal action to rehabilitate, and when necessary, prosecute juveniles charged with law violations, and prosecutes adult misdemeanor criminal offenses within the jurisdiction of the Office of the Attorney General.

This division contains the following 6 activities:

- **Criminal** – provides prosecution services, consultation, and other legal representation services to the District government to enhance the safety of the residents of the District of Columbia through the appropriate resolution of cases;

- **Juvenile** – provides prosecution services of juvenile matters, consultation, and other legal representation services to the District government to enhance the safety of the residents of the District of Columbia through the appropriate resolution of cases;
- **Office of the Division Deputy** – provides supervision of the Juvenile Specialty Courts Unit, the Special Projects and Litigation Support Unit, and support to divisional activities. The Juvenile Specialty Courts Unit handles truancy and juvenile behavioral diversion program cases. The Special Projects and Litigation Support Unit enhances the Division’s ability to compile and analyze data, to research and support special initiatives, to coordinate the presentation of the office in many criminal justice and criminal justice-related areas, and to support the litigation of all sections and units in the Division.
- **Domestic Violence** – provides services to domestic violence victims in the District of Columbia to reduce their risk of harm and protect their rights, thereby enhancing their quality of life;
- **Mental Health** – provides representation to the Department of Behavioral Health (DBH) and the Department on Disability Services (DDS) by litigating cases in Family Court. Attorneys in the Mental Health Section represent DBH in all phases of the civil commitment process and represent DDS at admission hearings, commission hearings, annual reviews, and guardianship hearings; and
- **Restorative Justice and Victims' Service**– serves two distinct functions. The Restorative Justice Facilitators in the Restorative Justice Program offer Juvenile Section prosecutors an alternative to prosecution option for delinquency cases that entails bringing together victims and offenders, and supporters of both, in facilitated restorative justice conferences to resolve the conflict and restore the victim. The Victim Services Program is comprised of social services professionals dedicated to assisting and supporting individuals who are victims of and witnesses to serious and violent crimes by juvenile and adult offenders.

Office of the Solicitor General – manages the District’s civil and criminal appellate litigation and practices most frequently before the District of Columbia Court of Appeals, the United States Court of Appeals for the District of Columbia Circuit, and the Supreme Court of the United States. The docket includes appeals in a wide variety of civil, family, criminal, juvenile, tax, and administrative cases from trial courts and petitions for review from District agencies.

This division contains the following 3 activities:

- **Civil and Administrative Appeals** – provides appellate representation in a wide variety of civil and administrative cases;
- **Criminal and Juvenile Appeals** – provides appellate representation in criminal and juvenile cases; and
- **Office of the Division Deputy** – provides supervision of, and support to, divisional activities.

Family Services – protects the District’s most vulnerable citizens -- abused and neglected children -- by representing their interests in Family Court proceedings.

This division contains the following 5 activities:

- **Office of the Division Deputy** – provides supervision of, and support to, divisional activities; and
- **Child Protection Sections I, II, III, and IV** – Child protection activities are carried out by four sections. To reduce the risk of harm to vulnerable and at-risk children, these sections protect the rights of children in Family Court proceedings to prevent abuse and neglect by their caretakers.

Support Services – provides for administrative support in the agency, including investigative services.

This division contains the following 2 activities:

- **Support Services and Operations** – provides administrative and operational support to the entire office, not otherwise included in the Agency Management program, including procurement and customer service; and

- **Investigations** – provides investigative support to the litigating divisions of the office.

Immediate Office of the Attorney General – provides overall supervision and guidance to all divisions within the office, pursues the public interest, and objectively and independently serves District residents through its communications and outreach programs.

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

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

Division Structure Change

The Office of the Attorney General has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table CB0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table CB0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		63,616	440.1
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		63,616	440.1
COLA: FY 2019 COLA Adjustment	Multiple Programs	2,160	0.0
Agency Request-Increase: To align Fixed Costs with proposed estimates	Multiple Programs	603	0.0
Agency Request-Increase: To align resources with operational spending goals	Agency Management	16	0.0
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	Child Support Services Division	-28	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-664	6.5
Mayor's Policy-Enhance: To support additional FTEs	Public Safety Division	139	1.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		65,842	447.6
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		23,040	152.4
COLA: FY 2019 COLA Adjustment	Multiple Programs	615	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	74	-0.2
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	Child Support Services Division	-15	0.0
Agency Request-Decrease: To align Fixed Costs with proposed estimates	Child Support Services Division	-130	0.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		23,583	152.2
PRIVATE DONATIONS: FY 2018 Approved Budget and FTE		539	8.0
COLA: FY 2019 COLA Adjustment	Office of the Attorney General	19	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with	Office of the Attorney General	-10	0.0

Table CB0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
projected costs	General		
PRIVATE DONATIONS: FY 2019 Mayor's Proposed Budget		548	8.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		10,504	13.7
COLA: FY 2019 COLA Adjustment	Child Support Services Division	94	0.0
Agency Request-Increase: To align resources with operational spending goals	Office of the Attorney General	2,000	0.0
Agency Request-Increase: To support operational requirements	Office of Consumer Protection	1,000	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Child Support Services Division	814	7.7
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	Child Support Services Division	-1,593	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		12,819	21.4
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		3,785	25.1
COLA: FY 2019 COLA Adjustment	Multiple Programs	129	0.0
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-8	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-134	0.2
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		3,773	25.3
GROSS FOR CB0 - OFFICE OF THE ATTORNEY GENERAL FOR THE DISTRICT OF COLUMBIA		106,567	654.6

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

FY 2019 Proposed Budget Changes

The Office of the Attorney General's (OAG) proposed FY 2019 gross budget is \$106,566,877, which represents a 5.0 percent increase over its FY 2018 approved gross budget of \$101,484,098. The budget is comprised of \$65,842,219 in Local funds, \$23,583,475 in Federal Grant funds, \$548,461 in Private Donations, \$12,819,443 in Special Purpose Revenue funds, and \$3,773,279 in Intra-District funds.

Recurring Budget

No Change: The OAG's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: The OAG's budget proposal includes cost-of-living adjustments (COLA) of \$2,159,740 in Local funds, \$614,995 in Federal Grant funds, \$19,446 in Private Donation funds, \$94,132 in Special Purpose Revenue funds, and \$129,072 in Intra-District funds.

Agency Request – Increase: The Office of the Attorney General's proposed Local funds budget includes a net increase of \$603,081 in Fixed Costs to primarily reflect higher rent estimates. Additionally, \$15,937 was added to the Agency Management division to support administrative costs.

The proposed Federal Grant funds budget includes a net increase of \$74,049 to align personal services costs with projected grant allocations.

The proposed Special Purpose Revenue funds budget includes increases of \$2,000,000 to support litigation services in the Office of the Attorney General division, and \$1,000,000 in the Office of Consumer Protection to support the newly established OAG Restitution Fund. This fund protects consumers who have been wronged by a company and are unable to recover money because the company assets have been liquidated. Additionally, the Child Support Services division includes an increase of \$814,217 and 7.7 Full-Time Equivalents (FTEs) to support projected personal services costs.

Agency Request – Decrease: The Office of the Attorney General’s proposed Local funds budget reflects a net reduction of \$27,619 in nonpersonal services. This includes a reduction of \$30,709 in Contractual Services, partially offset by an increase of \$3,090 in Other Services and Charges, within the Child Support Services division to support administrative costs. Personal services were reduced by \$664,139 across multiple divisions to align the budget with projected costs; this change involved an increase of 6.5 FTEs.

The proposed Federal Grant funds budget includes a decrease of \$14,974 in nonpersonal services due to completed projects and projected reductions in contracts associated with the Child Support Services division. Fixed Costs decreased by \$130,141 to reflect lower estimates in the Occupancy commodity.

The proposed Private Donation funds budget includes a decrease of \$10,014 to align the budget with projected personal services costs.

The proposed Special Purpose Revenue funds budget includes a net decrease of \$1,592,626 due mainly to a decrease of information technology services in the Child Support Services division.

The proposed Intra-District funds budget reflects a decrease in nonpersonal services of \$7,572 due to reductions in Memoranda of Understanding (MOU) with various agencies, and a decrease of \$133,688 to align personal services costs with projections.

Mayor’s Policy – Enhance: The proposed Local funds budget increased by \$138,833 and 1.0 FTE in the Public Safety division. This includes the personal services amount of \$135,383, as well as \$3,500 to support projected costs associated within the position. This position will support the prevention of elder abuse and neglect for District of Columbia residents.

D.C. Board of Ethics and Government Accountability

www.bega-dc.gov
Telephone: 202-481-3411

Table AG0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change
					from FY 2018
OPERATING BUDGET	\$1,788,807	\$2,165,817	\$2,328,719	\$2,366,172	1.6
FTEs	14.9	17.0	16.5	16.5	0.0

The Board of Ethics and Government Accountability (BEGA) is responsible for overseeing the Office of Government Ethics and the Office of Open Government. The Office of Government Ethics administers and enforces the District of Columbia Code of Conduct. The Office of Open Government enforces government-wide compliance with the D.C. Freedom of Information Act and the Open Meetings Act.

Summary of Services

Specifically, BEGA is responsible for:

- Investigating alleged violations of the Code of Conduct, holding adversarial hearings and, where appropriate, levying sanctions;
- Issuing Advisory Opinions, providing “safe-harbor” for good-faith reliance on these opinions;
- Issuing Advisory Opinions on its own initiative;
- Conducting mandatory ethics training for District government employees;
- Updating and maintaining the District Ethics Manual;
- Receiving and reviewing public financial disclosure statements from public officials and certification statements from Advisory Neighborhood Commissioners;
- Overseeing compliance of certain government employees who must file confidential financial disclosure statements with their agency heads;
- Receiving and auditing lobbyist registration forms and lobbyist activity reports;
- Issuing binding opinions on compliance with the Open Meetings Act;
- Monitoring and providing advice on District agencies compliance with the Freedom of Information Act; and
- Assisting government agencies in the implementation of open government policies and practices.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AG0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table AG0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	1,683	2,071	2,179	2,214	35	1.6	14.9	16.0	16.5	15.5	-1.0	-6.1
Special Purpose Revenue Funds	106	95	150	153	3	1.8	0.0	1.0	0.0	1.0	1.0	N/A
TOTAL FOR GENERAL FUND	1,789	2,166	2,329	2,366	37	1.6	14.9	17.0	16.5	16.5	0.0	0.0
GROSS FUNDS	1,789	2,166	2,329	2,366	37	1.6	14.9	17.0	16.5	16.5	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table AG0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table AG0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	1,207	1,372	1,517	1,664	147	9.7
12 - Regular Pay - Other	113	98	87	0	-87	-100.0
13 - Additional Gross Pay	2	18	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	265	294	323	343	20	6.3
15 - Overtime Pay	0	0	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	1,588	1,782	1,926	2,007	80	4.2
20 - Supplies and Materials	2	0	66	20	-46	-69.5
31 - Telephone, Telegraph, Telegram, Etc.	0	0	0	0	0	N/A
40 - Other Services and Charges	195	383	287	339	53	18.4
41 - Contractual Services - Other	0	0	50	0	-50	-100.0
70 - Equipment and Equipment Rental	3	0	0	0	0	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	200	384	402	359	-43	-10.7
GROSS FUNDS	1,789	2,166	2,329	2,366	37	1.6

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AG0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AG0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) OFFICE OF OPEN GOVERNMENT										
(1100) Office of Open Government	438	438	553	465	-88	3.0	3.2	4.0	3.0	-1.0
SUBTOTAL (1000) OFFICE OF OPEN GOVERNMENT	438	438	553	465	-88	3.0	3.2	4.0	3.0	-1.0
(2000) BOARD OF ETHICS										
(2010) Board of Ethics	1,351	1,729	1,776	1,901	125	11.9	13.8	12.5	13.5	1.0
SUBTOTAL (2000) BOARD OF ETHICS	1,351	1,729	1,776	1,901	125	11.9	13.8	12.5	13.5	1.0
(9960) YR END CLOSE										
(9961) Yr End Close	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	1,789	2,166	2,329	2,366	37	14.9	17.0	16.5	16.5	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The District of Columbia Board of Ethics and Government Accountability operates through the following 2 programs:

Office of Open Government – Receives and resolves all Open Meetings Act complaints against public bodies; oversees compliance of public bodies and enforces all requirements of the Open Meetings Act; issues advice to public bodies on compliance with the Open Meeting Act; issues advice to District Government agencies on compliance with the Freedom of Information Act; conducts mandatory trainings for the Open Meetings Act and Freedom of Information Act; and provides policy recommendations to government on transparency best practices.

Board of Ethics – receives, investigates, assesses, and adjudicates violations of the Code of Conduct; provides mandatory ethics training; issues rules and regulations governing the ethical conduct of employees and public officials; provides ethics guidance and safe harbor advice to government employees; provides for anonymous and confidential receipt of information related to violations of the Code of Conduct or other information with regard to its administration or enforcement; oversees all Lobbyist registration and activity in the District; and oversees and enforces all Financial Disclosure Statement filing by District public officials and government employees.

Program Structure Change

The District of Columbia Board of Ethics and Government Accountability has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table AG0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table AG0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		2,179	16.5
Removal of One-Time Costs	Board of Ethics	-50	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		2,129	16.5
COLA: FY 2019 COLA Adjustment	Multiple Programs	56	0.0
Agency Request-Increase: To support nonpersonal services costs	Multiple Programs	141	0.0
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-46	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-66	-1.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		2,214	15.5
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		150	0.0
COLA: FY 2019 COLA Adjustment	Board of Ethics	3	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Board of Ethics	88	1.0
Agency Request-Decrease: To align resources with operational spending goals	Board of Ethics	-88	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		153	1.0
GROSS FOR AG0 - D.C. BOARD OF ETHICS AND GOVERNMENT ACCOUNTABILITY		2,366	16.5

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

FY 2019 Proposed Budget Changes

The D.C. Board of Ethics and Government Accountability's (BEGA) proposed FY 2019 gross budget is \$2,366,172, which represents a 1.6 percent increase over its FY 2018 approved gross budget of \$2,328,719. The budget is comprised of \$2,213,520 in Local funds and \$152,652 in Special Purpose Revenue (SPR) funds.

Recurring Budget

The FY 2019 budget for BEGA includes a reduction of \$50,000 to account for the removal of one-time funding appropriated in FY 2018 for the agency's E-Filing system.

Mayor's Proposed Budget

Cost-of-Living Adjustment: BEGA's budget proposal includes cost-of-living adjustments (COLA) of \$55,799 in Local funds and \$2,652 in SPR funds.

Agency Request – Increase: BEGA's budget proposal for FY 2019 Local funds reflects an increase of \$141,033 in nonpersonal services across multiple programs to cover the procurement of office support and professional services.

In Special Purpose Revenue funds, the budget proposal includes an increase of \$88,394 and 1.0 Full-Time position that was shifted from the Local funds budget to support the agency's lobbying activities. This adjustment further allows BEGA to convert 1.5 FTEs from Temporary Full Time to Continuing Full Time positions.

Agency Request – Decrease: The proposed Local funds budget includes a reduction of \$45,657 within the nonpersonal services budget to reflect a lower expenditure projection for office supplies. Another net reduction of \$66,374, primarily in the Office of Open Government program, consists of an offsetting increase of \$25,655 for salary step increases and a reduction of \$92,029 and 1.0 FTE being shifted to the Special Purpose Revenue funding source.

In Special Purpose Revenue funds, the budget proposal reflects a decrease of \$88,394 in nonpersonal services within the Board of Ethics program for Other Services and Charges. This decrease enables the agency to support an additional position within the personal services budget.

Page left intentionally blank

Agency Performance Plan*

D.C. Board of Ethics and Government Accountability (BEGA) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Issue Ethics advice in an expeditious and consistent fashion.
2. Conduct timely and appropriate investigations and enforcement actions.
3. Conduct mandatory training on the Code of Conduct and produce ethics training materials.
4. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Issue Ethics advice in an expeditious and consistent fashion. (1 Activity)

Activity Title	Activity Description	Type of Activity
Render Timely Advice. Respond to requests for informal ethics advice in a substantive and useful manner	Work with staff to ensure that ethics guidance is provided to government employees who seek ethics guidance.	Daily Service

2. Conduct timely and appropriate investigations and enforcement actions. (1 Activity)

Activity Title	Activity Description	Type of Activity
Monitor and support ongoing investigations to ensure timely completion	Track progress throughout the year and work with staff to ensure movement.	Daily Service

3. Conduct mandatory training on the Code of Conduct and produce ethics training materials. (1 Activity)

Activity Title	Activity Description	Type of Activity
Increase Training Sessions. Increase number of trainings available to District government employees	Allocate staff time to ensure availability when requests are made from client agencies.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Ensure that every request for advice or information is acknowledged within 24 hours of receipt	Work with staff to ensure that either a substantive response is provided or, where that is not possible, an acknowledgment that the request is under review.	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. Issue Ethics advice in an expeditious and consistent fashion. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of advice queries received that were handled as informal rather than formal advice	No	Not Available	10%	97.8%	10%	10%
Percent of formal written Advisory Opinions appealed to the Ethics Board	No	Not Available	85%	0%	85%	85%
Percent of formal written Advisory Opinions issued within 30 days of receipt of complete information from requester	No	100%	85%	100%	85%	85%

2. Conduct timely and appropriate investigations and enforcement actions. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of enforcement actions that result in a sanction	No	Not Available	85%	100%	85%	85%
Percent of final Ethics Board Orders issued within 45 days of close of hearing record	No	100%	85%	100%	85%	85%
Percent of investigations resolved by dismissal, negotiated disposition, or issuance of Notice of Violation within 120 days of initiation	No	83.3%	80%	84.1%	80%	80%

3. Conduct mandatory training on the Code of Conduct and produce ethics training materials. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of agency trainings held within 90 days of agency making the request	No	Not Available	90%	100%	90%	90%
Percent of evaluations completed by attendees with an overall positive rating of “3” or higher on the BEGA training evaluation form	No	Not Available	80%	97.5%	80%	80%
Percent of off site agency training requests granted	No	Not Available	90%	100%	90%	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. Monitor and support ongoing investigations to ensure timely completion

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of complaints received	No	Not Available	138	183
Number of formal investigations dismissed	No	Not Available	17	12
Number of formal investigations initiated on intake	No	Not Available	24	14
Number of formal investigations resolved after an evidentiary hearing	No	Not Available	0	1
Number of formal investigations resolved with a negotiated disposition	No	Not Available	1	3
Number of preliminary investigations converted to formal investigations	No	Not Available	3	1
Number of preliminary investigations dismissed	No	Not Available	34	24
Number of preliminary investigations opened based on information provided by means other than the hotline	No	Not Available	85	33
Number of preliminary investigations opened based on tips to the hotline	No	Not Available	2	0
Number of preliminary investigations resolved after an evidentiary hearing	No	Not Available	0	0
Number of preliminary investigations resolved with a negotiated disposition	No	Not Available	12	9

2. Increase Training Sessions. Increase number of trainings available to District government employees

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of trainings conducted	No	Not Available	121	129

3. Ensure that every request for advice or information is acknowledged within 24 hours of receipt

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of formal advisory opinions issued	No	Not Available	8	9

4. Render Timely Advice. Respond to requests for informal ethics advice in a substantive and useful manner

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of formal written advisory opinions issued on the agency’s own initiative	No	Not Available	2	2
Number of formal written advisory opinions issued pursuant to a request	No	Not Available	4	12
Number of requests for informal ethics advice	No	Not Available	690	700

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We’ve revisited a project to standardize District wide measures for the Objective “Create and maintain a highly efficient, transparent and responsive District government”. New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Statehood Initiatives

Table AR0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$289,688	\$239,617	\$233,912	\$242,454	3.7
FTEs	1.3	1.0	1.0	1.0	0.0

The mission of Statehood Initiatives (SI) is to inform the Congress and individual members of Congress that the District meets the standards traditionally required by Congress for the admission as a state of the United States; to monitor the progress of the petition for admission of the District of Columbia to statehood pending before the Congress and report on the progress to the District residents; and to advise the District on matters of public policy that bear on the achievement of statehood.

The agency may employ staff and expend funds donated by private sources for public purposes related to the achievement of statehood and may carry out any other powers or duties as may be provided by law. The Statehood Initiatives Agency reflects the Mayor's submission for the New Columbia Statehood Fund, prepared by the Commission, pursuant to the D.C. Code, § 1-129.32 (f), Establishment of the New Columbia Statehood Fund.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AR0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table AR0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	290	240	234	242	9	3.7	1.3	1.0	1.0	1.0	0.0	0.0
TOTAL FOR												
GENERAL FUND	290	240	234	242	9	3.7	1.3	1.0	1.0	1.0	0.0	0.0
GROSS FUNDS	290	240	234	242	9	3.7	1.3	1.0	1.0	1.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table AR0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table AR0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	43	24	0	0	0	N/A
12 - Regular Pay - Other	101	132	120	128	7	6.2
13 - Additional Gross Pay	1	0	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	14	17	13	14	1	8.1
15 - Overtime Pay	0	0	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	160	174	134	142	9	6.4
20 - Supplies and Materials	0	7	27	15	-12	-43.2
40 - Other Services and Charges	129	59	73	75	2	2.3
50 - Subsidies and Transfers	0	0	0	10	10	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	130	66	100	100	0	0.0
GROSS FUNDS	290	240	234	242	9	3.7

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AR0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AR0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(2000) OFFICE OF THE STATEHOOD DELEGATION										
(2010) Office of the Statehood Delegation	0	174	134	142	9	0.0	1.0	1.0	1.0	0.0
No Activity Assigned	160	0	0	0	0	1.3	0.0	0.0	0.0	0.0
SUBTOTAL (2000) OFFICE OF THE STATEHOOD DELEGATION	160	174	134	142	9	1.3	1.0	1.0	1.0	0.0
(3000) NEW COLUMBIA STATEHOOD COMMISSION										
(3010) New Columbia Statehood Commission	0	66	100	100	0	0.0	0.0	0.0	0.0	0.0
No Activity Assigned	130	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (3000) NEW COLUMBIA STATEHOOD COMMISSION	130	66	100	100	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	290	240	234	242	9	1.3	1.0	1.0	1.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

Statehood Initiatives operates through the following 2 programs:

Office of the Statehood Delegation – provides support to the Statehood Delegation in promoting statehood and voting rights for the citizens of the District of Columbia.

New Columbia Statehood Commission – educates, advocates, promotes, and advances the proposition of statehood and voting rights for the District of Columbia to District residents and citizens of the 50 states.

Program Structure Change

Statehood Initiatives has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table AR0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table AR0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		234	1.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		234	1.0
COLA: FY 2019 COLA Adjustment	Office of the Statehood Delegation	4	0.0
Agency Request-Increase: To align resources with operational spending goals	New Columbia Statehood Commission	12	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Office of the Statehood Delegation	4	0.0
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	New Columbia Statehood Commission	-12	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		242	1.0
GROSS FOR AR0 - STATEHOOD INITIATIVES		242	1.0

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

FY 2019 Proposed Budget Changes

Statehood Initiatives' (SI) proposed FY 2019 gross budget is \$242,454, which represents a 3.7 percent increase over its FY 2018 approved gross budget of \$233,912. The budget is comprised entirely of Local funds.

Recurring Budget

No Change: SI's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: SI's budget proposal includes a cost-of-living adjustment (COLA) of \$4,139 in Local funds.

Agency Request – Increase: SI's budget proposal includes an increase of \$11,677 in the New Columbia Statehood Commission program. The increase is comprised of \$10,000 for Subsidies and Transfers and \$1,677 for professional fees to support the activities of the Commission's three delegates. The budget proposal also reflects an increase of \$4,403 in the Office of the Statehood Delegation program to cover projected salary and Fringe Benefit costs.

Agency Request – Decrease: To offset budget increases, \$11,677 was reduced from the New Columbia Statehood Commission program, which represents savings in supplies and materials.

Office of the Inspector General

www.oig.dc.gov
Telephone: 202-727-2540

Table AD0-1

					% Change
	FY 2016	FY 2017	FY 2018	FY 2019	from
Description	Actual	Actual	Approved	Proposed	FY 2018
OPERATING BUDGET	\$14,682,548	\$15,889,997	\$18,368,064	\$18,763,338	2.2
FTEs	93.3	108.3	112.0	112.0	0.0

The mission of the Office of the Inspector General (OIG) is to independently audit, inspect, and investigate matters pertaining to the District of Columbia government in order to: prevent and detect corruption, mismanagement, waste, fraud, and abuse; promote economy, efficiency, effectiveness, and accountability; inform stakeholders about issues relating to District programs and operations; and recommend and track the implementation of corrective actions.

Summary of Services

OIG initiates and conducts independent financial and performance audits, inspections, and investigations of District government operations; conducts other special audits, assignments, and investigations; audits procurement and contract administration continually; forwards to the authorities evidence of criminal wrongdoing discovered as the result of audits, inspections, or investigations conducted by the Office; contracts with an outside audit firm to perform the annual audit of the District government's financial operations with the results published in the Comprehensive Annual Financial Report (CAFR) and chairs the CAFR oversight committee; and serves as the principal liaison between the District government and the U.S. Government Accountability Office.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AD0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table AD0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	12,591	13,807	15,521	15,943	423	2.7	77.8	93.0	94.8	94.8	0.0	0.0
TOTAL FOR GENERAL FUND	12,591	13,807	15,521	15,943	423	2.7	77.8	93.0	94.8	94.8	0.0	0.0
FEDERAL RESOURCES												
Federal Grant Funds	2,092	2,083	2,848	2,820	-27	-1.0	15.5	15.3	17.2	17.2	0.0	0.0
TOTAL FOR FEDERAL RESOURCES	2,092	2,083	2,848	2,820	-27	-1.0	15.5	15.3	17.2	17.2	0.0	0.0
GROSS FUNDS	14,683	15,890	18,368	18,763	395	2.2	93.3	108.3	112.0	112.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table AD0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table AD0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	8,562	8,949	10,743	11,189	445	4.1
12 - Regular Pay - Other	285	350	417	296	-121	-29.1
13 - Additional Gross Pay	162	233	200	106	-94	-47.0
14 - Fringe Benefits - Current Personnel	1,800	1,867	2,411	2,481	70	2.9
15 - Overtime Pay	4	6	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	10,813	11,405	13,771	14,071	300	2.2
20 - Supplies and Materials	22	224	260	234	-26	-10.1
31 - Telephone, Telegraph, Telegram, Etc.	39	12	30	0	-30	-100.0
32 - Rentals - Land and Structures	0	0	171	171	0	0.0
40 - Other Services and Charges	3,555	3,918	3,810	3,962	151	4.0
41 - Contractual Services - Other	0	2	0	0	0	N/A
50 - Subsidies and Transfers	246	329	326	326	0	0.0
70 - Equipment and Equipment Rental	8	0	0	0	0	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	3,870	4,485	4,597	4,692	95	2.1
GROSS FUNDS	14,683	15,890	18,368	18,763	395	2.2

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AD0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AD0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	137	148	0	137	137	1.2	1.0	0.0	1.0	1.0
(1020) Contracting and Procurement	515	243	267	280	13	2.0	2.0	2.0	2.0	0.0
(1030) Property Management	68	147	157	138	-20	0.0	1.0	1.0	1.0	0.0
(1040) Information Technology	494	627	1,206	1,307	101	2.8	2.9	3.0	3.0	0.0
(1050) Financial Management	317	98	145	278	133	2.0	1.0	0.0	1.0	1.0
(1060) Legal	750	685	776	780	4	4.5	4.9	5.0	5.0	0.0
(1070) Fleet Management	8	15	11	46	35	0.0	0.0	0.0	0.0	0.0
(1085) Customer Service	147	453	877	621	-257	1.1	6.9	8.0	5.0	-3.0
SUBTOTAL (1000) AGENCY MANAGEMENT	2,437	2,417	3,439	3,586	147	13.6	19.6	19.0	18.0	-1.0
(2000) OPERATIONS										
(2010) Audit	5,032	5,048	4,534	4,529	-5	25.8	21.6	21.0	21.0	0.0
(2030) Inspections and Evaluations	1,278	1,206	1,359	1,400	40	11.1	10.8	11.0	11.0	0.0
SUBTOTAL (2000) OPERATIONS	6,311	6,254	5,894	5,929	35	36.9	32.4	32.0	32.0	0.0
(3000) EXECUTIVE										
(3001) Executive	0	1,227	1,067	1,278	211	0.0	3.9	4.0	4.0	0.0
(3010) Investigations	3,226	2,301	2,767	2,666	-101	22.6	20.6	21.0	21.0	0.0
(3020) MFCU 25% Match	618	711	774	774	1	4.7	5.6	5.8	5.8	0.0
(3030) Medicaid Fraud Control Unit	2,092	2,083	2,848	2,820	-27	15.5	15.3	17.2	17.2	0.0
SUBTOTAL (3000) EXECUTIVE	5,935	6,323	7,455	7,539	84	42.7	45.5	48.0	48.0	0.0
(4000) RISK ASSESSMENT AND FUTURE PLANNING										
(4011) Risk Assessment and Future Plan.	0	522	983	1,047	64	0.0	7.8	8.0	9.0	1.0
SUBTOTAL (4000) RISK ASSESSMENT AND FUTURE PLANNING	0	522	983	1,047	64	0.0	7.8	8.0	9.0	1.0
(5000) QUALITY MANAGEMENT										
(5001) Quality Management	0	379	596	662	66	0.0	2.9	5.0	5.0	0.0
SUBTOTAL (5000) QUALITY MANAGEMENT	0	379	596	662	66	0.0	2.9	5.0	5.0	0.0
(9961) YEAR END AUDIT ADJ										
No Activity Assigned	0	-4	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9961) YEAR END AUDIT ADJ	0	-4	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	14,683	15,890	18,368	18,763	395	93.3	108.3	112.0	112.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of the Inspector General (OIG) operates through these 5 programs:

Operations – includes all external functions of the OIG including these units: Audit, and Inspections and Evaluations, comprising these activities:

- **Audit** – conducts audits, reviews, and analysis of financial, operational, and programmatic functions; and
- **Inspections and Evaluations** – inspects and evaluates District agencies under defined performance criteria, evaluates management and programs, and makes recommendations relating to improving overall efficiency and effectiveness.

Executive—oversees all agency-level divisions including: Office of the General Counsel, Operations, Business Management, Investigations, and Medicaid Fraud Control.

- **Executive**— oversees all agency-level divisions;
- **Investigations** – investigates fraud and other misconduct by District government employees and contractors doing business with the District government;
- **Medicaid Fraud Control Unit (MFCU) 25% Match** – represents the Local match associated with the MFCU federal grant; and
- **Medicaid Fraud Control Unit** – investigates and prosecutes cases of Medicaid provider fraud and patient abuse and neglect in Medicaid-funded facilities.

Risk Assessments and Future Planning (AFP) – aggregates, analyzes, and synthesizes information to identify and prioritize risks facing the District, and synergizes the OIG’s work to maximize the value it provides to the District.

Quality Management (QM) – supports the integrity of OIG operations through effective quality review processes.

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

Program Structure Change

The Office of the Inspector General has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table AD0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table AD0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		15,521	94.8
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		15,521	94.8
COLA: FY 2019 COLA Adjustment	Multiple Programs	345	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	200	0.0
Agency Request-Decrease: To recognize savings in personal services	Multiple Programs	-122	0.0
LOCAL FUNDS: FY 2019 Mayor’s Proposed Budget		15,943	94.8

Table AD0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		2,848	17.2
COLA: FY 2019 COLA Adjustment	Executive	62	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Executive	15	0.0
Agency Request-Decrease: To align Fixed Costs with proposed estimates	Executive	-30	0.0
Agency Request-Decrease: To align resources with operational spending goals	Executive	-75	0.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		2,820	17.2
GROSS FOR AD0 - OFFICE OF THE INSPECTOR GENERAL		18,763	112.0

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

FY 2019 Proposed Budget Changes

The Office of the Inspector General's (OIG) proposed FY 2019 gross budget is \$18,763,338, which represents a 2.2 percent increase over its FY 2018 approved gross budget of \$18,368,064. The budget is comprised of \$15,943,151 in Local funds and \$2,820,187 in Federal Grant funds.

Recurring Budget

No Change: The Office of the Inspector General's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget Recommendation

Cost-of-Living Adjustment: The proposed budget for the OIG includes cost-of-living adjustments (COLA) of \$344,554 in Local funds and \$62,198 in Federal Grant funds.

Increase: In Local funds, the proposed budget includes a net increase of \$199,946 across multiple programs. The increases were primarily in the Agency Management program, with \$82,566 added to support hardware maintenance, and the Executive program, with \$75,116 added to reflect costs of professional services.

In Federal Grant funds, the proposed budget increased by \$15,364 in personal services costs to reflect projected salary and Fringe Benefit costs of existing personnel.

Decrease: The proposed Local funds budget includes a net decrease of \$121,915, primarily in the Executive and Quality Management programs, to reflect the reclassification of positions from Temporary Full-Time to Continuing Full-Time and adjustments to gross pay and Fringe Benefit costs.

In Federal Grant funds, the proposed budget includes a net decrease of \$30,000 to properly align fixed costs with estimates from the Department of General Services and Telecommunications costs with estimates from the Office of the Chief Technology Officer. Additional savings of \$74,927 are realized in the Executive program for adjustments primarily to professional services and supplies.

OIG's Proposed Budget Request

The Office of the Inspector General's (OIG) proposed FY 2019 gross budget request is \$21,267,963, which represents a 15.8 percent increase over its FY 2018 approved gross budget of \$18,368,064. The budget request is comprised of \$18,447,776 in Local funds and \$2,820,187 in Federal Grant funds.

Enhancement Request: OIG's proposed budget request includes four distinct enhancement requests. These requests are being made to improve OIG's capability to ensure that it meets its legislative mandate to promote economy, efficiency, and effectiveness and to prevent and detect corruption, mismanagement, waste, fraud, and abuse in District government programs and operations. OIG's budget enhancement requests are as follows:

* \$678,536 to provide an additional 5.0 FTEs, of which 2.0 FTEs will support the OIG's operational units, 1.0 FTE is proposed for the Audit Unit and 2.0 FTEs are proposed for the Investigations Unit (1.0 FTE will support the Business Management Division and 1.0 FTE will support the Office of General Counsel). Enhancing the District's Office of the Inspector General's authorized FTE count will benefit the District. Additional FTEs will allow the OIG to provide greater oversight coverage and improve engagement timelines.

* \$500,000 for Grant Risk Assessment. For FY 2019, OIG seeks to leverage the successes of its Procurement Risk Assessment and utilize the same process to evaluate the District's Grant system. Specifically, OIG will seek to contract with an independent auditor to conduct a risk assessment on the awarding and administration of grant funds obtained by the District of Columbia, through any agency, office, or instrumentality of the District of Columbia, for funding a public purpose, which funds are obtained under a grant agreement duly executed by any private entity or person and the District of Columbia.

* \$516,089 for Overtime for Special Agents/Criminal Investigators. Funding for overtime ensures that OIG budgets appropriately for criminal investigators to be compensated for hours worked over the standard 40-hour work week, without affecting or delaying a case due to lack of funding. This proposal impacts 21.0 FTEs at OIG.

* \$810,000 to implement critical initiatives within OIG's strategic plan. The Office of the Inspector General has a five-year strategic plan to improve overall functioning and service to the District and its residents.

Page left intentionally blank

Agency Performance Plan*

The Office of Inspector General (OIG) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement.
2. Integrate plans, processes, and resources to support organizational accountability.
3. Deliver actionable, relevant and timely products and services to customers and stakeholders that promote economic, efficient, and effective government.
4. Implement an information and knowledge management system that supports the OIG mission.
5. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement. (3 Activities)

Activity Title	Activity Description	Type of Activity
Oversight Work	Conduct audits, investigations, and inspections based on proactively identified leads and indicators.	Daily Service
Hotline Program	Operate a hotline program to aid in identifying and evaluating allegations of corruption, fraud, waste, abuse, and mismanagement.	Daily Service
Reduce Misconduct	Forward to the appropriate authority any report, as a result of any audit, inspection or investigation conducted by the office, in order to reduce misconduct or unethical behavior.	Daily Service

2. Integrate plans, processes, and resources to support organizational accountability. (3 Activities)

Activity Title	Activity Description	Type of Activity
Spending Plans	Develop spending plans to ensure appropriated resources are used efficiently and effectively to support organizational accountability and are in compliance with District regulations.	Daily Service
OIG Policies and Procedures	Integrate internal OIG policies and procedures to ensure the OIG executes its mission in compliance with applicable standards to support organizational accountability.	Key Project
Performance Excellence	Implement a performance assessment/excellence framework within the OIG to ensure continuous improvement.	Key Project

3. Deliver actionable, relevant and timely products and services to customers and stakeholders that promote economic, efficient, and effective government. (4 Activities)

Activity Title	Activity Description	Type of Activity
Independent Oversight Work	Initiate and conduct independent financial and performance audits, inspections, and investigations of District government operations.	Daily Service
Annual District Audit	Contract with an outside audit firm to perform the annual audit of the District government's financial operations with the results published in the Comprehensive Annual Financial Report (CAFR) and chair the CAFR oversight committee.	Key Project
GAO Liaison	Serve as the principal liaison between the District government and the US Government Accountability Office.	Key Project
Reporting Evidence of Wrongdoing	Forward to the Mayor, within a reasonable time of reporting evidence of criminal wrongdoing to the Office of the U.S. Attorney's Office for the District of Columbia, or other law enforcement office, any report regarding the evidence, if appropriate.	Daily Service

4. Implement an information and knowledge management system that supports the OIG mission. (3 Activities)

Activity Title	Activity Description	Type of Activity
Information Management System	Collect, process, and communicate information to enable the agency's leadership team to make more effective and efficient decisions.	Key Project
Knowledge Management System	Manage agency knowledge to improve performance and achieve the OIG mission.	Key Project
Information Security	Establish and maintain digital and physical security controls to protect critical information and knowledge assets from unauthorized access.	Key Project

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

Activity Title	Activity Description	Type of Activity
Staffing Assessments	Assess current staffing to ensure it meets the OIG's mission and vision.	Key Project

KEY PERFORMANCE INDICATORS

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

1. Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of contacts evaluated and appropriate course or action determined within 10 business days of receipt by the Risk Assessment and Future Planning (RAFP) hotline program	No	87%	95%	93%	95%	95%

1. Proactively identify and reduce vulnerabilities that could lead to corruption, fraud, waste, abuse, and mismanagement. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of proactive analytical activities initiated by RAFF's data analysis unit that resulted in an investigation, audit, or inspection	No	No applicable incidents	20%	20%	25%	25%

2. Integrate plans, processes, and resources to support organizational accountability. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of core processes with defined key performance indicators (KPIs)	No	New Measure	New Measure	Not Available	90%	90%

3. Deliver actionable, relevant and timely products and services to customers and stakeholders that promote economic, efficient, and effective government. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of planned outreach activities that were completed as outlined in the strategic public relations plan	No	Not Available	Not Available	Not Available	50%	50%

5. Create and maintain a highly efficient, transparent and responsive District government. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of career development plan completed for OIG employees	No	Not Available	Not Available	Not Available	50%	50%
Percent of employees with Individual Training Plans (ITP)	No	Not Available	Not Available	Not Available	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. Staffing Assessments

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of employees with individual training plans (ITP)	No	Not Available	Not Available	Not Available

2. Oversight Work

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of proactive analytical products RAFF-DAU that initiated an investigation, audit, or inspection	No	Not Available	Not Available	15

2. Oversight Work

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of recommendations made to District agencies	No	Not Available	Not Available	122
Number of referrals made to District agencies resulting from hotline contacts	No	Not Available	Not Available	92

3. Hotline Program

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of contacts analyzed by the RAFP Hotline Program and Medicaid Fraud Control Unit (MFCU)	No	Not Available	3593	4561

4. OIG Policies and Procedures

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of core processes documented	No	Not Available	New Measure	Not Available
Number of defined KPIs for documented core processes	No	Not Available	New Measure	Not Available

5. Independent Oversight Work

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of planned outreach activities completed as outlined in the strategic public relations plan	No	Not Available	Not Available	Not Available

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of the Chief Financial Officer

www.cfo.dc.gov

Telephone: 202-727-2476

Table AT0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$145,137,792	\$148,119,667	\$179,608,342	\$187,496,173	4.4
FTEs	900.2	942.8	1,003.0	1,022.0	1.9

The mission of the Office of the Chief Financial Officer (OCFO) is to provide financial management services to the government and the people of the District of Columbia to sustain the District's long-term fiscal and economic viability.

Summary of Services

The Office of the Chief Financial Officer provides enhanced fiscal and financial stability, accountability, and integrity for the Government of the District of Columbia. The OCFO ensures that District spending levels remain within approved budgets and available revenues for each fiscal year, so that spending deficits do not occur; maintains adequate cash balances; minimizes receivables balances; manages the District's debt and finances in a manner that provides optimal opportunities to maximize bond ratings and minimize the cost of borrowed capital; ensures that the ratio of total debt service to General Fund expenditures remains within a maximum of 12 percent; improves tax payment compliance by increasing collections from the accounts receivable balance and the non-filer population, as measured by percentage change in delinquent collections; develops and supports financial management systems that provide accurate and timely information; and produces the District's Comprehensive Annual Financial Report (CAFR) on time with an unqualified (clean) opinion.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table AT0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table AT0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
<u>GENERAL FUND</u>												
Local Funds	118,045	124,908	126,627	133,746	7,119	5.6	807.6	841.9	890.9	910.0	19.1	2.1
Special Purpose Revenue Funds	18,475	14,688	44,042	44,593	550	1.2	39.7	54.5	64.0	64.0	0.0	0.0
TOTAL FOR GENERAL FUND	136,520	139,596	170,669	178,339	7,669	4.5	847.3	896.4	954.9	974.0	19.1	2.0
<u>FEDERAL RESOURCES</u>												
Federal Grant Funds	396	362	450	450	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR FEDERAL RESOURCES	396	362	450	450	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
<u>INTRA-DISTRICT FUNDS</u>												
Intra-District Funds	8,222	8,162	8,489	8,708	219	2.6	53.0	46.4	48.1	48.0	-0.1	-0.2
TOTAL FOR INTRA-DISTRICT FUNDS	8,222	8,162	8,489	8,708	219	2.6	53.0	46.4	48.1	48.0	-0.1	-0.2
GROSS FUNDS	145,138	148,120	179,608	187,496	7,888	4.4	900.2	942.8	1,003.0	1,022.0	19.0	1.9

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table AT0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table AT0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	80,879	84,865	89,589	94,072	4,483	5.0
12 - Regular Pay - Other	1,379	1,607	968	1,343	375	38.7
13 - Additional Gross Pay	738	524	51	51	0	0.0
14 - Fringe Benefits - Current Personnel	17,654	18,755	20,225	21,061	836	4.1
15 - Overtime Pay	615	453	25	25	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	101,265	106,203	110,859	116,553	5,694	5.1

Table AT0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
20 - Supplies and Materials	299	246	473	481	8	1.8
40 - Other Services and Charges	11,685	11,269	11,804	13,150	1,346	11.4
41 - Contractual Services - Other	30,370	28,202	55,116	55,920	804	1.5
70 - Equipment and Equipment Rental	1,518	2,200	1,356	1,392	36	2.6
SUBTOTAL NONPERSONAL SERVICES (NPS)	43,873	41,916	68,749	70,944	2,194	3.2
GROSS FUNDS	145,138	148,120	179,608	187,496	7,888	4.4

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table AT0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AT0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	1,917	1,941	2,005	2,113	108	13.6	13.5	15.0	16.0	1.0
(1015) Training and Employee Development	507	625	478	502	24	3.7	3.8	3.0	3.0	0.0
(1020) Contracting and Procurement	1,307	1,553	1,692	1,943	251	10.9	11.5	13.0	14.0	1.0
(1030) Property Management	865	1,370	1,394	1,446	52	8.3	8.6	9.0	9.0	0.0
(1060) Legal Services	2,370	2,343	2,688	2,640	-47	13.2	14.6	15.0	15.0	0.0
(1080) Communications	193	204	166	171	5	0.9	1.0	1.0	1.0	0.0
(1090) Performance Management	1,762	2,026	1,894	2,502	608	9.1	9.6	9.0	12.0	3.0
SUBTOTAL (1000) AGENCY MANAGEMENT	8,920	10,062	10,318	11,318	1,000	59.7	62.6	65.0	70.0	5.0
(100F) AGENCY FINANCIAL OPERATIONS										
(110F) Budget Operations	891	842	923	939	16	3.7	3.8	7.0	7.0	0.0
(120F) Accounting Operations	447	422	645	662	17	4.6	5.7	6.0	6.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	1,338	1,264	1,569	1,602	33	8.3	9.6	13.0	13.0	0.0
(2000) FINANCIAL OPERATIONS AND SYSTEMS										
(2100) Operations and Administration	969	994	1,089	1,125	36	6.5	6.7	7.0	7.0	0.0
(2200) Accounting Operations	1,888	1,949	2,183	2,082	-101	15.7	16.3	17.0	16.0	-1.0
(2300) Financial Policies and Procedures	572	644	656	676	20	3.7	3.8	4.0	4.0	0.0
(2500) Financial Control and Reporting	3,386	3,390	3,446	3,568	122	24.0	24.9	26.0	26.0	0.0
(2600) Benefits Administration	989	917	1,144	1,213	69	8.6	9.0	9.0	9.0	0.0
(2700) Payroll Disbursements and Wage Reporting	5,226	5,533	5,111	5,284	172	37.1	34.4	34.0	34.0	0.0
SUBTOTAL (2000) FINANCIAL OPERATIONS AND SYSTEMS	13,029	13,427	13,630	13,949	319	95.6	95.1	97.0	96.0	-1.0

Table AT0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(3000) BUDGET DEVELOPMENT AND EXECUTION										
(3100) Executive Direction and Support	1,087	1,188	1,217	1,252	35	6.5	7.6	6.0	6.0	0.0
(3400) Financial Planning and Analysis	1,101	1,144	1,314	1,262	-52	7.4	7.6	9.0	8.0	-1.0
(3700) Operating Budget	2,764	2,871	2,883	2,976	93	19.4	20.1	21.0	21.0	0.0
(3800) Capital Budget/ CIP	763	803	801	826	26	5.5	4.8	6.0	6.0	0.0
SUBTOTAL (3000) BUDGET DEVELOPMENT AND EXECUTION	5,715	6,006	6,215	6,317	102	38.8	40.2	42.0	41.0	-1.0
(4000) RESEARCH AND ANALYSIS										
(4100) Executive Direction and Support	747	687	762	784	22	2.8	2.9	3.0	3.0	0.0
(4300) Revenue Estimation	1,278	1,233	1,290	1,333	44	8.3	8.6	9.0	9.0	0.0
(4500) Economic Development	952	1,060	934	1,149	215	4.6	4.8	5.0	6.0	1.0
(4700) Legislative and Fiscal Analysis	737	751	766	790	24	4.6	4.8	5.0	5.0	0.0
(4800) Economic Affairs	1,041	1,131	1,178	1,215	37	6.5	6.7	7.0	7.0	0.0
SUBTOTAL (4000) RESEARCH AND ANALYSIS	4,754	4,861	4,929	5,271	342	26.8	27.7	29.0	30.0	1.0
(5000) TAX ADMINISTRATION										
(5100) Executive Direction and Support	4,015	4,257	4,426	4,546	120	19.4	19.1	20.0	21.0	1.0
(5200) External Customer Service Information	7,923	8,533	8,687	10,004	1,318	80.8	85.2	89.0	111.0	22.0
(5300) Recorder of Deeds	2,400	2,560	3,313	3,498	185	22.2	23.9	25.0	25.0	0.0
(5400) Real Property Tax Administration	9,869	9,936	11,016	11,517	501	87.7	94.7	102.0	94.0	-8.0
(5500) Tax Audits and Investigations	10,363	11,013	10,614	11,163	548	83.0	87.1	90.0	99.0	9.0
(5600) Revenue Accounting	2,427	2,362	2,217	2,279	63	17.5	17.3	18.0	18.0	0.0
(5700) Receipts and Delinquent Collections	19,819	19,337	31,390	33,359	1,969	187.7	191.3	205.0	205.0	0.0
SUBTOTAL (5000) TAX ADMINISTRATION	56,815	57,996	71,663	76,366	4,704	498.3	518.6	549.0	573.0	24.0
(6000) INFORMATION TECHNOLOGY										
(6100) Information Technology Support	28,091	26,944	26,576	27,654	1,079	71.9	76.5	78.0	70.0	-8.0
SUBTOTAL (6000) INFORMATION TECHNOLOGY	28,091	26,944	26,576	27,654	1,079	71.9	76.5	78.0	70.0	-8.0
(7000) FINANCE AND TREASURY										
(7100) Executive Direction and Support	1,231	1,040	1,144	1,166	22	4.6	5.7	6.0	6.0	0.0
(7200) Debt Management	1,131	1,220	1,007	1,131	124	4.9	8.7	6.0	6.0	0.0
(7300) Cash Management and Investments	7,916	8,327	11,610	11,454	-156	13.9	6.7	10.0	10.0	0.0
(7400) Disbursements	1,423	1,644	2,194	2,217	24	6.5	6.7	7.0	7.0	0.0
(7500) Cash Receipts and Accounting	3,446	3,407	3,864	3,875	11	38.6	35.0	39.0	37.0	-2.0
(7600) Asset Management for Special Programs	2,593	2,740	5,276	5,614	339	13.1	19.8	22.0	24.0	2.0
(7700) Central Collection Unit (CCU)	4,881	4,940	14,985	14,835	-150	0.0	9.9	19.0	18.0	-1.0
SUBTOTAL (7000) FINANCE AND TREASURY	22,621	23,317	40,080	40,292	212	81.5	92.5	109.0	108.0	-1.0

Table AT0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(8000) INTEGRITY AND OVERSIGHT										
(8100) Audit Services	2,632	2,942	3,053	3,108	54	11.0	11.5	12.0	12.0	0.0
(8200) Security Integrity Oversight	438	434	1,577	1,619	42	2.8	8.6	9.0	9.0	0.0
(8300) Investigations	856	865	0	0	0	5.5	0.0	0.0	0.0	0.0
SUBTOTAL (8000) INTEGRITY AND OVERSIGHT	3,926	4,242	4,630	4,727	97	19.3	20.1	21.0	21.0	0.0
(REVN) REVENUE										
(SPRV) Special Purpose Revenue	-71	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (REVN) REVENUE	-71	0	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	145,138	148,119	179,608	187,496	7,888	900.2	942.8	1,003.0	1,022.0	19.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of the Chief Financial Officer operates through the following 9 programs:

Financial Operations and Systems – carries out the District's accounting operations, including critical functions such as District-wide General Ledger accounting, financial reporting, and pay and retirement services. The program produces the CAFR, which shows the District's financial position at the end of each fiscal year. The program also develops accounting policies and procedures; policies that support the System of Accounting and Reporting (SOAR), the District's formal book of record; and policies and procedures for other areas of financial management throughout the OCFO.

This program contains the following 6 activities:

- **Operations and Administration** – provides leadership, general program management, personnel, procurement, automated accounting system access security, fixed asset accountability, and other logistical support services to Office of Financial Operations and Systems staff for general accounting services; specialized accounting systems management; payroll; financial reporting; accounting policies and procedures; and benefits administration for employees, agencies, and District leaders for their use in decision-making. Additionally, this activity provides citizens with financial information so that they can keep abreast of the District's financial position;
- **Accounting Operations** – provides District-wide General Ledger accounting in order to maintain the official automated book of record on which the financial position of the District is ascertained for the District's elected and appointed leaders, Congress, District agencies (directors, financial managers, and employees), public and private financial communities, and the general public. This activity ensures timely and accurate information on the District's financial position and facilities to decision-makers;
- **Financial Policies and Procedures** – provides recorded references for standard government accounting practices (policies and theories) and guidelines for operation (procedures and process flows) of the District's daily accounting functions and the supporting automated system of record to ensure that accounting and financial managers and their staff follow the District's financial policy and procedures;

- **Financial Control and Reporting** – provides statements of financial position for the Mayor, Council of the District of Columbia, Congress, District managers, national bond-rating agencies, and the general public to enable informed decisions based on timely and accurate financial information;
- **Federal Annuitant Benefits Administration** – provides accurate and timely annuity payments and related benefits to former and retired federal law enforcement officers; and
- **Payroll Disbursements and Wage Reporting** – provides a record of compensation and related payments to District employees with accurate and timely paychecks.

Budget and Planning (Budget Development and Execution) – prepares, monitors, analyzes, and executes the District government’s budget, including operating, capital, and enterprise funds, in a manner that facilitates fiscal integrity and maximizes services to taxpayers. This program also provides advice to policy-makers on the District government’s budget and has the primary responsibility for ensuring that the budget is balanced at the time of budget formulation, and maintaining that balance throughout the year as the budget is executed.

This program contains the following 4 activities:

- **Executive Direction and Support** – provides general program management, leadership, technical assistance, and support services to Office of Budget and Planning staff and other District government personnel facilitating financial planning, budgetary performance, and cost analysis to enable them to make effective decisions and achieve strategic goals. This activity also provides citizens with information on District finances;
- **Financial Planning and Analysis** – monitors and analyzes the District’s budget and expenditures; provides technical support for the District’s Anti-Deficiency Board; provides technical support of system applications to District staff; and coordinates and monitors the District’s Financial Review Process (FRP) by ensuring the timely submission of agencies’ FRP reports, which include expenditure forecasts. This activity also develops and reports on budget revisions, intra-District modifications, and monthly operating budget expenditures; analyzes and forecasts compensation costs; provides historical information for bond issuance statements; provides supporting budget documentation to auditors; and prepares the District’s five-year Financial Plan for the budget books;
- **Operating Budget Formulation and Development** – provides the framework for formulation of the District’s annual operating budget; publishes the operating budget on behalf of the Mayor and the District; executes the operating budget during the fiscal year; monitors agency spending, including analysis of spending pressures; reviews and approves federal and private grant budget authority requests from District agency heads; and provides other financial and budgetary services to the Mayor, Council, and other stakeholders on a timely and accurate basis enabling District officials to make informed decisions on allocations of District operating resources among policy priorities; and
- **Capital Budget Formulation and Development** – provides the framework for formulation of the District’s 6-year capital budget; publishes the capital budget on behalf of the Mayor and the District; executes the capital budget during the fiscal year; provides detailed reviews of available capital financing and aligns such financing with the District’s annual capital funds budget authority within the debt cap; and provides other financial and budgetary services to the Mayor and Council on a timely and accurate basis to enable them to make informed decisions on District capital resources.

Revenue Analysis (Research and Analysis) – provides revenue estimates, revenue policy analysis, and analysis supporting economic development. The program area is divided into two offices, both of which report directly to the CFO: the Office of Revenue Analysis (ORA) and Economic Development Finance (EDF). ORA services include the preparation of (i) analyses of revenue sources and development of quarterly revenue estimates that set the hard budget constraint for the District of Columbia budget; (ii) fiscal impact statements, which provide estimates of direct costs to the four-year Financial Plan; (iii) periodic reports on economic and revenue trends and the monthly Economic Indicators for the District of Columbia; (iv) the chapter on revenue in each annual Budget and Financial Plan that is prepared by the District of Columbia; and (v) special studies, including on metropolitan and nationwide household tax burden comparisons, a bi-annual

Tax Expenditure Study detail on statutory provisions of District taxes, a running historical update of major changes in District revenue laws, an Annual Revenue Data Book, and the monthly Cash Report of District tax collections.

EDF provides sophisticated analyses of fiscal, economic, financial, and administrative impacts of proposed projects; analyzes the financial feasibility of economic development projects in the District; and advises the CFO and Mayor on proposed economic development debt issuances. EDF oversees all Tax Increment Financing (TIF) and Payment-in-Lieu-of-Taxes (PILOT) projects into which the District enters; provides guidance on changes in development policy options and long-term financial expectations; reviews legislative proposals that include tax abatements or exemptions and provides an advisory tax abatement financial analysis (TAFA) for submission to Council; coordinates with ORA to provide fiscal impact analyses on proposed tax-supported financings, land transfers, and economic development projects; and represents the OCFO on the boards of Events DC (formerly the Washington Convention and Sports Authority) and Destination D.C.

This program contains the following 5 activities:

- **Executive Direction and Support** – provides general program management, leadership, technical assistance, and support services to staff including research and analytical services on revenue and economic data and analysis of fiscal and administrative impacts to decision-makers;
- **Revenue Estimation** – provides economic and revenue data and analysis and District tax structure data and analysis to the Mayor, Council, and Congress so that they can have timely and quality information for policy formulation and decision-making;
- **Economic Development** – provides analysis of the fiscal, economic, financial, and administrative impact on real estate projects to the Chief Financial Officer, the Mayor, the Deputy Mayor for Planning and Economic Development, and the Council so that they can effectively assess economic development initiatives and ensure maximum economic benefit to the city;
- **Legislative and Fiscal Analysis** – provides legislative fiscal impact analysis for the Mayor, the Council, and Congress so that they can have timely and quality information for policy formulation and decision-making; and
- **Economic Affairs** – develops and presents documents detailing the economic and revenue affairs of the District of Columbia to components of the OCFO, the Mayor, the Council, and Congress so that they can have timely and quality information for policy formulation and decision-making.

Tax and Revenue (Tax Administration) – provides fair, efficient, and effective administration of the District's business, income, excise, and real property tax laws.

This program contains the following 7 activities:

- **Executive Direction and Support** – provides general program management, leadership, and support services to the Tax Administration program so that it can coordinate comprehensive tax services for District taxpayers and ensure that the District is collecting the accurate amount of tax revenue;
- **External Customer Service, Information, and Education** – provides customer service through walk-in and telephone customer service centers, which assist approximately 300,000 taxpayers annually. This activity also consists of developing and distributing public tax forms; supporting various electronic tax filing and payment options, including electronic self-service and account management functions; initiating and responding to mail correspondence with taxpayers; and tax registration and certification services;
- **Recorder of Deeds** – provides support for the transfer and titling of real property in the District and responds to requests for title documents from individuals and real estate title industries;
- **Real Property Tax Administration** – provides for the assessment and billing of real property taxes and first-level assessment appeals;
- **Tax Audits and Investigations** – enforces tax compliance by identifying potential non-filers and performing other tax compliance checks to ensure that the District is collecting the correct amount of tax payments due from all taxpayers. This activity also identifies and investigates cases of tax fraud;

- **Revenue Accounting** – provides for the proper accounting of and reporting on revenue collections and supports issuance of tax refunds; and
- **Receipts and Delinquent Collections** – provides for the processing of more than one million tax returns annually and the recording and prompt deposit of billions of dollars in tax payments. This activity includes collections of delinquent tax payments.

Information Technology – provides for the development and maintenance of state-of-the-art financial information systems to support the District of Columbia's payroll, pension, accounting, tax, budget, treasury, and web-based financial reporting systems. The principal objectives of the program are to maintain accurate systems, modify systems in response to the changing needs of the District, and maintain compliance with federal, state, and local regulations.

Finance and Treasury – provides management of the financial assets and liabilities of the Government of the District of Columbia. This includes investing, collecting, safekeeping, disbursing, recording, and acquiring District financial resources.

This program contains the following 7 activities:

- **Executive Direction and Support** – provides leadership, strategic direction, and administrative support services to department managers and employees so that they can achieve organizational and individual performance results;
- **Debt and Grants Management** – provides for the issuance of bonds, notes, and other financing vehicles for the District so that it can finance capital infrastructure projects and help ensure seasonal cash needs, and manages the cash and accounting of District agencies' federal grant drawdowns;
- **Cash Management and Investments** – provides for the management of the cash resources of the District so that the District can meet its cash obligations and maximize its return on investments;
- **Disbursement Management** – provides check-printing and disbursement services for District agencies so that they can fulfill their payment obligations;
- **Cash Receipts and Accounting** – provides revenue collection services, including cashiering at various District sites, and provides for the management of banking services for all District agencies;
- **Asset Management for Special Programs** – provides for the management of the District-run pension plans, college savings plan, and unclaimed property; and
- **Central Collection Unit** – consolidates several District agency collection programs into the OCFO to pursue the collection of outstanding debts owed to the District.

Integrity and Oversight – maintains the accountability, integrity, and efficiency of the District of Columbia's financial management and tax administration systems. Through its audit and investigative activities, this program provides the Chief Financial Officer with independent reviews and appraisals of OCFO operations and maintains the highest standards of integrity and security of OCFO employees.

This program contains the following 2 activities:

- **Audit Services** – provides audit and review services to assist the District's financial managers to ensure the integrity, efficiency, and effectiveness of District programs; manages the review and response to external audit reports; and coordinates District single audits and management letter comments for District agencies so that they can improve operations; and
- **Security Integrity Oversight** – provides security and integrity oversight for the OCFO by administering the OCFO's emergency response program and conducting integrity probes and integrity awareness presentations aimed at detecting and preventing fraud and other misconduct in OCFO programs; and maintains public confidence in the integrity of the OCFO by investigating alleged misconduct by OCFO employees, as well as by conducting background investigations to determine suitability for employment. This investigative service provides reports to OCFO management so that they can take administrative action as appropriate.

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

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

Program Structure Change

The Office of the Chief Financial Officer has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table AT0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table AT0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		126,627	890.9
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		126,627	890.9
COLA: FY 2019 COLA Adjustment	Multiple Programs	4,022	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,556	20.1
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	1,298	0.0
Agency Request-Decrease: To recognize savings in personal services	Multiple Programs	-1,310	-11.0
Mayor's Policy-Enhance: To support tax credit initiatives (one-time)	Multiple Programs	587	0.0
Mayor's Policy-Enhance: To support Individual Mandate Implementation	Tax Administration	551	5.0
Mayor's Policy-Enhance: To help maximize tax revenue collections	Tax Administration	414	5.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		133,746	910.0
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		450	0.0
No Change		0	0.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		450	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		44,042	64.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	217	0.0
Agency Request-Increase: To support nonpersonal service costs	Multiple Programs	309	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	24	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		44,593	64.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		8,489	48.1
COLA: FY 2019 COLA Adjustment	Multiple Programs	169	0.0
Agency Request-Increase: To align budget with projected revenues	Multiple Programs	50	-0.1
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		8,708	48.0
GROSS FOR AT0 - OFFICE OF THE CHIEF FINANCIAL OFFICER		187,496	1,022.0

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

FY 2019 Proposed Budget Changes

The Office of the Chief Financial Officer's (OCFO) proposed FY 2019 gross budget is \$187,496,173, which represents a 4.4 percent increase over its FY 2018 approved gross budget of \$179,608,342. The budget is comprised of \$133,745,762 in Local funds, \$450,000 in Federal Grant funds, \$44,592,864 in Special Purpose Revenue funds, and \$8,707,547 in Intra-District funds.

Recurring Budget

No Change: The Office of the Chief Financial Officer's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OCFO's budget proposal includes cost-of-living adjustments (COLA) of \$4,022,152 in Local, \$217,394 in Special Purpose Revenue, and \$168,962 in Intra-District funds.

Agency Request – Increase: The FY 2019 proposed Local Funds OCFO budget includes an increase of \$1,555,649 and 20.1 Full-Time Equivalents (FTEs). The majority of the increase occurs within the Tax Administration program and supports customer service and audit and tax investigation functions. The increase also reflects the reallocation of positions, a net increase of 9.1 FTEs across the agency, and salary, Fringe Benefits, and other personal services adjustments. A Local funds increase of \$1,298,234 primarily supports the operating impacts of completed capital projects in the Information Systems program. The projects include the Capital Asset Replacement Scheduling System, which provides a comprehensive view of the District's capital asset health, and incremental improvements to CFOSolve, the OCFO's financial reporting and budget preparation system.

In Special Purpose Revenue funds, the FY 2019 proposed budget includes a total increase of \$308,855 in operational costs across the agency. Of this amount, \$232,629 in the Tax Administration program supports revenue collection and analysis contracts in the Receipts and Delinquent Collections activity and professional support services in the Real Property Tax Administration. The proposed budget also includes a net increase of \$24,207 due to salary and Fringe Benefits adjustments within several agency programs.

The Intra-District funds proposed budget includes a net increase of \$49,666 due to miscellaneous changes to salaries, a 0.1 FTE reduction, other position-related adjustments, and changes to certain operational costs.

Agency Request – Decrease: The proposed Local funds budget reflects a decrease of \$1,309,788 and 11.0 FTEs in salaries and Fringe Benefits across the agency, primarily in the Information Technology program. This reduction reflects the reallocation of certain positions to better serve agency needs.

Mayor's Policy – Enhance: In Local Funds, the proposed budget reflects an increase in the Tax Administration and Information Technology programs to support the implementation of an individual health insurance mandate for the District and tax credits for the parents of young children. As a result of the repeal of certain provisions of the federal Affordable Care Act, the funds will allow the OCFO make the appropriate changes to the District's tax code, publicize those changes as part of the tax filing process, and cover other administrative costs. A total of \$551,000 and 5.0 FTEs supports staffing requirements in the Receipts and Delinquent Collections activity.

A total one-time enhancement of \$587,000 is comprised of two parts. An increase of \$549,000 to cover technology services in the Information Technology activity related to the health insurance mandate initiative. An increase of \$38,000 in the Information Systems program supports the implementation of a child credit. The tax change provides resources to promote a \$1,000 per child credit for all families with children between the ages of an infant to a three-years-old enrolled with a licensed childcare provider.

A total increase of \$414,500 and 5.0 FTEs in the Tax Administration program is meant to help maximize revenue collection efforts. Of this amount, \$279,000 and 3.0 FTEs supports the Data Warehouse Match program to improve compliance. Specifically, this initiative would enhance the Modernized Integrated Tax System and provide additional training to enable staff to detect taxpayer non-compliance. In the Recorder of Deeds, \$135,500 and 2.0 FTEs supports modernizing the lien filing process by creating an electronic portal to submit liens quickly. The budget will also cover the cost of additional tax examiners to prepare and submit tax lien documents.

Agency Budget Chapters

Part I

(by Appropriation Title)

B. Economic Development and Regulation

1. Office of the Deputy Mayor for Planning and
Economic Development (EB0)B-1
2. Office of Planning (BD0)B-15
3. Department of Small and Local Business Development (EN0)B-29
4. Office of Cable Television, Film, Music, and Entertainment (CI0)B-43
5. Office of Zoning (BJ0).....B-57
6. Department of Housing and Community Development (DB0).....B-67
7. Department of Employment Services (CF0)B-87
8. Real Property Tax Appeals Commission (DA0)B-103
9. Department of Consumer and Regulatory Affairs (CR0)B-113
10. Office of the Tenant Advocate (CQ0).....B-129
11. D.C. Commission on the Arts and Humanities (BX0).....B-135
12. Alcoholic Beverage Regulation Administration (LQ0)B-149
13. Public Service Commission (DH0)B-159
14. Office of the People's Counsel (DJ0).....B-171
15. Department of Insurance, Securities, and Banking (SR0)B-181
16. Housing Authority Subsidy (HY0).....B-197
17. Housing Production Trust Fund Subsidy (HP0).....B-201
18. Business Improvement Districts Transfer (ID0).....B-205

Office of the Deputy Mayor for Planning and Economic Development

www.dmped.dc.gov
Telephone: 202-727-6365

Table EB0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from
					FY 2018
OPERATING BUDGET	\$33,074,197	\$35,332,145	\$46,345,932	\$41,401,867	-10.7
FTEs	79.9	77.6	85.2	85.0	-0.2

The Office of the Deputy Mayor for Planning and Economic Development (DMPED) supports the Mayor in developing and executing the District's economic development vision.

Summary of Services

DMPED assists the Mayor in the coordination, planning, supervision, and execution of programs, policies, proposals, and functions related to economic development in the District of Columbia. DMPED sets development priorities and policies, coordinates how the District markets itself to job creators, and leads District development, attraction, and retention efforts. DMPED also works to achieve its mission by focusing on outreach to the business community and neighborhood stakeholders and by forging partnerships between government, business, institutions and communities to foster economic growth for residents of the District of Columbia.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table EB0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table EB0-2

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*		Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund													
GENERAL FUND													
Local Funds	17,171	16,461	13,000	20,583	7,583	58.3		67.4	66.1	68.2	68.0	-0.2	-0.2
Special Purpose Revenue Funds	14,993	14,903	32,096	20,819	-11,277	-35.1		7.7	9.0	15.0	17.0	2.0	13.3
TOTAL FOR GENERAL FUND	32,164	31,364	45,096	41,402	-3,694	-8.2		75.0	75.1	83.2	85.0	1.8	2.2
FEDERAL RESOURCES													
Federal Grant Funds	470	3,135	1,250	0	-1,250	-100.0		2.2	2.5	2.0	0.0	-2.0	-100.0
TOTAL FOR FEDERAL RESOURCES	470	3,135	1,250	0	-1,250	-100.0		2.2	2.5	2.0	0.0	-2.0	-100.0
INTRA-DISTRICT FUNDS													
Intra-District Funds	440	834	0	0	0	N/A		2.6	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	440	834	0	0	0	N/A		2.6	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	33,074	35,332	46,346	41,402	-4,944	-10.7		79.9	77.6	85.2	85.0	-0.2	-0.2

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table EB0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table EB0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	4,317	4,487	5,717	5,753	36	0.6
12 - Regular Pay - Other	3,569	3,361	3,108	3,193	85	2.7
13 - Additional Gross Pay	62	59	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	1,576	1,582	1,827	1,857	30	1.6
15 - Overtime Pay	2	0	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	9,527	9,489	10,652	10,803	151	1.4

Table EB0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
20 - Supplies and Materials	49	30	97	80	-17	-17.2
31 - Telephone, Telegraph, Telegram, Etc.	44	8	12	12	0	0.0
40 - Other Services and Charges	4,636	214	597	250	-346	-58.1
41 - Contractual Services - Other	1,840	4,091	12,476	5,139	-7,337	-58.8
50 - Subsidies and Transfers	16,892	21,461	22,438	25,055	2,616	11.7
70 - Equipment and Equipment Rental	87	38	74	63	-11	-15.3
SUBTOTAL NONPERSONAL SERVICES (NPS)	23,547	25,843	35,694	30,599	-5,095	-14.3
GROSS FUNDS	33,074	35,332	46,346	41,402	-4,944	-10.7

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table EB0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table EB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1001) Agency Oversight	2,385	2,120	1,392	1,628	236	16.1	8.8	10.0	10.0	0.0
(1005) Policy	19	214	814	834	20	1.9	4.9	6.0	6.0	0.0
(1010) Personnel	0	3	41	20	-21	0.0	0.0	0.0	0.0	0.0
(1020) Contracting and Procurement	759	713	688	819	131	7.6	4.9	5.0	5.0	0.0
(1060) Legal	1,049	1,170	1,311	1,359	48	3.8	6.9	7.0	7.0	0.0
(1080) Communications	325	350	423	441	17	1.0	3.9	4.0	4.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	4,536	4,570	4,669	5,101	432	30.4	29.4	32.0	32.0	0.0
(100F) AGENCY FINANCIAL OPERATIONS										
(110F) Budget Operations	332	434	394	395	1	1.9	2.0	2.2	2.0	-0.2
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	332	434	394	395	1	1.9	2.0	2.2	2.0	-0.2
(2000) DEPUTY MAYOR FOR PLANNING AND ECONOMIC										
(2010) Agency Oversight	2,158	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(2020) Community Outreach	0	125	348	425	77	0.0	0.0	0.0	0.0	0.0
(2030) Economic Development Financing	0	27	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) DEPUTY MAYOR FOR PLANNING AND ECONOMIC	2,158	152	348	425	77	0.0	0.0	0.0	0.0	0.0

Table EB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(3000) BUSINESS AND WORKFORCE DEVELOPMENT										
(3010) Business Development	4,642	1,701	2,497	2,058	-439	5.7	5.9	7.0	8.0	1.0
(3020) Corporate Assistance	83	1,125	3,293	3,213	-80	1.9	1.0	1.0	0.0	-1.0
(3030) Workforce Investment	1,428	0	0	0	0	4.0	0.0	0.0	0.0	0.0
(3035) Workforce Investment Council	420	799	0	0	0	2.6	0.0	0.0	0.0	0.0
(3045) Innovation Initiatives	0	0	500	500	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (3000) BUSINESS AND WORKFORCE DEVELOPMENT	6,573	3,624	6,289	5,771	-518	14.3	6.9	8.0	8.0	0.0
(5000) PROJECT INVESTMENT										
(5030) Economic Development Financing	1,121	0	0	0	0	7.7	0.0	0.0	0.0	0.0
(5035) Industrial Revenue Bond	0	858	1,150	1,274	124	0.0	9.0	9.0	9.0	0.0
(5080) Great Streets Initiative	5,684	8,346	7,826	9,259	1,433	0.0	1.0	1.0	1.0	0.0
(5085) Grants	6,793	3,214	609	1,135	526	0.0	3.9	8.0	7.0	-1.0
(5090) DC China Center	200	125	0	0	0	0.0	0.0	0.0	0.0	0.0
(5095) Washington DC Economic Partnership	0	3,000	3,831	2,000	-1,831	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (5000) PROJECT INVESTMENT	13,799	15,543	13,416	13,667	251	7.7	13.9	18.0	17.0	-1.0
(6000) REAL ESTATE DEVELOPMENT										
(6020) Development and Disposition	2,136	5,689	3,457	3,079	-379	14.2	15.7	15.0	16.0	1.0
(6030) New Communities Initiative	2,339	3,572	4,228	4,200	-29	2.8	3.9	4.0	4.0	0.0
(6040) St. Elizabeths	674	1,271	1,209	2,365	1,156	4.8	2.9	3.0	3.0	0.0
(6050) Walter Reed	526	481	12,335	6,400	-5,935	3.8	3.0	3.0	3.0	0.0
SUBTOTAL (6000) REAL ESTATE DEVELOPMENT	5,676	11,013	21,229	16,042	-5,186	25.7	25.5	25.0	26.0	1.0
(9960) YR END CLOSE										
(9961) Yr End Close	0	-3	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-3	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	33,074	35,332	46,346	41,402	-4,944	79.9	77.6	85.2	85.0	-0.2

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of the Deputy Mayor for Planning and Economic Development operates through the following 6 programs:

Deputy Mayor for Planning and Economic Development – provides specialized and strategic economic development assistance. This includes community outreach and engagement efforts, program and policy development, and inter-agency coordination of services between businesses, developers, and community stakeholders to enable them to pursue ventures that revitalize neighborhoods, create jobs, expand and

diversify the local economy, and provide pathways to the middle class for District residents. This also includes support for the highly-lauded Our RFP process, which engages residents and stakeholders prior to the issuance of a real estate RFP.

Business and Workforce Development – creates and retains jobs for District residents by growing and supporting businesses currently in the District, attracting new businesses, and ensuring that District residents have the training necessary to compete for jobs.

This program contains the following 3 activities:

- **Business Development** – promotes local business opportunities and strengthens the business climate to attract and retain businesses and expand entrepreneurship;
- **Corporate Assistance** – supports attraction and retention of large-scale commercial tenants and employers; and
- **Innovation Initiatives** – supports efforts recommended in the Economic Strategy and Pathways to Inclusion Report to catalyze inclusive innovation in the District.

Project Investment – provides gap financing and other economic assistance services to businesses and organizations to leverage private sector investment in neighborhood retail, commercial, employment, and housing opportunities for District residents.

This program contains the following 4 activities:

- **Industrial Revenue Bond** – provides access to tax-exempt Industrial Revenue Bond and tax increment financing to help businesses and non-profit organizations renovate and build new construction, make tenant improvements, and purchase capital;
- **Great Streets Initiative** – issues small business capital improvement grants and makes catalytic investments within retail priority areas;
- **Grants** – makes other project investments; and
- **Washington D.C. Economic Partnership** – supports the activities of the non-profit, public-private organization, the Washington DC Economic Partnership (WDCEP). WDCEP promotes economic development in the District, including business attraction and retention, entrepreneurship, technology, and real estate development.

Real Estate Development – implements real estate development projects and coordinates the implementation of the Anacostia Waterfront Initiative, which supports the District’s goals of promoting environmentally and socially responsible redevelopment along the Anacostia River and increasing public access to the river and riverfront parks.

This program contains the following 4 activities:

- **Development and Disposition** – manages a portfolio of real estate development projects;
- **New Communities Initiative** – manages projects envisioned to revitalize severely distressed subsidized housing and redevelop neighborhoods into vibrant mixed-income communities;
- **St. Elizabeths** – manages a project designed to create well-planned, multi-use, mixed-income, walkable, livable community on the St. Elizabeths East Campus; and
- **Walter Reed** – provides administrative support to the Walter Reed Army Medical Center Local Redevelopment Authority and manages implementation of the reuse plan.

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

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

Program Structure Change

The Office of the Deputy Mayor for Planning and Economic Development has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table EB0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table EB0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		13,000	68.2
Removal of One-Time Costs	Multiple Programs	-450	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		12,550	68.2
COLA: FY 2019 COLA Adjustment	Multiple Programs	274	0.0
Agency Request-Increase: To support nonpersonal services costs	Multiple Programs	57	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-58	-0.2
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-136	0.0
Agency Request-Decrease: To adjust the Contractual Services budget	Multiple Programs	-204	0.0
Mayor's Policy-Enhance: To support Great Streets and Neighborhood Prosperity Fund activities (one-time)	Project Investment	8,300	0.0
Mayor's Policy-Enhance: To support the establishment of an Affordable Housing Task Force (one-time)	Real Estate Development	43	0.0
Mayor's Policy-Reduce: To adjust the Contractual Services budget	Multiple Programs	-244	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		20,583	68.0
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		1,250	2.0
Agency Request-Decrease: To align budget with projected grant awards	Real Estate Development	-1,250	-2.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		32,096	15.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	37	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	187	2.0
Agency Request-Increase: To align resources with operational spending goals	Agency Management	170	0.0
Agency Request-Decrease: To align budget with projected revenues	Multiple Programs	-5,727	0.0
Agency Request-Decrease: To adjust the Contractual Services budget	Multiple Programs	-5,944	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		20,819	17.0
GROSS FOR EB0 - OFFICE OF THE DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT		41,402	85.0

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

FY 2019 Proposed Budget Changes

The Office of the Deputy Mayor for Planning and Economic Development's (DMPED) proposed FY 2019 gross budget is \$41,401,867, which represents a 10.7 percent decrease from its FY 2018 approved gross budget of \$46,345,932. The budget is comprised of \$20,582,627 in Local funds and \$20,819,241 in Special Purpose Revenue funds.

Recurring Budget

The FY 2019 budget for DMPED includes a reduction of \$450,000 to account for the removal of one-time funding appropriated in FY 2018, which includes \$250,000 for a family unit study and \$200,000 to support a study in partnership with the Coalition for Non-Profit Housing and Economic Development.

Mayor's Proposed Budget

Cost-of-Living Adjustment: DMPED's budget proposal includes cost-of-living adjustments (COLA) of \$274,182 in Local funds and \$36,862 in Special Purpose Revenue funds.

Agency Request – Increase: DMPED's Local funds budget proposal includes an increase of \$57,176, primarily in the Agency Management program, to support anticipated travel costs and professional services fees.

The proposed Special Purpose Revenue funds budget includes a net increase in personal services of \$186,521 and 2.0 Full-Time Equivalents (FTEs) across multiple programs to support continued work on the Walter Reed Project. In nonpersonal services, the budget includes an increase of \$170,213 in Special Purpose Revenue funds, which is comprised of \$62,213 for Purchasing Card purchases, \$58,000 for copier leases and computer acquisitions, and \$50,000 for copying materials and contracts.

Agency Request – Decrease: DMPED's proposed Local funds budget includes a net decrease of \$57,759 and 0.2 FTE, primarily in the Project Investment program, due to a realignment of the personal services budget to better serve the agency's needs and a lower projection for Fringe Benefit costs. The Local proposal also includes decreases of: \$135,981 to align the Agency Management and Real Estate Development programs with anticipated office supply and equipment costs; and \$203,824, primarily in the Project Investment program, to recognize savings from the elimination of a contract with the Washington DC Economic Partnership.

In Federal Grant funds, the proposed budget includes a decrease of \$1,249,638 and 2.0 FTEs in the Real Estate Development program due to the expiration of the Walter Reed AMC grant award.

The proposed Special Purpose Revenue funds budget includes decreases of: \$5,726,525, primarily due to reduced sub-granting activities for the New Communities initiatives in the Project Investment program; and \$5,944,098 in contractual costs in the Project Investment program, to reflect the discontinuation of the Walter Reed Reinvestment contract.

Mayor's Policy – Enhance: DMPED's proposed Local funds budget includes a one-time increase of \$8,300,000 in the Project Investment program to support Great Streets and Neighborhood Prosperity Fund activities. Additionally, the agency proposes a one-time increase of \$43,000 in the Real Estate Development program to establish the Affordable Housing Task Force.

Mayor's Policy – Reduce: DMPED's Local funds budget proposal is reduced by \$244,193, primarily in the Business and Workforce Development and Project Investment programs, to reflect projected savings from various business and development contracts.

Page left intentionally blank

Agency Performance Plan*

The Office of the Deputy Mayor for Planning and Economic Development's (DMPED) performance plan has the following objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Deliver high-quality economic development and affordable housing opportunities that meet the needs of residents and the business community across all 8 Wards.
2. Increase job creation in DC by attracting and retaining businesses, thereby growing tax revenue, particularly in Wards 7 and 8.
3. Improve public engagement by creating more opportunities for community participation and feedback, and by highlighting the economic climate and development of the District.
4. Utilize tech innovation and open data to drive positive change and good government for DC residents.
5. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Deliver high-quality economic development and affordable housing opportunities that meet the needs of residents and the business community across all 8 Wards. (5 Activities)

Activity Title	Activity Description	Type of Activity
Real Estate Development and Disposition	Activities related to real estate development project management: document prep, negotiation, project closings, solicitation development, issuance, evaluation, and award. Also includes title and appraisal review, construction monitoring, contract monitoring, and invoicing.	Daily Service
New Communities Initiative	Manages projects envisioned to revitalize severely distressed subsidized housing and redevelop neighborhoods into vibrant mixed-income communities	Key Project
St. Elizabeths	Manages a project designed to create well-planned, multi-use, mixed-income, walkable, livable community on the St. Elizabeths East Campus	Key Project
Walter Reed	Provides administrative support to the Walter Reed Army Medical Center Local Redevelopment Authority and manages implementation of the reuse plan.	Key Project
Industrial Revenue Bond	Provides access to tax-exempt Industrial Revenue Bond and tax increments financing to help businesses and non-profit organizations renovate and build new construction, make tenant improvements, and purchase capital. This team manages and administers the movement and closing of DC Revenue Bond Deals through the process.	Daily Service

2. Increase job creation in DC by attracting and retaining businesses, thereby growing tax revenue, particularly in Wards 7 and 8. (4 Activities)

Activity Title	Activity Description	Type of Activity
Great Streets Initiative	DMPED administers the Great Streets Retail Small Business Reimbursement Grants, which are competitive grants of up to \$50,000 for qualified small business owners who wish to improve their place of business. The purpose of the grant program is to support existing small businesses, attract new businesses, increase the District's tax base, create new job opportunities for District residents, and transform emerging commercial corridors into thriving and inviting neighborhood centers. The Great Streets team's portfolio of work includes program management, program evaluation, grant application, community outreach, database management, and award disbursement.	Key Project
International Business Development	Marketing and promotional outreach, business development. Another focus is to attract Chinese and other foreign direct investment to the District and facilitates District company entry into foreign markets.	Key Project
Business Partnerships	Support growth in the District and partner with organizations such as the Washington DC Economic Partnership (WDCEP) and DC Chamber of Commerce, which help businesses in the District.	Key Project
Business Development	Relationship building, partnership development, marketing and promoting key initiatives, program management; supporting businesses that would like to locate or grow in the District, through incentives and support in navigating District government.	Daily Service

3. Improve public engagement by creating more opportunities for community participation and feedback, and by highlighting the economic climate and development of the District. (2 Activities)

Activity Title	Activity Description	Type of Activity
Communications	Communicate DMPED projects, priorities, and economic intelligence to internal and external stakeholders.	Daily Service
Community Outreach	Create more opportunities for community participation and feedback.	Daily Service

4. Utilize tech innovation and open data to drive positive change and good government for DC residents. (1 Activity)

Activity Title	Activity Description	Type of Activity
Policy Initiatives and Data	Lead development of DC's policy pertaining to economic development, affordable housing, jobs, and drivers of tax revenue. Maintain the Economic Intelligence Dashboard, develop compelling data analysis, maps, and other communications, and manage DMPED's data.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Contracting and Procurement	Partner with vendors to purchase quality goods and services in a timely manner, award grants, ensure all purchasing and grant actions are conducted with integrity, impartiality and transparency. Manage government funds to ensure they are spent in accordance with applicable District laws, regulations and fiduciary responsibilities.	Daily Service
Human Resources	Hire and provide professional development for a best-in-class workforce.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Deliver high-quality economic development and affordable housing opportunities that meet the needs of residents and the business community across all 8 Wards. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of affordable housing units yielded	No	3,461	2,870	4,104	2,870	2,870
Share of DMPED project square footage in Wards 7 and 8 as a percent of the total DMPED project square footage	No	Not Available	20%	24.8%	20%	20%

2. Increase job creation in DC by attracting and retaining businesses, thereby growing tax revenue, particularly in Wards 7 and 8. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Net number of jobs created in DC	No	15,700	7,500	18,700	7,500	7,500
Percent of Great Streets grant funding expended	No	Not Available	75%	83%	75%	75%
Return on investment (ROI) of retention or attraction initiatives finalized (where DMPED negotiated incentives)	No	Not Available	3	7.6	3	3
Square footage of space occupied by companies whose attraction/relocation was supported by DMPED	No	Not Available	250,000	88,000	100,000	100,000
Unemployment decrease in Wards 7 and 8 (above and beyond overall DC unemployment rate decrease)	No	-0.4%	-0.7%	Data Forthcoming	-0.5%	-0.5%

3. Improve public engagement by creating more opportunities for community participation and feedback, and by highlighting the economic climate and development of the District. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of participants in Our RFP workshops	No	Not Available	100	83.3	100	100

3. Improve public engagement by creating more opportunities for community participation and feedback, and by highlighting the economic climate and development of the District. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of unique Economic Intelligence dashboard visitors	No	646	750	2,679	2,500	2,500
Number of unique visitors to online business development tools	No	Not Available	500	836	1000	1000

4. Utilize tech innovation and open data to drive positive change and good government for DC residents. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of economic indicators tracked regularly on an open dashboard	No	Not Available	18	18	18	18
Number of tech and innovation sector active prospects	No	Not Available	35	17	35	35
Participants at DMPED-supported tech and innovation events	No	Not Available	500	1,150	1,000	1,000

WORKLOAD MEASURES

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

1. Great Streets Initiative

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of GS Applications	No	Not Available	164	98

2. International Business Development

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of international business development missions	No	Not Available	1	2

3. Business Partnerships

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Needs-assessments Performed	No	Not Available	Not Available	40
Number of grants/contracts/agreements with partners	No	Not Available	Not Available	130

4. Business Development

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of active business relocation/expansion prospects	No	Not Available	Not Available	22

5. Community Outreach

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Community Meetings held	No	Not Available	205	211

6. Policy Initiatives and Data

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Economic Indicator dashboards produced	No	43	50	53

7. Real Estate Development and Disposition

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of financial closings for DMPED projects	No	Not Available	7	4
Number of projects under construction or in DMPED's pipeline	No	Not Available	40	43
Number of RFPs Awarded	No	Not Available	7	6

8. Industrial Revenue Bond

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of IRB projects closed	No	16	15	14
Total bond financing issued	No	737,469,155	619,786,799	876,960,633

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of Planning

planning.dc.gov
Telephone: 202-442-7600

Table BD0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$9,927,143	\$10,138,235	\$10,402,347	\$10,988,184	5.6
FTEs	64.6	70.6	72.0	75.0	4.2

The mission of the Office of Planning (OP) is to guide development of the District of Columbia, including the preservation and revitalization of our distinctive neighborhoods, by informing decisions, advancing strategic goals, encouraging the highest quality development outcomes, and engaging all communities.

Summary of Services

OP performs planning for neighborhoods, corridors, districts, historic preservation, public facilities, parks and open spaces, and individual sites. In addition, OP engages in urban design, land use, and historic preservation reviews. OP also conducts historic resources research and community visioning, and it manages, analyzes, maps, and disseminates spatial and U.S. Census data.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table BD0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table BD0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	%
GENERAL FUND												
Local Funds	9,116	9,106	9,657	10,231	574	5.9	61.1	67.1	68.5	71.5	3.0	4.4
Special Purpose Revenue Funds	87	125	200	200	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	9,203	9,231	9,857	10,431	574	5.8	61.1	67.1	68.5	71.5	3.0	4.4

Table BD0-2

(dollars in thousands)

Dollars in Thousands							Full-Time Equivalents					
Appropriated Fund	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
FEDERAL RESOURCES												
Federal Grant Funds	507	571	525	547	22	4.2	3.5	3.5	3.5	3.5	0.0	0.0
TOTAL FOR FEDERAL RESOURCES	507	571	525	547	22	4.2	3.5	3.5	3.5	3.5	0.0	0.0
PRIVATE FUNDS												
Private Grant Funds	218	336	20	10	-10	-50.0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR PRIVATE FUNDS	218	336	20	10	-10	-50.0	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	9,927	10,138	10,402	10,988	586	5.6	64.6	70.6	72.0	75.0	3.0	4.2

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table BD0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table BD0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	6,455	6,830	7,309	8,048	740	10.1
12 - Regular Pay - Other	72	43	151	68	-84	-55.3
13 - Additional Gross Pay	9	15	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	1,332	1,404	1,596	1,748	151	9.5
15 - Overtime Pay	8	18	71	20	-51	-71.8
SUBTOTAL PERSONAL SERVICES (PS)	7,875	8,310	9,127	9,884	756	8.3
20 - Supplies and Materials	37	36	38	38	0	0.0
31 - Telephone, Telegraph, Telegram, Etc.	1	2	0	0	0	N/A
40 - Other Services and Charges	975	317	336	336	1	0.2
41 - Contractual Services - Other	803	1,141	648	402	-246	-38.0
50 - Subsidies and Transfers	188	284	200	275	75	37.5
70 - Equipment and Equipment Rental	48	48	54	54	0	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	2,052	1,829	1,275	1,105	-170	-13.4
GROSS FUNDS	9,927	10,138	10,402	10,988	586	5.6

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table BD0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table BD0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	134	151	155	161	6	0.7	0.8	0.8	0.8	0.0
(1015) Training and Employee Dev.	30	32	33	35	2	0.2	0.2	0.2	0.2	0.0
(1020) Contracting and Procurement	36	37	40	41	1	0.2	0.2	0.2	0.2	0.0
(1030) Property Management	184	271	190	191	1	0.2	0.2	0.2	0.2	0.0
(1040) Information Technology	67	68	76	77	1	0.2	0.2	0.2	0.2	0.0
(1050) Financial Management	73	74	80	83	2	0.5	0.5	0.5	0.5	0.0
(1055) Risk Management	20	21	22	24	1	0.2	0.2	0.2	0.2	0.0
(1060) Legal	39	61	222	228	6	0.2	0.2	1.2	1.2	0.0
(1070) Fleet Management	0	6	6	6	1	0.0	0.0	0.0	0.0	0.0
(1080) Communications	144	137	157	160	3	1.2	1.3	1.2	1.2	0.0
(1085) Customer Service	59	61	61	64	3	0.5	0.5	0.5	0.5	0.0
(1090) Performance Management	363	398	381	425	44	2.3	2.5	2.5	2.5	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	1,148	1,317	1,423	1,495	72	6.4	7.1	8.0	8.0	0.0
(2000) DEVELOPMENT REVIEW AND HISTORIC PRESERV										
(2010) Development and Zoning Review	1,640	1,733	1,652	1,846	194	11.5	12.2	12.0	12.5	0.5
(2020) Historic Preservation	1,936	2,183	2,160	2,441	281	13.6	16.7	17.0	16.5	-0.5
SUBTOTAL (2000) DEVELOPMENT REVIEW AND HISTORIC PRESERV	3,576	3,916	3,812	4,287	475	25.1	28.9	29.0	29.0	0.0
(3000) DESIGN AND NEIGHBORHOOD PLANNING										
(3010) Neighborhood Planning	2,334	1,892	1,990	1,917	-73	12.3	11.6	12.0	13.0	1.0
(3020) Design	961	986	1,330	1,351	22	8.6	7.5	9.0	11.0	2.0
SUBTOTAL (3000) DESIGN AND NEIGHBORHOOD PLANNING	3,295	2,878	3,320	3,268	-51	21.0	19.1	21.0	24.0	3.0
(7000) CITYWIDE PLANNING										
(7010) Citywide Planning	878	1,009	840	873	33	4.0	6.5	6.0	6.0	0.0
(7020) Geographic Info. Systems and Info. Tech.	564	581	571	602	31	4.0	4.5	4.0	4.0	0.0
(7030) State Data Center	466	440	437	463	26	4.0	4.5	4.0	4.0	0.0
SUBTOTAL (7000) CITYWIDE PLANNING	1,908	2,030	1,848	1,938	90	12.1	15.4	14.0	14.0	0.0
(9960) YR END CLOSE										
No Activity Assigned	0	-3	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-3	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	9,927	10,138	10,402	10,988	586	64.6	70.6	72.0	75.0	3.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Office of Planning operates through the following 4 divisions:

Development Review and Historic Preservation – conducts analysis of and negotiates development projects for conformance with land use law and the District Comprehensive Plan, and prepares and recommends amendments to the zoning regulations and map consistent with the Comprehensive Plan and small area plans. This division also promotes stewardship of the District’s historic and cultural resources through planning, protection, and public education; administers the District’s local preservation program under the District’s Historic Landmark and Historic District Protection Act; and acts as the certified state historic preservation program under the National Historic Preservation Act.

This division contains the following 2 activities:

- **Development and Zoning Review** – provides the Board of Zoning Adjustment and the Zoning Commission with professional analysis of large and/or complex zoning cases that may involve variances, special exceptions, campus plans, or planned unit development proposals. The staff also assesses the zoning applied to various areas to make sure that it is consistent with the Comprehensive Plan and recommends changes if necessary; and
- **Historic Preservation** – provides individual technical assistance to any person applying for a District building permit that affects a historic property under the city’s preservation law. The staff provides support to the Historic Preservation Review Board, which determines the appropriateness of changes to historic landmarks and historic districts.

Design and Neighborhood Planning – provides a broad range of plan development, implementation, and project coordination services for District neighborhoods, central Washington, and the waterfront areas.

This division contains the following 2 activities:

- **Neighborhood Planning** – provides a team of neighborhood planners, including one assigned to each ward, to craft and oversee the implementation of small-area plans, which guide growth and development in neighborhoods in accordance with agreed-upon goals and objectives. Neighborhood planners work in collaboration with Advisory Neighborhood Commissions, citizen associations, residents, businesses, and District agencies to develop and implement the plans; and
- **Design** – develops comprehensive strategies for large-area development that emphasize progressive planning, high-quality urban design, and community engagement, through its expertise in urban design, real estate development, land use planning, architecture, environmental substantiality, and community engagement.

Citywide Planning – develops and monitors the District Elements of the Comprehensive Plan, and works with regional and other District agencies to create strategies for critical planning sectors including housing, transportation, economic development, public facilities, and sustainability. The division provides data analysis, information, and long-range planning services to OP staff, neighborhood stakeholders, citizens, businesses, other District and federal agencies, and other decision-makers so that they can have the information needed to plan, develop, and preserve the District.

This division contains the following 3 activities:

- **Citywide Planning** – develops and monitors the District Elements of the Comprehensive Plan, the District’s 20-year blueprint for the city, and works with regional and other city agencies to create strategies for emerging employment sectors, meeting retail needs, and coordinating land use and transportation;
- **Geographic Information Systems and Information Technology** – provides mapping, spatial information, and analysis to District agencies, citizens, and a variety of other stakeholders. These services complement the automated tools available on www.dc.gov; and

- **State Data Center** – serves as the clearinghouse for all Federal Census data. It provides a variety of demographic, social, economic, and housing data for the District by ward, census tract, block-group, and block to District agencies, residents, and other stakeholders.

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

Division Structure Change

The Office of Planning has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table BD0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table BD0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		9,657	68.5
Removal of One-Time Costs	Design and Neighborhood Planning	-200	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		9,457	68.5
COLA: FY 2019 COLA Adjustment	Multiple Programs	383	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	69	0.0
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-230	0.0
Mayor's Policy-Enhance: To support additional FTEs	Multiple Programs	277	3.0
Mayor's Policy-Enhance: To support the Historic Homeowner Grant (one-time)	Development Review and Historic Preserv	250	0.0
Mayor's Policy-Enhance: To support a local food study (one-time)	Agency Management	25	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		10,231	71.5
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		525	3.5
COLA: FY 2019 COLA Adjustment	Development Review and Historic Preserv	22	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Development Review and Historic Preserv	5	0.0
Agency Request-Decrease: To offset projected adjustments in personal services costs	Development Review and Historic Preserv	-5	0.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		547	3.5
PRIVATE GRANT FUNDS: FY 2018 Approved Budget and FTE		20	0.0
Agency Request-Decrease: To align budget with projected grant awards	Design and Neighborhood Planning	-10	0.0
PRIVATE GRANT FUNDS: FY 2019 Mayor's Proposed Budget		10	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		200	0.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		200	0.0
GROSS FOR BD0 - OFFICE OF PLANNING		10,988	75.0

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

FY 2019 Proposed Budget Changes

The Office of Planning's (OP) proposed FY 2019 gross budget is \$10,988,184, which represents a 5.6 percent increase over its FY 2018 approved gross budget of \$10,402,347. The budget is comprised of \$10,231,359 in Local funds, \$546,825 in Federal Grant funds, \$10,000 in Private Grant funds, and \$200,000 in Special Purpose Revenue funds.

Recurring Budget

The FY 2019 budget for the Office of Planning includes a reduction of \$200,000 to account for the removal of one-time funding appropriated in FY 2018 to support a competitive grant award to a nonprofit organization that will focus on improving federally owned parkland in the District.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OP's budget proposal includes cost-of-living adjustments (COLA) of \$382,947 in Local funds and \$21,824 in Federal Grant funds.

Agency Request – Increase: The Office of Planning's proposed Local funds budget includes an increase of \$69,164 to align the budget with projected personal services costs. Funds also reflect the reallocation of Full-time and Temporary positions across multiple divisions.

The proposed budget in Federal Grant funds includes a net increase of \$5,081 to align personal services costs with projections in the Development Review and Historic Preservation division.

Agency Request – Decrease: The Office of Planning's Local funds budget proposal reflects a net reduction of \$230,420 across nonpersonal services areas. This includes a reduction of \$231,157 in contracts in the Neighborhood Planning activity to align the budget with projected costs, partially offset by an increase of \$737 to support vehicle maintenance costs.

The proposed budget in Federal Grant funds includes a decrease of \$5,080 to offset increases in personal services costs.

In Private Grant funds, a reduction of \$10,000 reflects the expiration of the ArtPlace grant.

Mayor's Policy – Enhance: The Office of Planning's proposed budget in Local funds includes an increase of \$277,320 and 3.0 FTEs across multiple programs. The FTEs will support communication of the agency's activities to the public; assistance in design reviews and planning for the city's infrastructure; as well as improving customer service. Additionally, a one-time increase of \$250,000 will support the Historic Homeowner Grant program in the Development Review and Historic Preservation division. This program helps preserve the affordability of housing for low- and moderate-income homeowners who reside in the city's historic districts, by making available non-taxable grants for home repairs that have sometimes been left unattended to for years due to lack of funds. These grants help prevent home deterioration, improve the physical condition of historic communities, and increase the ability of homeowners - many of whom are seniors and long-time residents - to remain in their communities. Lastly, a one-time increase of \$25,000 in the Agency Management division will support the operations of the Food Policy Council.

Page left intentionally blank

Agency Performance Plan

The Office of Planning's (OP) performance plan has the following objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Provide data and analysis to support sound and integrated policy decisions that strengthen the District's fiscal stability, sustainability, and quality of life.
2. Catalyze improvements in the urban design, economic vitality, and livability of District neighborhoods by creating excellent, context-sensitive plans.
3. Increase the transparency and predictability of the planning process to better engage stakeholders and to enrich the dialogue around key planning tools and topics.
4. Enhance the District's built environment by promoting high quality development through clarified regulations, mandatory and discretionary zoning reviews, historic preservation review processes, and technical assistance in planning and design.
5. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Provide data and analysis to support sound and integrated policy decisions that strengthen the District's fiscal stability, sustainability, and quality of life. (8 Activities)

Activity Title	Activity Description	Type of Activity
Mapping Services	Provide mapping services to District agencies and the public.	Daily Service
Demographic Services	Provide U.S. Census population and demographic data to District agencies and the public.	Daily Service
Growth Forecasts	Provide District of Columbia Growth Forecasts on population, households, and employment.	Key Project
INDICES	Produce INDICES, a 300-page snapshot of District government operations, every other year.	Key Project
Planning Pilots	Pilot planning tools to demonstrate the feasibility of new ideas or strategies in OP reports.	Daily Service
Capital Planning	Provide long-range capital planning services for schools, parks, and other public facilities.	Key Project
Policy and Regulation Support	Provide policy assistance and regulation support to the Mayor's Office and partner agencies in key sectors such as housing, transportation, economic development, and public space.	Daily Service
Citywide Planning	Create studies and provide programmatic support to District agencies for citywide issues such as affordable housing, arts and culture, urbanism, industrial lands, sustainability, health, and the creative economy.	Key Project

2. Catalyze improvements in the urban design, economic vitality, and livability of District neighborhoods by creating excellent, context-sensitive plans. (7 Activities)

Activity Title	Activity Description	Type of Activity
Comprehensive Plan	Monitor and update the city's Comprehensive Plan to establish land uses and other overarching policies that guide growth and development.	Daily Service
Comp Plan Updates and Amendments	Produce a full update to the Comp Plan every 12 years and an amendment every four years.	Key Project
Poplar Point Redevelopment	Produce a Small Area Plan and work with the National Park Service to facilitate the transfer and improvement of Poplar Point.	Key Project
Neighborhood Plans	Develop small area plans or other customized planning tools to address challenges and manage change at the neighborhood scale.	Daily Service
Revitalization and Design	Partner on planning and implementation efforts for Center City, coordinating with District and Federal Partners, businesses, and resident groups.	Key Project
Placemaking	Undertake placemaking projects to enliven and enrich properties, streets, neighborhoods, waterfronts, and the District.	Key Project
Design Support	Provide design services to OP divisions and District agencies and undertake analysis to provide design decision-making frameworks.	Daily Service

3. Increase the transparency and predictability of the planning process to better engage stakeholders and to enrich the dialogue around key planning tools and topics. (3 Activities)

Activity Title	Activity Description	Type of Activity
Education	Educate residents and other stakeholders regarding current planning policies and zoning regulations.	Daily Service
Best Practices	Develop and adopt new and effective methods to improve the quality of public participation and input.	Daily Service
Engagement	Conduct meaningful public engagement through active projects and ongoing community conversations in all eight wards.	Daily Service

4. Enhance the District's built environment by promoting high quality development through clarified regulations, mandatory and discretionary zoning reviews, historic preservation review processes, and technical assistance in planning and design. (9 Activities)

Activity Title	Activity Description	Type of Activity
HPRB Staff Reports	Produce a staff report on each case before the Historic Preservation Review Board.	Daily Service
Homeowner Grants	Award targeted grants to help low and moderate-income homeowners with the cost of preserving their historic homes.	Daily Service
Historic Landmark Designations	Evaluate and recognize significant properties eligible for historic landmark designation.	Daily Service
Zoning Staff Reports	Produce a staff reports on each case before the Zoning Commission and Board of Zoning Adjustment.	Daily Service
Historic Preservation Reviews	Review conceptual design and permit applications for work on historically designated properties, or properties in historic districts, as an over-the-counter service.	Daily Service
Government Project Reviews	Review conceptual design and permit applications for District and federal government undertakings for compatibility with historic work on historically designated or eligible properties, or properties in historic districts.	Daily Service

4. Enhance the District's built environment by promoting high quality development through clarified regulations, mandatory and discretionary zoning reviews, historic preservation review processes, and technical assistance in planning and design. (9 Activities)

Activity Title	Activity Description	Type of Activity
Zoning Regulations Update	Work with the Office of Zoning, Office of the Attorney General, and the Department of Consumer and Regulatory Affairs (DCRA) to implement the new zoning regulations, and provide clarification through technical corrections and text amendments as necessary.	Key Project
Planned Unit Developments (PUDs)	Emphasize the provision of housing affordability, environmental sustainability, and design excellence for projects requesting additional density or development flexibility through the PUD process, while reviewing all proposed PUDs against the Comprehensive Plan, small area plans, and major policy initiatives.	Daily Service
Historic Preservation Planning	Produce and update short- and long-term, comprehensive historic preservation plans and studies, including the DC Historic Preservation Plan and Historic Preservation Element of the DC Comprehensive Plan, to guide efforts, preserve history and heritage, and establish goals.	Key Project

KEY PERFORMANCE INDICATORS

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

1. Provide data and analysis to support sound and integrated policy decisions that strengthen the District's fiscal stability, sustainability, and quality of life. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Geographic Information Systems (GIS) and State Data customers (internal and external) who are satisfied with the maps and demographic data they received from OP staff, and that it will enable them to fulfill their role in planning the city and	No	98.3%	92%	96.6%	92%	92%
Satisfaction rating given by the Director of the Capital Improvements Program re: the consistency and quality of OP's contribution	No	Not Available	90%	100%	90%	90%

2. Catalyze improvements in the urban design, economic vitality, and livability of District neighborhoods by creating excellent, context-sensitive plans. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of OP small area plans approved by the Council or other neighborhood plans supported by the relevant Advisory Neighborhood Commissions (ANCs)	No	No applicable incidents	92%	No applicable incidents	92%	92%

2. Catalyze improvements in the urban design, economic vitality, and livability of District neighborhoods by creating excellent, context-sensitive plans. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of OP's neighborhood plans that receive recognition from professional associations (American Planning Association (APA), Urban Land Institute (ULI), etc.)	No	Not Available	50%	100%	50%	50%
Percent of developments/projects initiated that are guided by OP's neighborhood plans	No	Not Available	95%	100%	95%	95%
Percent of stakeholder requests for planning assistance fulfilled	No	Not Available	80%	97.6%	80%	80%
Satisfaction rating given by head of Public Space Commission re: the consistency and quality of OP's contribution	No	Not Available	90%	100%	90%	90%

3. Increase the transparency and predictability of the planning process to better engage stakeholders and to enrich the dialogue around key planning tools and topics. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of customers OP engages who rate their interaction with OP as satisfactory or higher	No	Not Available	75%	96.1%	75%	75%
Percent of relevant ANC's that OP engages in major planning initiatives	No	Not Available	90%	100%	90%	90%

4. Enhance the District's built environment by promoting high quality development through clarified regulations, mandatory and discretionary zoning reviews, historic preservation review processes, and technical assistance in planning and design. (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Average number of cases reviewed per historic preservation staff	No	870.2	600	740.5	600	600
Average number of cases reviewed per zoning review staff	No	39.9	35	49.6	35	35
Percent of Development Revenue reports that meet the expectations of boards/commissions	No	94%	92%	95.2%	92%	92%
Percent of historic landmark designations without owner objection	No	100%	85%	81.8%	85%	85%
Percent of DC government project reviews concluded with adverse effects resolved by consensus	No	100%	90%	99.4%	90%	90%
Percent of Historic Preservation staff reports that meet the expectations of the Historic Preservation Review Board Chair and the Mayor's Agent	No	Not Available	92%	100%	92%	92%

4. Enhance the District's built environment by promoting high quality development through clarified regulations, mandatory and discretionary zoning reviews, historic preservation review processes, and technical assistance in planning and design. (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Planning Unit Developments (PUDs) that exceed minimum requirements to further the Sustainable DC plan including the provision of green roofs or other features to help reduce storm water runoff, electric car charging stations or bike share facilities	No	82.4%	65%	72.2%	65%	65%
Percent of historic preservation projects properly noticed after implementation of new regulations	No	Not Available	90%	98.9%	90%	90%
Percent of historic property permit applications reviewed over the counter	No	96.7%	90%	96.5%	90%	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. Education

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of persons attending/participating in stakeholder engagement activities conducted by OP	No	Not Available	Not Available	Not Available
Number of stakeholder engagement activities conducted by OP for purposes of education, dialogue, and/or feedback	No	Not Available	Not Available	Not Available

2. HPRB Staff Reports

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of historic preservation cases submitted for Historic Preservation Review Board or U.S. Commission of Fine Arts review	No	Not Available	Not Available	601

3. Homeowner Grants

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Dollar amount of historic homeowner grants issued	No	\$84,583	\$187,916	Not Available

4. Historic Landmark Designations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of cases filed for historic landmark designation	No	Not Available	Not Available	23

5. Zoning Staff Reports

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of cases filed for Board of Zoning Adjustment review	No	Not Available	Not Available	341
Number of cases filed for Zoning Commission review	No	Not Available	Not Available	85

6. Historic Preservation Reviews

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of permit applications submitted to Historic Preservation Office staff	No	Not Available	5,221	4,832

7. Government Project Reviews

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of archaeology cases regarding District and federal government undertakings filed for State Historic Preservation Office review	No	Not Available	Not Available	Not Available
Number of historic preservation cases regarding District and federal government undertakings filed for State Historic Preservation Office review	No	Not Available	Not Available	1,131

8. Planned Unit Developments (PUDs)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of affordable housing units approved by the Zoning Commission through Planned Unit Developments	No	Not Available	Not Available	Not Available

9. Mapping Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of requests for mapping or geospatial services	No	Not Available	223	156

10. Demographic Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of requests for Census or other demographics information	No	Not Available	302	266

11. Policy and Regulation Support

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of public space applications submitted to OP for review	No	Not Available	Not Available	914

12. Citywide Planning

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of analyses conducted and studies produced	No	Not Available	Not Available	112
Number of District agencies that have used OP research and analysis products to effectively support their work	No	Not Available	Not Available	81

13. Neighborhood Plans

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of neighborhood plans produced	No	Not Available	Not Available	0
Number of requests for planning assistance or information received from civic organizations or other stakeholders	No	Not Available	Not Available	329

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Department of Small and Local Business Development

www.dslbd.dc.gov
Telephone: 202-727-3900

Table EN0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$9,641,536	\$12,112,613	\$15,089,358	\$14,393,573	-4.6
FTEs	40.7	49.3	54.0	54.0	0.0

The Department of Small and Local Business Development (DSLBD) supports the development, economic growth, and retention of District-based businesses and promotes economic development throughout the District's commercial corridors.

Summary of Services

The Department of Small and Local Business Development provides assistance and services to District-based businesses by positioning them to compete successfully for local, federal, and global business opportunities; advocating and promoting small business; providing one-on-one technical assistance, workshops, and training; certifying companies to do business in the city; and fostering small business development in commercial corridors.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table EN0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table EN0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
<u>GENERAL FUND</u>												
Local Funds	9,122	10,554	14,632	13,925	-707	-4.8	37.8	46.3	51.0	51.0	0.0	0.0
TOTAL FOR GENERAL FUND	9,122	10,554	14,632	13,925	-707	-4.8	37.8	46.3	51.0	51.0	0.0	0.0
<u>FEDERAL RESOURCES</u>												
Federal Grant Funds	310	433	457	468	11	2.4	2.8	3.0	3.0	3.0	0.0	0.0
TOTAL FOR FEDERAL RESOURCES	310	433	457	468	11	2.4	2.8	3.0	3.0	3.0	0.0	0.0
<u>INTRA-DISTRICT FUNDS</u>												
Intra-District Funds	209	1,126	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	209	1,126	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	9,642	12,113	15,089	14,394	-696	-4.6	40.7	49.3	54.0	54.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table EN0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table EN0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	2,994	3,439	4,209	4,616	407	9.7
12 - Regular Pay - Other	388	395	379	390	11	2.9
13 - Additional Gross Pay	79	30	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	728	787	1,012	1,101	90	8.8
15 - Overtime Pay	3	2	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	4,193	4,653	5,600	6,108	508	9.1
20 - Supplies and Materials	58	61	70	70	0	0.0
31 - Telephone, Telegraph, Telegram, Etc.	57	53	58	58	0	0.0
40 - Other Services and Charges	138	171	163	94	-70	-42.6

Table EN0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
41 - Contractual Services - Other	889	553	1,225	417	-808	-65.9
50 - Subsidies and Transfers	4,303	6,569	7,916	7,590	-326	-4.1
70 - Equipment and Equipment Rental	3	53	57	57	0	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	5,449	7,459	9,489	8,286	-1,203	-12.7
GROSS FUNDS	9,642	12,113	15,089	14,394	-696	-4.6

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table EN0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table EN0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	86	78	97	100	3	1.6	0.8	0.8	0.8	0.0
(1015) Training and Education	44	44	50	51	1	0.4	0.4	0.4	0.4	0.0
(1020) Contracting and Procurement	15	114	106	81	-24	0.1	0.1	0.1	0.1	0.0
(1030) Property Management	18	13	16	16	-1	0.1	0.1	0.1	0.1	0.0
(1040) Information Technology	72	66	74	74	-1	0.1	0.1	0.1	0.1	0.0
(1050) Financial Management	121	128	134	134	-1	0.1	0.1	0.1	0.1	0.0
(1055) Risk Management	15	13	16	12	-4	0.1	0.1	0.1	0.1	0.0
(1060) Legal	282	268	265	350	85	1.8	2.0	2.0	2.0	0.0
(1070) Fleet Management	2	4	5	5	0	0.0	0.0	0.0	0.0	0.0
(1080) Communications	164	181	189	201	12	1.5	2.1	2.1	2.1	0.0
(1085) Customer Service	74	79	83	86	2	1.0	2.1	1.1	1.1	0.0
(1090) Performance Management	538	391	371	459	89	2.0	2.2	2.2	3.2	1.0
SUBTOTAL (1000) AGENCY MANAGEMENT	1,430	1,379	1,407	1,568	161	9.0	10.5	9.5	10.5	1.0
(2000) CERTIFICATION										
(2010) Certification	1,049	851	1,048	943	-105	6.6	8.4	9.4	8.4	-1.0
(2020) Compliance	973	1,118	1,288	1,540	253	9.2	12.1	13.1	14.1	1.0
SUBTOTAL (2000) CERTIFICATION	2,022	1,969	2,336	2,484	148	15.8	20.5	22.5	22.5	0.0
(3000) BUSINESS OPP AND ACCESS TO CAPITAL										
(3030) Capital Acquisition	217	164	227	227	0	1.6	1.8	1.8	1.8	0.0
(3040) Procurement Tech Assist. Prgm	377	517	591	616	25	4.1	3.4	4.0	4.0	0.0
(3050) Access to Capital	0	54	569	185	-385	0.0	0.0	1.0	1.0	0.0
(3060) Business Development	503	1,156	2,572	1,518	-1,054	3.4	6.8	7.8	7.8	0.0
(3070) Trade and Export	99	113	118	122	4	1.7	1.0	1.0	1.0	0.0
(3080) Technology and Innovation	85	68	123	0	-123	0.9	0.9	1.0	0.0	-1.0
SUBTOTAL (3000) BUSINESS OPP AND ACCESS TO CAPITAL	1,281	2,073	4,201	2,668	-1,533	11.7	13.8	16.5	15.5	-1.0

Table EN0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(4000) COMMERCIAL REVITALIZATION										
(4020) Capacity Building	552	1,487	366	444	78	2.2	2.3	2.3	3.3	1.0
(4030) Main Streets	1,530	1,639	2,235	2,426	192	1.0	1.1	1.1	1.1	0.0
(4040) Commercial Clean Teams	2,727	3,451	4,421	4,681	259	1.0	1.1	2.1	1.1	-1.0
(4050) Healthy Food Programs	100	116	123	123	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (4000) COMMERCIAL REVITALIZATION	4,909	6,693	7,145	7,674	529	4.2	4.5	5.5	5.5	0.0
(9960) YR END CLOSE										
(9961) Yr End Close	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	9,642	12,113	15,089	14,394	-696	40.7	49.3	54.0	54.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Small and Local Business Development operates through the following 4 divisions:

Certification – processes applicants into the Certified Business Enterprise (CBE) program and monitors, tracks, and reports the activities of District agencies and non-government project partners to ensure compliance with purchasing, participation, and utilization goals with CBEs pursuant to District Law 16-33, the Small, Local, and Disadvantaged Business Enterprise Development and Assistance Act of 2005, as amended.

This division contains the following 2 activities:

- **Certification** – processes and issues certifications designating a District-based business as a CBE, conducts inspections to ensure businesses are compliant with certification regulations, and responds to complaints regarding non-compliant certified companies; and
- **Compliance** – provides oversight of District government agencies and non-government projects to ensure compliance with District regulations regarding CBE utilization and participation pursuant to District Law 16-33.

Business Opportunities and Access to Capital – provides District-based businesses with the knowledge and capacity-building tools necessary to form, develop, grow, and expand by offering classes, training, technical assistance, and advocacy to promote greater participation in local, federal, and private-sector opportunities.

This division contains the following 5 activities:

- **Capital Acquisition** – expands business opportunities for CBEs by increasing the availability of start-up, working equity, and development capital bonding; partners with lending institutions to provide

financial tools; and provides targeted technical assistance that will allow for greater preparedness for the lending process;

- **Procurement Technical Assistance Program** – provides District-based small businesses with support to prepare for and gain access to federal government procurement opportunities through the Procurement Technical Assistance Program;
- **Access to Capital** – expands business opportunities for small businesses by increasing the availability of start-up, working equity, and development capital and bonding; partners with lending institutions to provide financial tools; and provides targeted technical assistance that will allow for greater preparedness for the lending process;
- **Business Development** – provides support, resources, and technical assistance to current or prospective business owners by providing one-on-one counseling, monthly training courses, and workshops to address a broad variety of start-up and development issues from establishing a business to building business credit and finding loans; promotes and advocates for small and local businesses headquartered in the District of Columbia; and is responsible for increasing opportunities for small business participation in the procurement process within the public and private sectors and communicating industry-specific business opportunities; and
- **Trade and Export** – provides training, targeted services, trade mission support, and business opportunity identification in order to increase the number of District small businesses that export; grows the dollar value of exports from District businesses; and coordinates trade missions for qualified District-based businesses.

Commercial Revitalization – provides technical and funding assistance that supports, promotes, and fosters economic development in commercial districts as well as the retention, recruitment, and enhancement of small businesses throughout the city.

This division contains the following 4 activities:

- **Capacity Building** – provides oversight, funding, and support for the growth and development of neighborhood businesses and manages grants to community-based organizations;
- **Main Streets** – fosters retail investment in the District by providing services and funding to help communities retain and recruit businesses, improve commercial properties and streetscapes, and attract consumers;
- **Commercial Clean Teams** – maintains commercial corridors; enhances litter clean-up efforts through the removal of debris from streets, sidewalks and storefronts; and removes graffiti and illegal sign postings within designated clean team service-delivery areas; and
- **Healthy Food Programs** – facilitates increased supply and demand for healthy foods in accordance with the Food, Environment and Economic Development (FEED) D.C. Act by providing technical assistance with regard to the purchase, marketing, and maintenance of healthy foods in District of Columbia food deserts.

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

Division Structure Change

The Department of Small and Local Business Development has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table EN0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table EN0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		14,632	51.0
Removal of One-Time Costs	Multiple Programs	-2,850	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		11,782	51.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	169	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	308	0.0
Agency Request-Increase: To adjust the Contractual Services budget	Business Opp and Access to Capital	11	0.0
Agency Request-Decrease: To partially offset projected adjustments in personal services costs	Multiple Programs	-574	0.0
Mayor's Policy-Enhance: To support Clean Teams and Main Streets (one time)	Commercial Revitalization	1,724	0.0
Mayor's Policy-Enhance: To support small businesses in buying trash compactors (one-time)	Business Opp and Access to Capital	500	0.0
Mayor's Policy-Enhance: To support returning citizens to start their own businesses (one-time)	Business Opp and Access to Capital	150	0.0
Mayor's Policy-Reduce: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-144	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		13,925	51.0
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		457	3.0
COLA: FY 2019 COLA Adjustment	Business Opp and Access to Capital	10	0.0
Agency Request-Increase: To align budget with projected grant awards	Business Opp and Access to Capital	1	0.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		468	3.0
GROSS FOR EN0 - DEPARTMENT OF SMALL AND LOCAL BUSINESS DEVELOPMENT		14,394	54.0

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

FY 2019 Proposed Budget Changes

The Department of Small and Local Business Development's (DSLBD) proposed FY 2019 gross budget is \$14,393,573, which represents a 4.6 percent decrease from its FY 2018 approved gross budget of \$15,089,358. The budget is comprised of \$13,925,149 in Local funds and \$468,424 in Federal Grant funds.

Recurring Budget

The FY 2019 budget for DSLBD includes a reduction of \$2,850,000 to account for the removal of one-time funding appropriated in FY 2018 for the following enhancements: \$800,000 to support Main Streets programs, \$500,000 to support additional assistance to the District's microloan program, \$300,000 to provide additional support to emerging businesses in the District, \$300,000 to create a grant program for aspiring and struggling entrepreneurs in Wards 7 and 8, \$250,000 to support an equitable food business incubator in Ward 8, \$200,000 to support the "Made in DC" initiative, \$200,000 to create a new Georgetown/Wisconsin Avenue

Main Street, \$200,000 to support one additional Main Streets program, and \$100,000 to support a study to evaluate the circumstances under which insufficient market capacity of CBEs results in a waiver of subcontracting requirements.

Mayor's Proposed Budget

Cost-of-Living Adjustment: DSLBD' budget proposal includes cost-of-living adjustments (COLA) of \$169,237 in Local funds and \$9,735 in Federal Grant funds.

Agency Request – Increase: DSLBD's budget proposal in Local funds reflects a net increase of \$307,641 in personal services for projected salary step and Fringe Benefits costs. Additionally, there is an increase of \$11,000, in the Business Opportunity and Access to Capital division, to support Procurement Technical Assistance Center match contracts, by which businesses get help with strategies to pursue state, local, and federal government contracts.

In Federal Grant funds, the budget proposal includes an increase of \$1,243 in the Business Opportunity and Access to Capital division.

Agency Request – Reduce: DSLBD's proposed Local funds budget reflects a net reduction of \$574,286, primarily in the Business Opportunity and Access to Capital division to partially offset increases in personal services adjustments. This reduction is comprised of decreases of \$550,000 in Business Opportunity and Access to Capital division, \$19,286 in the Certification division, and \$5,000 in the Commercial Revitalization division.

Mayor's Policy – Enhance: DSLBD's budget proposal in Local funds increased by \$1,724,000 in one-time funding in the Commercial Revitalization division. This will support the continuation and expansion of Clean Teams and the four Main Streets created in FY 2018 and also provides funding for Bladensburg Road NE, 14th Street NW Corridor, and South Dakota and Riggs Road NE Clean Teams and Main Streets. This enhancement is comprised of \$1,184,000 to support Main Streets programs, which will help communities retain and recruit businesses, improve commercial properties and streetscapes, and attract customers; and \$540,000 for Commercial Clean Teams, which will provide cleaner streets, sidewalks, and store fronts in neighborhood business districts to attract more customers to those areas and make them more viable locations for small businesses. Additionally, in the Business Opportunity and Access to Capital division, the proposed budget includes an increase of \$500,000 in one-time funds, to provide grants to small businesses to purchase trash compactors in order to minimize access to food for rodents and other animals, and an increase of \$150,000 in one-time funds, to assist returning citizens to start their own businesses in the District. This will provide more grants to partners, increase enrollment, and provide wraparound services.

Mayor's Policy – Reduce: Additionally, there is a net reduction of \$144,354 across multiple divisions, in nonpersonal services primarily related to Contractual Services adjustments.

Page left intentionally blank

Agency Performance Plan*

The Department of Small and Local Business Development (DSLBD) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government.
2. Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq.
3. Effectively manage the Small Business Capital Access Fund.
4. Leverage business development through coordinated technical and financial assistance, strategic partnerships and stakeholder engagement.
5. Connect small and local businesses to opportunities in the global marketplace.
6. Extend economic development to District neighborhoods through commercial revitalization initiatives and programs.
7. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government. (1 Activity)

Activity Title	Activity Description	Type of Activity
Process Certified Business Enterprise (CBE) applications in an average of 30 business days	DSLBD is committed to simplifying the bureaucratic process. By simplifying the regulatory environment, we anticipate more entrepreneurs will register as CBEs and others will no longer be afraid of doing business in the city. We will also continue to make improvements to our certifications and compliance staff to maximize efficiency and ensure customer service. This is a rolling initiative.	Daily Service

2. Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq. (2 Activities)

Activity Title	Activity Description	Type of Activity
Provide Compliance training and outreach to monitored agencies	To ensure agencies are fully compliant with requirements according to 2-218.01 et seq., the Compliance division will conduct ongoing training sessions and targeted outreach to key staff across monitored agencies.	Daily Service
Compliance Monitoring and Enforcement	Compliance staff will monitor agency spend, investigate complaints, track and assess agency reporting and enforce 2-218.01 in order to ensure full compliance with the law.	Daily Service

3. Effectively manage the Small Business Capital Access Fund. (1 Activity)

Activity Title	Activity Description	Type of Activity
Implement District Capitalized	District capitalized is a comprehensive program that will leverage the Small Business Capital Access Fund in order to provide firm with the necessary capital to sustain and operate a business in the District.	Key Project

4. Leverage business development through coordinated technical and financial assistance, strategic partnerships and stakeholder engagement. (5 Activities)

Activity Title	Activity Description	Type of Activity
Target resources to attract, retain and prepare businesses to qualify for procurement opportunities	A focus on strengthening internal operations and increasing capacity will allow Procurement Technical Assistance Center (PTAC) to be more efficient and intentional in its actions. PTAC will also develop a process whereby to acquire and analyze small business data in order to better utilize client information.	Daily Service
Advance stakeholder engagement	Is a strategic approach to business development that includes pilot programming, relationship building and stakeholder engagement.	Daily Service
Workforce and service integration support	Support the alignment of small business development, entrepreneurship, education and workforce development.	Daily Service
Develop strategic partnerships to assist small business development	The division of Strategic Partnerships and Initiatives will aid firms by identifying and entering into strategic partnerships so as to leverage financial, technical and operational assistance from private, local, state and federal partners.	Daily Service
Provide Training and Educational Outreach to Small Business Clients	Focus on strengthening internal operations and increasing capacity will allow PTAC to be more efficient and intentional in its actions.	Daily Service

5. Connect small and local businesses to opportunities in the global marketplace. (1 Activity)

Activity Title	Activity Description	Type of Activity
Identify, recruit and prepare small businesses to participate in the ExportDC program	This program series would feature international projects for DC exporters and potential exporters. It also includes the development of an ExportDC Calendar of Trade events. This is a rolling initiative.	Daily Service

6. Extend economic development to District neighborhoods through commercial revitalization initiatives and programs. (1 Activity)

Activity Title	Activity Description	Type of Activity
Continue to provide support and grant management to Clean Teams and Main Streets	DSLBD will continue to provide essential assistance, grant management and oversight and technical support to Main Streets and Clean Team recipients.	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 and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of applications processed in under 30 business days	No	Not Available	80%	83%	85%	85%

2. Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq. (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of agencies participating in Compliance trainings (out of total monitored)	No	Not Available	Not Available	Not Available	85%	85%
Percent of formal complaints that are investigated/reviewed within 90 calendar days	No	Not Available	Not Available	Not Available	75%	75%
Percent of monitored agencies reporting on all contracts and subcontracts	No	Not Available	Not Available	Not Available	60%	65%
Percent of monitored agencies reporting procurement plans	No	Not Available	Not Available	Not Available	80%	80%
Percent of payment complaints investigated/reviewed within 90 calendar days	No	Not Available	Not Available	Not Available	90%	90%
Percent of the District-wide Small Business Enterprise (SBE) goal achieved	No	Not Available	Not Available	Not Available	80%	80%
Percent of waiver applications processed within 20 days or less	No	Not Available	Not Available	Not Available	50%	50%

3. Effectively manage the Small Business Capital Access Fund. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent increase in small businesses receiving microloans (year over year)	No	Not Available	100%	0%	100%	25%

4. Leverage business development through coordinated technical and financial assistance, strategic partnerships and stakeholder engagement. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Innovation and Equitable Development (IED) clients completing milestones/programs	No	Not Available	Not Available	Not Available	25%	50%
Total contract dollar amount awarded to PTAC clients	No	Not Available	\$4,000,000	\$57,249,375	\$20,000,000	\$25,000,000

5. Connect small and local businesses to opportunities in the global marketplace. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of CBE participation in DSLBD small trade missions	No	Not Available	40%	67%	40%	75%
Percent of small businesses participating in business development trade mission activities	No	Not Available	50%	83%	50%	85%
Percent of small businesses participating in international business matching activities (exporting activities)	No	Not Available	80%	83%	80%	85%

6. Extend economic development to District neighborhoods through commercial revitalization initiatives and programs. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of disbursements paid on time	No	Not Available	90%	97.3%	95%	95%
Percent of invoices processed within 3 business days	No	Not Available	90%	78.8%	95%	95%

WORKLOAD MEASURES

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

1. Process Certified Business Enterprise (CBE) applications in an average of 30 business days

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Certified Business Enterprises (CBEs)	No	1142	1206	5920
Number of individuals completing the CBE Program webinar	No	Not Available	Not Available	1044
Number of webpage views	No	280,501	778,633	892,063

2. Identify, recruit and prepare small businesses to participate in the ExportDC program

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of businesses participating in business to business activities	No	Not Available	Not Available	Not Available
Number of businesses receiving International Market Access (IMA) grants	No	12	12	9
Number of CBEs participating in small business trade missions	No	Not Available	Not Available	Not Available
Number of international speaker series events	No	Not Available	Not Available	5
Number of Small Business Trade Missions	No	1	1	1

3. Continue to provide support and grant management to Clean Teams and Main Streets

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Amount of Neighborhood Revitalization Grants Allocated	No	Not Available	Not Available	5,349,183

3. Continue to provide support and grant management to Clean Teams and Main Streets

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Litters and Recyclables in pounds collected in commercial corridors by Clean Teams	No	4,825,699	7,986,453	8,583,255
Number graffiti removed in commercial corridors by Clean Teams	No	2500	974	4109
Number of DC Main Street Organizations	No	8	10	16
Number of tree boxes maintained in commercial corridors	No	5106	5466	5558

4. Implement District Capitalized

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Amount of Microloans disbursed	No	Not Available	Not Available	Not Available
Number of microloans disbursed	No	Not Available	Not Available	Not Available

5. Target resources to attract, retain and prepare businesses to qualify for procurement opportunities

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of hours counseling businesses	No	345	Not Available	603.3
Number of small business participants in training and education activities	No	3200	3029	4550

6. Advance stakeholder engagement

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of stakeholder engagement activities	No	Not Available	Not Available	Not Available

7. Workforce and service integration support

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of client milestones/program completions	No	Not Available	Not Available	Not Available
Total number of IED clients	No	Not Available	Not Available	Not Available

8. Develop strategic partnerships to assist small business development

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of new partnerships	No	Not Available	Not Available	Not Available

9. Provide Compliance training and outreach to monitored agencies

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of agencies represented at training sessions	No	Not Available	Not Available	Not Available
Number of participants attending training sessions	No	Not Available	Not Available	Not Available
Number of training sessions held	No	Not Available	Not Available	Not Available

10. Compliance Monitoring and Enforcement

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of agencies requesting waivers	No	Not Available	Not Available	Not Available
Number of Compliance Reviews	No	Not Available	Not Available	Not Available
Number of formal complaints	No	Not Available	Not Available	Not Available
Number of payment complaints	No	Not Available	Not Available	Not Available
Number of waivers	No	Not Available	Not Available	Not Available

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of Cable Television, Film, Music, and Entertainment

www.entertainment.dc.gov

Telephone: 202-671-0066

Table CI0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$9,456,767	\$15,558,535	\$12,756,771	\$14,677,625	15.1
FTEs	38.6	48.5	48.9	51.0	4.2

The mission of the Office of Cable Television, Film, Music, and Entertainment (OCTFME) is to produce and broadcast programming for the District of Columbia's public, educational, and government access (PEG) cable channels; regulate the District of Columbia's cable television service providers; provide customer service for cable subscribers; and support a sustainable creative economy and labor market in the District of Columbia.

Summary of Services

OCTFME is responsible for regulating cable television in the District and managing the District's government access channels: the District Council Channel (DCC), the District of Columbia Network (DCN), and the District Knowledge Network (DKN). OCTFME creates content that informs, educates, and entertains viewers via the District of Columbia's public, educational, and government (PEG) channels and other forms of content outlets. The award-winning content provides resourceful information on government activity, education, current events, history, and arts and entertainment.

OCTFME provides 24-hour informative, open government, public interest programming on the District Council Channel (DCC), District of Columbia Network (DCN), and the District Knowledge Network (DKN). Programming includes coverage of the activities of Executive Offices of the Mayor and the executive branch; the District of Columbia City Council, the Office of the Attorney General, and the State Board of Education. OCTFME provides transparent public access to the governmental process and insights into life in the District. OCTFME is dedicated to providing quality, diverse programming and services that educate, enlighten, and empower the residents of the District of Columbia.

OCTFME offers a number of support services to local and out-of-state film, television, video, entertainment, interactive, multimedia, and digital media content creators, including media production permitting, location scouting, production support, production and infrastructure incentives, job placement assistance, and workforce development programs. OCTFME also administers a media production incentive program, the DC Film, Television and Entertainment Rebate fund.

OCTFME engages the community to create a greater understanding of the creative economy as a whole, the media production process, and access to training opportunities required to become marketable creative economy industry professionals.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CI0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table CI0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	1,342	4,181	1,662	1,690	28	1.7	5.0	6.0	7.0	7.0	0.0	0.0
Special Purpose Revenue Funds	8,094	11,378	11,095	12,988	1,893	17.1	33.6	42.5	41.9	44.0	2.1	4.9
TOTAL FOR GENERAL FUND	9,437	15,559	12,757	14,678	1,921	15.1	38.6	48.5	48.9	51.0	2.1	4.2
INTRA-DISTRICT FUNDS												
Intra-District Funds	20	0	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	20	0	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	9,457	15,559	12,757	14,678	1,921	15.1	38.6	48.5	48.9	51.0	2.1	4.2

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table CI0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table CI0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	2,525	3,198	3,273	3,630	358	10.9
12 - Regular Pay - Other	757	997	1,032	1,165	133	12.9
13 - Additional Gross Pay	52	22	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	722	881	994	1,145	151	15.2
15 - Overtime Pay	167	215	150	250	100	66.7
SUBTOTAL PERSONAL SERVICES (PS)	4,223	5,313	5,449	6,191	742	13.6

Table CI0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
20 - Supplies and Materials	32	45	80	80	0	0.0
30 - Energy, Communication and Building Rentals	0	285	272	274	1	0.5
31 - Telephone, Telegraph, Telegram, Etc.	93	165	118	160	42	35.9
34 - Security Services	0	150	179	222	43	23.9
35 - Occupancy Fixed Costs	0	491	685	600	-85	-12.4
40 - Other Services and Charges	1,218	2,637	1,359	1,484	125	9.2
41 - Contractual Services - Other	369	359	892	892	0	0.0
50 - Subsidies and Transfers	1,577	4,466	3,196	3,238	42	1.3
70 - Equipment and Equipment Rental	1,944	1,648	526	1,536	1,010	192.1
SUBTOTAL NONPERSONAL SERVICES (NPS)	5,234	10,246	7,308	8,486	1,179	16.1
GROSS FUNDS	9,457	15,559	12,757	14,678	1,921	15.1

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CI0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table CI0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	-2	0	111	47	-64	0.0	0.0	1.0	0.0	-1.0
(1015) Training and Educ Development	0	173	35	55	20	0.0	0.0	0.0	0.0	0.0
(1020) Contracting and Procurement	45	191	202	293	90	1.6	1.0	2.0	3.0	1.0
(1030) Property Management	93	1,086	1,239	1,203	-36	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	50	115	331	568	237	0.8	1.0	1.0	1.0	0.0
(1050) Financial Management	150	217	237	208	-29	0.0	0.0	0.8	0.5	-0.3
(1060) Legal	0	382	395	420	25	0.0	0.0	3.0	3.0	0.0
(1070) Fleet Management	19	11	105	38	-66	0.0	0.0	0.0	0.0	0.0
(1080) Communications	0	0	228	0	-228	0.0	0.0	2.0	0.0	-2.0
(1085) Customer Service	699	517	10	203	193	4.7	5.5	0.0	2.0	2.0
(1090) Performance Management	131	881	769	1,131	362	1.6	2.0	5.0	8.0	3.0
SUBTOTAL (1000) AGENCY MANAGEMENT	1,186	3,574	3,661	4,165	504	8.7	9.5	14.8	17.5	2.7
(2000) OCTFME TELEVISION DIVISION										
(2010) Originated Programming	3,688	5,660	6,315	6,480	165	14.6	19.0	32.1	30.5	-1.6
(2020) Fee for Service Programming	2,809	2,306	343	1,404	1,060	7.9	11.0	0.0	0.0	0.0
(2030) Franchise Regulation	278	4	25	25	0	2.4	3.0	0.0	0.0	0.0
(2040) Customer Service	41	332	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) OCTFME TELEVISION DIVISION	6,816	8,302	6,684	7,909	1,225	24.9	33.0	32.1	30.5	-1.6

Table CI0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(3000) OCTFME FILM DIVISION										
(3010) Marketing and Promotions	933	3,349	2,238	2,280	42	0.8	1.0	0.0	0.0	0.0
(3020) Production Support	409	339	174	324	150	3.3	4.0	2.0	3.0	1.0
(3030) Community Outreach	113	-4	0	0	0	0.8	1.0	0.0	0.0	0.0
SUBTOTAL (3000) OCTFME FILM DIVISION	1,455	3,685	2,412	2,604	192	5.0	6.0	2.0	3.0	1.0
(9960) YR END CLOSE										
No Activity Assigned	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	9,457	15,559	12,757	14,678	1,921	38.6	48.5	48.9	51.0	2.1

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Office of Cable Television, Film, Music, and Entertainment operates through the following 3 divisions:

OCTFME Television Division – provides 24-hour informative programming on DCC, DCN, and DKN. Programs include gavel-to-gavel coverage of Council hearings, Mayoral press conferences and meetings and activities of government agencies, and live and recorded coverage of the activities of the Mayor, the public, and the Office of the State Superintendent of Education. Programming also includes educational resources to support students, parents, teachers, and community members. The division also provides customer service and franchise oversight services for District cable subscribers and for the District government to ensure they receive reliable services that comply with District and federal laws and regulations. This division performs the regulatory functions of the agency, which include enforcing (and, when appropriate, proposing amendments to) the provisions of the District Cable Act; negotiating new cable television franchise agreements; renewing cable franchise agreements with local cable providers; providing general legal counsel to the agency; managing and resolving regulatory and other disputes between cable operators and the District government and/or its residents; and enforcing the provisions of District cable franchise agreements and other applicable laws.

This division contains the following 3 activities:

- **Originated Programming** – provides original television production and programming services for District cable viewers, enabling them to have access to information about citywide events as well as gain information about the operation and management of the District;
- **Fee for Service Programming** – provides contracted television production and programming services to District government agencies by offering professionally produced programs at competitive prices; and
- **Franchise Regulation** – provides cable company oversight services for District cable subscribers, allowing them to receive cable television services that are in compliance with District and federal laws and regulations.

OCTFME Film Division – Film, Music and Entertainment – promotes the District in the United States and abroad as a venue for production activity, and a place to establish and maintain a media production, broadcast, or distribution enterprise. OCTFME’s outreach efforts generate revenue and promote job creation for the District. This division also promotes the use of local film and video resources and provides pre-production, production, and post-production assistance to producers filming in the District. This division also promotes and administers programming and initiatives in support of the District of Columbia creative economy that includes, but is not limited to, the music and entertainment industries.

This division contains the following 2 activities:

- **Marketing and Promotions** – administers the D.C. Film, Television and Entertainment Rebate Fund program and provides the industry with information on the District’s film and media industry, studio and production facilities, and first-rate technicians and creative talent; and
- **Production Support** – provides filmmakers with a range of services designed to save them time, money, and effort so that they will perceive the District as a “film-friendly” environment.

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

Division Structure Change

The Office of Cable Television, Film, Music, and Entertainment has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table CI0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table CI0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		1,662	7.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		1,662	7.0
COLA: FY 2019 COLA Adjustment	Agency Management	28	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	15	0.0
Agency Request-Decrease: To align resources with operational spending goals	OCTFME Film Division	-15	0.0
LOCAL FUNDS: FY 2019 Mayor’s Proposed Budget		1,690	7.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		11,095	41.9
COLA: FY 2019 COLA Adjustment	Multiple Programs	188	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	1,095	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	330	1.6
Agency Request-Increase: To align Overtime Pay with projected costs	Multiple Programs	100	0.0

Table CI0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Agency Request-Increase: To align Fixed Costs with proposed estimates	Agency Management	1	0.0
Mayor's Policy-Enhance: To align resources with operational spending goals	Agency Management	97	0.0
Mayor's Policy-Enhance: To align personal services and Fringe Benefits with projected costs	OCTFME Television Division	82	0.5
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		12,988	44.0
GROSS FOR CI0 - OFFICE OF CABLE TELEVISION, FILM, MUSIC, AND ENTERTAINMENT		14,678	51.0

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

FY 2019 Proposed Budget Changes

The Office of Cable Television, Film, Music, and Entertainment's (OCTFME) proposed FY 2019 gross budget is \$14,677,625, which represents a 15.1 percent increase over its FY 2018 approved gross budget of \$12,756,771. The budget is comprised of \$1,689,613 in Local funds and \$12,988,012 in Special Purpose Revenue funds.

Recurring Budget

No Change: The Office of Cable Television, Film, Music, and Entertainment's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: The Office of Cable Television, Film, Music, and Entertainment's budget proposal includes cost-of-living adjustments (COLA) of \$27,842 in Local funds and \$187,689 in Special Purpose Revenue funds.

Agency Request – Increase: In Local funds, OCTFME's proposed budget includes a net increase of \$14,872 primarily due to the realignment of salary and Fringe Benefits with projected costs. The proposed budget also reallocates 3.0 Full Time Equivalents (FTEs) from temporary to Full Time status to support program priorities and operational goals.

In Special Purpose Revenue (SPR) funds, the budget includes an increase of \$1,095,164 in operational costs services. Of this amount, \$1,010,146 in the OCTFME Television division supports the purchase of technical equipment and infrastructure upgrades essential to achieving the mission of the agency and includes: the replacement of the Heating, Ventilating, and Air Conditioning Back Up Chiller Unit; Studio B Upgrades; and the Homeland Security and Emergency Management Agency Media Center. The proposed budget also includes an increase of \$56,832 to support the District of Columbia's Film, Television, and Entertainment Rebate Fund (Rebate Program), which provides incentives to eligible members of the film and entertainment industry who operate within the District of Columbia; and an increase of \$28,186 to align resources with agency priorities and operational spending goals in the Agency Management division. In addition, the proposed SPR budget includes a net increase of \$329,945 and 1.6 FTEs in personal services. Within that change, the agency will reclassify 4.0 FTEs from full-time to temporary status. This action allows the agency to reflect the appropriate staffing complement and aligns salary and Fringe Benefits with projected costs. The proposed SPR budget also includes an increase of \$100,000 in Overtime Pay in the OCTFME Television division and supports OCTFME staff working extended hours and weekends on major events such as the State of the District Address, Emancipation Day activities, and 202Create which engages District residents through events and activities that build and enrich communities across all 8 wards. Lastly, the FY 2019 proposed budget includes a net increase of \$1,415 in the Agency Management division to align the SPR budget with projected Fixed Costs estimates.

Agency Request – Decrease: In Local funds, the OCTFME proposed budget includes a decrease of \$14,872 in the OCTFME Film division to properly reflect allocations from the District of Columbia Film, Television, and Entertainment (Rebate Fund). The program provides incentives to eligible applicants for production activities within the District of Columbia.

Mayor's Policy – Increase: In Special Purpose Revenue funds, the OCTFME proposed budget includes increases in the OCTFME Television Division and Agency Management programs. In the OCTFME Television Division, the budget proposal includes \$96,928 to support step increases for 2.0 FTEs and the reallocation of a part-time FTE to full time status. Also, in the Agency Management program, the budget proposal includes \$81,872 to support contractual services.

Page left intentionally blank

Agency Performance Plan*

The Office of Cable Television, Film, Music, and Entertainment (OCTFME) has the following objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Provide District residents informative, educational government programming via the District Council Channel (DCC), the District of Columbia Network (DCN), the District Knowledge Network (DKN), and DC Radio 96.3 HD4.
2. Regulate the District of Columbia's cable service providers and enforce federal and District government cable television laws and regulations.
3. Implement, administer, and support programs, education and employment initiatives that advance the District of Columbia's film, television, music, and entertainment industries.
4. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Provide District residents informative, educational government programming via the District Council Channel (DCC), the District of Columbia Network (DCN), the District Knowledge Network (DKN), and DC Radio 96.3 HD4. (6 Activities)

Activity Title	Activity Description	Type of Activity
Management of Government Broadcast Channels	Management of the daily content production and broadcast of government, public affairs and educational programming.	Daily Service
OCTFME Broadcast Facility Management	Manage the broadcast operations and maintenance of the OCTFME broadcast facility, 441 Judiciary Square, and the John A. Wilson Building.	Daily Service
DKN Channel Production, Programming and Broadcast	Management and operations of the District Knowledge Network (DKN), a government channel that offers educational and informative programming to District residents.	Daily Service
DCN Channel Production, Programming and Broadcast	The management and broadcast operations of the District of Columbia Network (DCN), a government channel that provides transparent, informative and open government programming to District residents.	Daily Service
DCC Channel Production, Programming and Broadcast	The management and broadcast operations of the District City Council Channel (DCC), a government channel that provides transparent, informative and open government programming to District residents.	Daily Service
DC Radio 96.3 HD4 Production, Programming and Broadcast	The management, programming, and broadcast operations of DC Radio 96.3 HD4, a government radio station that provides transparent, informative, open government programming, as well as training and educational opportunities to District residents.	Daily Service

2. Regulate the District of Columbia's cable service providers and enforce federal and District government cable television laws and regulations. (2 Activities)

Activity Title	Activity Description	Type of Activity
Support for District Resident Cable Customers	Provide customer service for District resident customers of cable television services. Respond to customer questions, complaints, and service quality concerns.	Daily Service
Negotiate and Regulate District Cable Franchise Agreements	Negotiate and regulate cable franchise agreements between cable service providers and the District of Columbia. Ensure compliance with the negotiated franchise agreements, and maintain a economic and regulatory environment that promotes competition and consumer protection within the District's cable television industry.	Daily Service

3. Implement, administer, and support programs, education and employment initiatives that advance the District of Columbia's film, television, music, and entertainment industries. (6 Activities)

Activity Title	Activity Description	Type of Activity
Permitting and Production Support Services	Provide media production permitting, production support services, and location assistance for media production within the District of Columbia. Promote the District as a location for media production.	Daily Service
Manage and Administrate the District of Columbia Film, Television and Entertainment Rebate Fund	Manage and administrate the District of Columbia Film, Television and Entertainment Rebate Fund. Strategically leverage the District's media production and infrastructure incentive program to support the growth of a sustainable creative economy and promote media industry employment.	Daily Service
Support District Creative Economy Festivals, Special Events and Media Professional Organizatons	Support creative economy festivals, special events, and support the programing and initiatives of media professional organizations, schools, youth organizations, and non-profits.	Daily Service
Special Event Logistics and Production Support	Provide logistics, production, and broadcasting support for local creative economy, cultural, and public service events and festivals.	Daily Service
Creative Economy Media Education and Workforce Development	Manage, implement, support media education, creative economy workforce development, internships and training programs for youth and adults in the District of Columbia.	Key Project
Creative Economy Support	Support the growth and sustainability of the local creative economy through strategic programs, initiatives, community partnerships, and the Mayor Muriel Bowser Presents: 202Creates program.	Key Project

4. Create and maintain a highly efficient, transparent and responsive District government. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Provide Government Public Service Programming for District Residents	Provide programming that informs District residents about the operations, services, programs and initiatives managed, maintained and administrated by the District of Columbia government, government agencies, and the District of Columbia City Council.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Maintain a Transparent Agency Website and Social Media Strategy	Maintain a dynamic, transparent website (and social media strategy) that provides District residents relevant and useful information related to the agency's operations, administration and services. Produce and distribute a monthly agency newsletter.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Provide District residents informative, educational government programming via the District Council Channel (DCC), the District of Columbia Network (DCN), the District Knowledge Network (DKN), and DC Radio 96.3 HD4. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent increase of locally-originated programs on the District Knowledge Network (DKN)	No	Not Available	Not Available	Not Available	50%	50%

2. Regulate the District of Columbia's cable service providers and enforce federal and District government cable television laws and regulations. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of customer service requests responded to within 48 hours	No	Not Available	Not Available	Not Available	95%	95%

3. Implement, administer, and support programs, education and employment initiatives that advance the District of Columbia's film, television, music, and entertainment industries. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Rebate Fund Obligated to Program Awardees by the close of the fiscal year	No	No applicable incidents	90%	96.4%	90%	90%
Percent of clients receiving permits from OCTFME that rank the agency's overall production support service as satisfactory or very satisfactory	No	100%	99%	99.4%	95%	95%
Percent of permit invoices processed or issued within 5 business days of receiving a final completed application	No	No applicable incidents	95%	98.2%	95%	95%

WORKLOAD MEASURES

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

1. Support for District Resident Cable Customers

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of cable subscriber service requests received (calls, emails, via website)	No	Not Available	Not Available	665

2. DKN Channel Production, Programming and Broadcast

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of hours of programming broadcast on DKN	No	Not Available	Not Available	133

3. DCN Channel Production, Programming and Broadcast

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of hours of programming broadcast on DCN	No	Not Available	Not Available	296

4. DCC Channel Production, Programming and Broadcast

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of hours of programming broadcast on DCC	No	Not Available	Not Available	909

5. DC Radio 96.3 HD4 Production, Programming and Broadcast

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of hours broadcast on DC Radio 96.3 HD4	No	Not Available	Not Available	Not Available

6. Permitting and Production Support Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of permits issued	No	Not Available	308	207
Revenue from Permits Issued	No	Not Available	\$113,289	\$87,540

7. Manage and Administrate the District of Columbia Film, Television and Entertainment Rebate Fund

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of incentive rebate program pre-certified awardees	No	Not Available	Not Available	10
Total amount of rebate funds assigned/obligated to awardees	No	Not Available	Not Available	\$1,984,822

8. Support District Creative Economy Festivals, Special Events and Media Professional Organizatons

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of community events hosted or attended to get programming and cable service feedback or disseminate information to the District Cable subscribers	No	Not Available	Not Available	12
Total number of sponsored industry events, programs or initiatives (number of sponsorship agreements executed)	No	Not Available	Not Available	64

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of Zoning

www.dcoz.dc.gov
Telephone: 202-727-6311

Table BJ0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$2,836,754	\$3,069,816	\$3,093,279	\$3,140,580	1.5
FTEs	19.6	19.0	19.0	18.0	-5.3

The mission of the District of Columbia Office of Zoning (DCOZ) is to provide administrative, professional, and technical assistance to the Zoning Commission (ZC) and the Board of Zoning Adjustment (BZA) in support of their oversight and adjudication of zoning matters in the District of Columbia.

Summary of Services

DCOZ administers the zoning application processes for the ZC and BZA. The agency reviews and accepts applications, schedules hearings to determine whether cases meet specified zoning criteria, schedules meetings to make determinations with respect to pending applications, and issues legal orders. Technology plays a critical role in support of this process by enhancing effectiveness and transparency. DCOZ also spearheads outreach to citizens of the District of Columbia to ensure a robust understanding of the zoning application process.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table BJ0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table BJ0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	2,817	3,050	3,069	3,117	47	1.5	19.6	19.0	19.0	18.0	-1.0	-5.3
TOTAL FOR GENERAL FUND	2,817	3,050	3,069	3,117	47	1.5	19.6	19.0	19.0	18.0	-1.0	-5.3

Table BJ0-2

(dollars in thousands)

Dollars in Thousands							Full-Time Equivalents					
Appropriated Fund	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
INTRA-DISTRICT FUNDS												
Intra-District Funds	20	20	24	24	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	20	20	24	24	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	2,837	3,070	3,093	3,141	47	1.5	19.6	19.0	19.0	18.0	-1.0	-5.3

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table BJ0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table BJ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	1,714	1,729	1,818	1,824	6	0.3
12 - Regular Pay - Other	28	0	0	0	0	N/A
13 - Additional Gross Pay	0	20	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	354	343	387	387	-1	-0.1
15 - Overtime Pay	1	1	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	2,097	2,092	2,205	2,210	5	0.2
20 - Supplies and Materials	33	17	35	30	-5	-14.3
31 - Telephone, Telegraph, Telegram, Etc.	0	0	0	0	0	N/A
40 - Other Services and Charges	338	368	508	508	0	0.0
41 - Contractual Services - Other	338	346	316	393	77	24.4
70 - Equipment and Equipment Rental	30	247	30	0	-30	-100.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	739	978	888	930	42	4.7
GROSS FUNDS	2,837	3,070	3,093	3,141	47	1.5

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table BJ0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table BJ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	23	26	29	29	1	1.1	0.2	0.2	0.2	0.0
(1020) Contracting and Procurement	26	26	29	29	1	0.2	0.2	0.2	0.2	0.0
(1040) Information Technology	160	131	165	122	-43	0.7	1.0	1.0	1.0	0.0
(1050) Financial Management	71	76	77	80	2	0.0	0.5	0.5	0.5	0.0
(1060) Legal	332	371	499	516	17	3.4	1.0	1.0	1.0	0.0
(1085) Customer Service	17	36	15	18	3	3.7	0.5	0.2	0.2	0.0
(1090) Performance Management	75	76	77	80	2	1.1	0.5	0.5	0.5	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	704	741	891	874	-17	10.2	4.0	3.8	3.8	0.0
(2000) ZONING SERVICES										
(2010) Zoning Services	1,884	2,128	1,950	2,030	80	7.7	12.2	12.5	11.5	-1.0
(2020) Compliance Review	0	0	0	0	0	0.6	0.0	0.0	0.0	0.0
(2030) Information Management	223	182	233	215	-18	0.7	2.5	2.5	2.5	0.0
(2040) Zoning Certifications	26	20	19	21	2	0.0	0.2	0.2	0.2	0.0
SUBTOTAL (2000) ZONING SERVICES	2,133	2,330	2,202	2,266	64	9.1	15.0	15.2	14.2	-1.0
(9960) AUDIT ADJUSTMENTS										
(9961) Yr End Close	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) AUDIT ADJUSTMENTS	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	2,837	3,070	3,093	3,141	47	19.3	19.0	19.0	18.0	-1.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Zoning operates through the following 2 programs:

Zoning Services – provides assistance, information, and services to the ZC, BZA, other government agencies, applicants, businesses, and the general public regarding the District's zoning processes.

This program contains the following 3 activities:

- **Zoning Services** – provides administrative, professional, and technical assistance to the ZC and BZA in support of their oversight and adjudication of zoning matters in the District, and provides public outreach to ensure that the District’s zoning processes are easily understandable and accessible to the public;
- **Information Management** – provides new systems to automate zoning information and facilitates delivery of zoning services to the public and other District agencies; and
- **Zoning Certifications** – provides authentication of zoning classification of property to the public, including developers, architects, lawyers, realtors, tax assessors, land owners, and others in the land use business, and provides certified copies of ZC and BZA case files so that courts can have full case documents required for decision-making.

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

Program Structure Change

The Office of Zoning has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table BJ0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table BJ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		3,069	19.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		3,069	19.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	90	0.0
Agency Request-Decrease: To align resources with operational spending goals	Zoning Services	42	0.0
Agency Request-Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-85	-1.0
LOCAL FUNDS: FY 2019 Mayor’s Proposed Budget		3,117	18.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		24	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor’s Proposed Budget		24	0.0
GROSS FOR BJ0 - OFFICE OF ZONING		3,141	18.0

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

FY 2019 Proposed Budget Changes

The District of Columbia Office of Zoning’s (DCOZ) proposed FY 2019 gross budget is \$3,140,580, which represents a 1.5 percent increase over its FY 2018 approved gross budget of \$3,093,279. The budget is comprised of \$3,116,580 in Local funds and \$24,000 in Intra-District funds.

Recurring Budget

No Change: The District of Columbia Office of Zoning's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: DCOZ's budget proposal includes a cost-of-living adjustment (COLA) of \$90,299 in Local funds.

Agency Request – Increase: DCOZ's Local funds budget proposal reflects a net nonpersonal services increase of \$41,931 in the Zoning Services program, primarily to support contracts associated with the Interactive Zoning Information System.

Agency Request – Decrease: DCOZ's proposed Local funds budget reflects a decrease of \$84,928 across multiple programs, primarily to recognize projected savings associated with the reduction of 1.0 Full-Time Equivalent (FTE) position in the Zoning Services program.

Page left intentionally blank

Agency Performance Plan*

The Office of Zoning (OZ) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Leverage new and existing technologies to further ensure that the District of Columbia's zoning processes are easily understandable and accessible to the public.
2. Streamline zoning regulations to enhance efficiency and transparency of zoning processes.
3. Create a convenient, easy to use, and understandable zoning process through website development, expansive outreach and educational programs for District residents and businesses.
4. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Leverage new and existing technologies to further ensure that the District of Columbia's zoning processes are easily understandable and accessible to the public. (2 Activities)

Activity Title	Activity Description	Type of Activity
The Official Zoning Map	OZ is responsible for updating and maintaining the official Zoning Map of the District of Columbia.	Key Project
Interactive Zoning Information System (IZIS)	OZ reviews and accepts applications, schedules public hearings and meetings, and issues legal orders that document the decisions of both the Zoning Commission and the BZA. This process is managed through the IZIS system.	Key Project

2. Streamline zoning regulations to enhance efficiency and transparency of zoning processes. (2 Activities)

Activity Title	Activity Description	Type of Activity
Effectively process ZC and BZA applications and petitions.	OZ reviews and accepts applications, schedules public hearings and meetings, and issues legal orders that document the decisions of both the Zoning Commission and the BZA.	Daily Service
Zoning Regulations of 2016	OZ is responsible for updating and maintaining the official Zoning Regulations of the District of Columbia.	Key Project

3. Create a convenient, easy to use, and understandable zoning process through website development, expansive outreach and educational programs for District residents and businesses. (2 Activities)

Activity Title	Activity Description	Type of Activity
Website development to serve the public with zoning information	OZ is responsible for making zoning information easily accessible to the public. This is achieved by	Daily Service

3. Create a convenient, easy to use, and understandable zoning process through website development, expansive outreach and educational programs for District residents and businesses. (2 Activities)

Activity Title	Activity Description	Type of Activity
	making a wealth of information, including, documents, video and regulations available on its website 24/7.	
Conduct expansive outreach and provide educational programs	OZ believes an informed public is better able to navigate the zoning process in the District of Columbia; therefore it conducts expansive outreach to educate the public about the process before the ZC and BZA.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Leverage new and existing technologies to further ensure that the District of Columbia’s zoning processes are easily understandable and accessible to the public. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of updates to the official zoning map completed within 5 of days of the issuance of a zoning order	No	Not Available	Not Available	Not Available	Not Available	98%
Percent of webstreamed video of ZC and BZA hearings and meetings that are posted to OZ's website with 48 hours of recording	No	Not Available	Not Available	Not Available	Not Available	98%

2. Streamline zoning regulations to enhance efficiency and transparency of zoning processes. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of BZA hearings scheduled within 3 months of application acceptance (excluding recess month)	No	100%	98%	98.6%	98%	98%
Percent of BZA summary orders issued within 10 business days	No	100%	98%	98.8%	98%	98%
Percent of zoning certifications completed within 5 business days	No	99.1%	98%	98.8%	98%	98%

3. Create a convenient, easy to use, and understandable zoning process through website development, expansive outreach and educational programs for District residents and businesses. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of website inquiries responded to within 24 hours	No	92.6%	98%	85.7%	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. The Official Zoning Map

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of unique Zoning Map hits	No	Not Available	Not Available	Not Available

2. Effectively process ZC and BZA applications and petitions.

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Appeals to the DC Court of Appeals (by Calendar Year)	No	Not Available	15	22
Number of Board of Zoning Adjustment cases filed	No	Not Available	237	257
Number of Board of Zoning Adjustment hearings and meetings	No	Not Available	Not Available	Not Available
Number of Board of Zoning Adjustment orders issued	No	Not Available	221	213
Number of Zoning Commission cases filed	No	Not Available	73	77
Number of Zoning Commission hearings and meetings	No	Not Available	Not Available	Not Available
Number of Zoning Commission orders issued	No	Not Available	50	67

3. Zoning Regulations of 2016

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of errata and text amendments processed	No	Not Available	Not Available	11

4. Website development to serve the public with zoning information

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of unique website hits	No	Not Available	Not Available	Not Available

5. Conduct expansive outreach and provide educational programs

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of outreach meetings held	No	Not Available	Not Available	Not Available

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective “Create and maintain a highly efficient, transparent and responsive District government”. New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Department of Housing and Community Development

www.dhcd.dc.gov
Telephone: 202-442-7200

Table DB0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$152,396,390	\$189,573,301	\$181,392,581	\$191,369,296	5.5
FTEs	153.5	156.4	179.0	179.0	0.0

The mission of the Department of Housing and Community Development (DHCD) is to create and preserve opportunities for affordable housing and economic development, and to revitalize underserved communities in the District of Columbia.

Summary of Services

DHCD's fundamental activities consist of financial operations, program delivery, administration of regulations, and support of the independent Rental Housing Commission. The specific strategic objectives that DHCD focuses on to stimulate economic development and spur the dream of home ownership in underserved communities are (1) preserve and increase the supply of quality affordable housing throughout the District, (2) increase homeownership opportunities to residents of low and moderate income households, and (3) revitalize District neighborhoods by promoting community development that embraces economic opportunities for local businesses. DHCD creates and preserves affordable housing by providing low-cost gap financing and subsidies for single-family residential rehabilitation and multi-family construction projects to garner affordable rental and homeownership opportunities throughout the city. DHCD also leverages its appropriated local and federal funding to help finance community facilities, acquire property, and administer disposition activities for vacant and abandoned properties to help stabilize District neighborhoods and provide new local opportunities. DHCD partners with community-based organizations citywide to implement residential and community services that include homeownership assistance programs, housing counseling services, storefront facade improvement initiatives, and small business technical assistance services. In addition, DHCD administers the rental housing regulations that govern condominium and cooperative conversions, rent control, inclusionary zoning, and affordable dwelling unit programs. The Affordable Housing Locator is also a service of DHCD and is available online at dchousingsearch.org. All of these programs and services can be accessed through DHCD's Housing Resource Center located in the historic Anacostia neighborhood in Ward 8.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DB0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table DB0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
<u>GENERAL FUND</u>												
Local Funds	20,853	19,173	23,104	31,885	8,781	38.0	50.3	52.9	74.0	74.2	0.2	0.3
Special Purpose Revenue Funds	1,627	4,869	4,546	3,634	-912	-20.1	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	22,479	24,041	27,650	35,519	7,869	28.5	50.3	52.9	74.0	74.2	0.2	0.3
<u>FEDERAL RESOURCES</u>												
Federal Grant Funds	39,311	38,810	54,587	55,830	1,243	2.3	27.3	31.0	27.1	24.8	-2.3	-8.3
TOTAL FOR FEDERAL RESOURCES	39,311	38,810	54,587	55,830	1,243	2.3	27.3	31.0	27.1	24.8	-2.3	-8.3
<u>PRIVATE FUNDS</u>												
Private Donations	2	14	0	20	20	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR PRIVATE FUNDS	2	14	0	20	20	N/A	0.0	0.0	0.0	0.0	0.0	N/A
<u>INTRA-DISTRICT FUNDS</u>												
Intra-District Funds	90,603	126,708	99,156	100,000	844	0.9	75.9	72.5	78.0	80.0	2.0	2.6
TOTAL FOR INTRA-DISTRICT FUNDS	90,603	126,708	99,156	100,000	844	0.9	75.9	72.5	78.0	80.0	2.0	2.6
GROSS FUNDS	152,396	189,573	181,393	191,369	9,977	5.5	153.5	156.4	179.0	179.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table DB0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table DB0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	13,117	13,141	14,970	16,113	1,143	7.6
12 - Regular Pay - Other	922	1,367	2,049	1,618	-432	-21.1
13 - Additional Gross Pay	119	89	176	176	0	0.0

Table DB0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
14 - Fringe Benefits - Current Personnel	2,878	3,066	3,642	3,848	206	5.7
15 - Overtime Pay	49	27	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	17,085	17,690	20,837	21,755	918	4.4
20 - Supplies And Materials	187	116	242	162	-80	-33.2
30 - Energy, Communication and Building Rentals	11	1	4	19	15	426.8
31 - Telephone, Telegraph, Telegram, Etc.	150	151	201	175	-25	-12.6
32 - Rentals - Land and Structures	1,441	3,019	2,350	2,523	173	7.4
34 - Security Services	6	75	76	203	127	166.1
35 - Occupancy Fixed Costs	15	-86	82	129	47	57.6
40 - Other Services and Charges	1,888	1,689	768	1,544	777	101.2
41 - Contractual Services - Other	11,309	8,870	10,003	16,104	6,101	61.0
50 - Subsidies and Transfers	118,245	156,890	146,758	148,202	1,444	1.0
60 - Land and Buildings	1,900	0	0	0	0	N/A
70 - Equipment and Equipment Rental	158	334	73	553	480	660.3
91 - Expense Not Budgeted Others	0	824	0	0	0	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	135,311	171,883	160,556	169,615	9,059	5.6
GROSS FUNDS	152,396	189,573	181,393	191,369	9,977	5.5

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table DB0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table DB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	184	315	323	337	15	3.2	2.0	3.0	3.0	0.0
(1015) Training and Employee Dev.	515	277	229	461	232	1.1	1.0	1.0	1.0	0.0
(1030) Property Management	2,175	2,251	3,510	3,922	412	4.3	4.0	4.0	6.0	2.0
(1040) Information Technology	948	1,447	1,430	1,435	6	6.4	5.9	6.0	6.0	0.0
(1050) Financial Management	160	871	16	20	4	0.0	0.0	0.0	0.0	0.0
(1060) Legal	1,520	1,835	1,850	1,996	146	11.1	12.8	14.0	14.0	0.0
(1070) Fleet Management	0	12	0	0	0	0.0	0.0	0.0	0.0	0.0
(1080) Communications	590	1,131	685	1,385	700	5.1	5.6	6.0	6.0	0.0
(1085) Customer Service	0	116	120	1	-119	3.2	2.0	2.0	0.0	-2.0
(1087) Language Access	0	0	5	5	0	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	2,032	1,972	2,734	2,443	-291	15.5	14.7	19.0	16.0	-3.0
SUBTOTAL (1000) AGENCY MANAGEMENT	8,124	10,228	10,903	12,005	1,103	49.9	48.0	55.0	52.0	-3.0

Table DB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(100F) AGENCY FINANCIAL OPERATIONS										
(110F) Budget Operations	736	624	797	853	56	5.6	5.3	6.0	7.0	1.0
(120F) Accounting Operations	450	474	641	546	-95	6.1	5.3	6.0	5.0	-1.0
(130F) Fiscal Officer	124	138	210	216	6	1.0	0.9	1.0	1.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	1,310	1,236	1,648	1,615	-33	12.7	11.5	13.0	13.0	0.0
(2000) DEVELOPMENT FINANCE DIVISION										
(2010) Affordable Housing Project Finan.	102,788	115,352	86,944	85,687	-1,257	15.0	16.2	18.0	18.0	0.0
(2015) Comm. Facilities Project Finan.	289	18	3,559	3,576	17	0.0	0.0	0.0	0.0	0.0
(2020) Tenant Oppor. to Purchase Assist	0	24	10,547	10,000	-547	0.0	0.0	0.0	0.0	0.0
(2025) Preservation Financing	0	8,937	10,000	10,162	162	0.0	0.0	0.0	1.0	1.0
SUBTOTAL (2000) DEVELOPMENT FINANCE DIVISION	103,077	124,332	111,050	109,424	-1,626	15.0	16.2	18.0	19.0	1.0
(3000) RESIDENTIAL AND COMMUNITY SERVICE DIVISION										
(3010) Neighborhood-Based Activities	5,673	6,757	9,514	6,133	-3,381	5.7	8.8	10.0	8.0	-2.0
(3015) Small Business Tech. Assistance	2,606	3,302	3,869	1,504	-2,365	0.0	0.0	0.0	0.0	0.0
(3020) Community Services - Comm. Revitalization	1,323	1,325	2,500	2,696	196	0.0	0.0	0.0	0.0	0.0
(3030) Residential Services - HPAP	8,988	15,206	15,261	24,075	8,814	2.8	3.7	4.0	4.0	0.0
(3035) Residential Services - NEAHP	272	112	0	0	0	0.0	0.0	0.0	0.0	0.0
(3040) Residential Services - EAHP	883	1,005	1,800	2,139	339	0.0	0.0	0.0	0.0	0.0
(3050) Residential Services - Lead Safe Washing	1,928	1,794	4,226	4,191	-35	6.1	5.4	6.0	6.0	0.0
(3060) Residential Services - Single Fam Rehab	2,089	4,824	5,145	3,441	-1,704	4.6	5.7	6.0	9.0	3.0
SUBTOTAL (3000) RESIDENTIAL AND COMMUNITY SERVICE DIVISION	23,761	34,324	42,315	44,179	1,864	19.2	23.6	26.0	27.0	1.0
(4100) PROPERTY ACQUISITION AND DISPOSITION DIVISION										
(4120) Property Acquisition	9,142	5,471	1,925	3,960	2,035	8.1	7.2	8.0	8.0	0.0
(4130) Property Disposition	378	909	1,571	6,021	4,450	0.0	0.0	0.0	0.0	0.0
(4140) Property Management	13	822	0	0	0	0.0	0.0	0.0	0.0	0.0
(4150) Vacant and Blighted Program	0	2,293	1,800	2,440	640	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (4100) PROPERTY ACQUISITION AND DISPOSITION DIVISION	9,532	9,495	5,296	12,421	7,124	8.1	7.2	8.0	8.0	0.0
(4500) PORTFOLIO AND ASSET MANAGEMENT DIVISION										
(4510) Portfolio and Asset Management	2,445	5,663	5,233	5,966	733	12.1	9.9	16.0	18.0	2.0
SUBTOTAL (4500) PORTFOLIO AND ASSET MANAGEMENT DIVISION	2,445	5,663	5,233	5,966	733	12.1	9.9	16.0	18.0	2.0
(6000) HOMEOWNERSHIP AND HOME REHAB ASSISTANCE										
No Activity Assigned	2	14	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (6000) HOMEOWNERSHIP AND HOME REHAB ASSISTANCE	2	14	0	0	0	0.0	0.0	0.0	0.0	0.0

Table DB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(7000) PROGRAM MONITORING DIVISION										
(7010) Contract Compliance	764	709	856	1,631	775	3.6	6.2	7.0	8.0	1.0
(7020) Quality Assurance	722	754	800	766	-34	4.0	6.1	7.0	6.0	-1.0
SUBTOTAL (7000) PROGRAM MONITORING DIVISION	1,487	1,463	1,655	2,397	741	7.6	12.4	14.0	14.0	0.0
(8100) HOUSING REGULATION ADMINISTRATION										
(8110) Rental Conversion and Sales Div.	706	684	801	648	-153	6.4	6.9	7.0	6.0	-1.0
(8120) Housing Resource Center	26	5	1	5	4	0.0	0.0	0.0	0.0	0.0
(8130) Inclusionary Zoning Program	445	576	619	722	103	7.5	5.9	7.0	7.0	0.0
(8140) Rental Accommodations Div.	776	743	832	923	91	8.5	8.9	9.0	9.0	0.0
SUBTOTAL (8100) HOUSING REGULATION ADMINISTRATION	1,954	2,008	2,253	2,298	45	22.4	21.7	23.0	22.0	-1.0
(9100) RENTAL HOUSING COMMISSION										
(9110) Rental Housing Commission	704	818	1,040	1,064	24	6.4	5.9	6.0	6.0	0.0
SUBTOTAL (9100) RENTAL HOUSING COMMISSION	704	818	1,040	1,064	24	6.4	5.9	6.0	6.0	0.0
(9960) YR END CLOSE										
(9961) Yr End Close	0	-6	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-6	0	0	0	0.0	0.0	0.0	0.0	0.0
(NA) NO PROGRAM										
(NA) No Program Information	0	-3	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (NA) NO PROGRAM	0	-3	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	152,396	189,573	181,393	191,369	9,977	153.5	156.4	179.0	179.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Housing and Community Development operates through the following 9 divisions:

Development Finance Division (DFD) – provides funding for the development of rental, homeownership, and community facility developments that serve District of Columbia neighborhoods. As both the creation and preservation of affordable housing units are important to DHCD, DFD plays a prominent role in helping the agency achieve its annual multifamily housing production goals.

This division contains the following 4 activities:

- **Affordable Housing Project Financing** – provides funding through a competitive Request for Proposal (RFP) funding process that targets communities and types of development needed to revitalize neighborhoods. The bulk of the funds come from Intra-District funding from the Housing Production

Trust Fund. This activity also provides development financing and regulatory oversight to nonprofit and for-profit developers so that they can develop properties as affordable ownership and rental units. This activity includes the preparation of Notice of Funding Availability and RFP documents, management of the application and selection process, project management meetings, construction overviews, underwriting, architectural reviews, monitoring reports, funding request presentations, loan closings, and project monitoring services;

- **Community Facilities Project Financing** – provides funding through a competitive RFP funding process for development financing and regulatory oversight to nonprofit and for-profit developers so that they can develop properties as neighborhood community/commercial facilities. This activity includes the preparation of Notice of Funding Availability and RFP documents, management of the application and selection process, project management meetings, construction overviews, underwriting, architectural reviews, monitoring reports, funding request presentations, loan closings, and project monitoring services;
- **Tenant Opportunity To Purchase Assistance (TOPA)** – requires current landlords to provide their tenants the opportunity to first purchase properties before a landlord is permitted to sell; DHCD also provides free, specialized organizational and development services for tenant groups who are pursuing the purchase of their apartment buildings with the intention to convert them to cooperatives or condominiums. Services can include assistance with structuring the tenant association, preparation of legal documents, and help with loan applications; and
- **Preservation Project Financing** – allocates funds toward preserving affordable housing units for residents with low-to-moderate income across the District. These units were previously subsidized through federal housing programs, and as the subsidies expire, homeowners will be able to maintain affordability in their communities.

Residential and Community Services Division (RCSD) – provides funding for programs focused on household-level housing needs and neighborhood revitalization. RCSD works through neighborhood-based organizations providing comprehensive housing counseling, small business technical assistance, and facade improvement opportunities. RCSD administers the agency’s Affordable Housing Initiative through its Community and Residential Services activities, including the District’s Home Purchase Assistance Program and Employer Assisted Housing Program, which provide financial assistance for low and moderate-income households and District government employees for the purpose of first-time home purchase. The division also provides rehabilitation resources, including grants for lead hazard remediation to eligible units and loans as well as grants to income-qualified owner-occupant District residences in order to preserve homeownership in the District.

This division contains the following 7 activities:

- **Community Services - Housing Counseling (Neighborhood Based Activities)** – provides funding for counseling services to tenants, potential homeowners, and current homeowners;
- **Community Services - Small Business Technical Assistance** – provides technical assistance to small businesses in support of various DHCD programs;
- **Community Services - Commercial Revitalization** – provides grants to neighborhood-based organizations for storefront facade improvements in commercial corridors;
- **Residential Services - Home Purchase Assistance Program (HPAP)** – provides down payment and closing cost assistance to low and moderate income District residents so that they can become first-time home-buyers in the District of Columbia;
- **Residential Services - Employer Assisted Housing Program (EAHP)** – provides down payment and closing cost assistance to qualified District of Columbia government employees;
- **Residential Services - Lead Safe Washington** – provides funding to reduce lead-based paint hazards in eligible single- and multi-family dwellings; and
- **Residential Services - Single Family Rehabilitation** – helps households finance up to \$75,000 in loans for home repairs that will address District housing code violations, such as repairing walls and floors, replacing windows, and repairing plumbing, electrical, and heating systems.

Property Acquisition and Disposition Division (PADD) – stabilizes neighborhoods by decreasing the number of vacant and abandoned residential properties in the District and transforming vacant, blighted and/or abandoned residential properties into homeownership opportunities for District of Columbia residents at all income levels. PADD has three main functions: (1) encourage property owners to rehabilitate and/or occupy their vacant and abandoned residential property; (2) acquire vacant, blighted, abandoned and deteriorated properties through negotiated friendly sale, eminent domain, donation, or tax sale foreclosure; and (3) dispose of properties in the PADD inventory by selling the properties to individuals or developers to be rehabilitated into high quality affordable and market-rate single-family and/or multifamily for-sale housing in District neighborhoods.

This division contains the following 3 activities:

- **Property Acquisition** – acquires vacant, abandoned, and deteriorated properties through negotiated friendly sale, eminent domain, donation, or tax sale foreclosure when owners are unwilling or unable to maintain their properties;
- **Property Disposition** – disposes of properties in the PADD inventory by selling the properties to individuals or developers to be rehabilitated into high quality affordable and market-rate single-family and/or multifamily for-sale housing in District neighborhoods; and
- **Vacant and Blighted** – acquires vacant, blighted, abandoned, and deteriorated properties through negotiated friendly sale, eminent domain, donation, or tax sale foreclosure when owners are unwilling or unable to maintain their properties.

Portfolio and Asset Management Division (PAMD) – provides portfolio management and oversight of outstanding loans to DHCD and manages the allocation of Low Income Housing Tax Credits (LIHTC). Established in FY 2008, the division monitors the status of existing loans to ensure compliance with loan covenants and collections of loans that are due and conducts the reviews of the risks and relationships of potential borrowers to protect the department's assets.

Program Monitoring Division (PMD) – conducts oversight and reviews of DHCD projects and funding recipients. Its core functions include the following types of oversight: (1) contract compliance – completing various federally required compliance reviews as part of the underwriting and project development process; (2) quality assurance – monitoring the compliance of DHCD funded sub-recipients with federal HOME Investments Partnership Program (HOME) and Community Development Block Grant Program (CDBG) funding requirements; and (3) compliance monitoring – ensuring projects developed by DHCD through the Housing Production Trust Fund (HPTF), CDBG, HOME and Low Income Housing Tax Credit (LIHTC) programs remain in compliance with federal and local program requirements throughout the duration of the project's period of affordability.

This division contains the following 2 activities:

- **Contract Compliance** – provides oversight and monitoring services of DHCD projects to ensure that the department's use of project funds fully complies with the Department of Housing and Urban Development (HUD) and District regulations; and
- **Quality Assurance** – provides program review and performance evaluation to DHCD and contractors so that they can operate in full compliance with regulations in the most effective and efficient manner possible.

Housing Regulation Administration (HRA) – administers residential housing regulations relating to condominium and cooperative conversions, rent adjustment procedures, licensing, and other related matters. It includes the Rental Accommodation Division and the Rental Conversion and Sales Division and manages the DHCD Housing Resource Center.

This division contains the following 4 activities:

- **Rental Conversion and Sales Division (CASD)** – administers the District’s tenant opportunity to purchase program, regulates the conversion of property to condominiums and cooperatives, registers condominium and cooperative projects, and administers the structural defect warranty claim program;
- **Housing Resource Center (HRC)** – provides rental housing services to landlords and tenants as well as information to the public on all of the department’s services for first-time home-buyers, developers of affordable housing projects, and low-income homeowners. The Housing Resource Center also includes access to the Affordable Housing Locator and an office of University Legal Services for on-site housing counseling;
- **Inclusionary Zoning/Affordable Dwelling Units (IZ/ADU)** – provides subject matter focus in the administration of the District's new Inclusionary Zoning and Affordable Dwelling Unit programs; and
- **Rental Accommodations Division (RAD)** – administers the District’s rent stabilization program, including registering and licensing rental housing, administering rent adjustment procedures, processing landlord and tenant petitions, providing conciliation services, and acting as a repository for notices to vacate and all rental property records.

Rental Housing Commission (RHC) – enforces the Rental Housing Act of 1985, as amended. The commission has three statutory functions in order to preserve and increase the supply of quality affordable housing in the District: (1) to issue, amend, and rescind regulations that are promulgated for enforcement of the Act; (2) to certify and publish the annual adjustment of general applicability to rents and/or rent ceilings, which adjustment is based upon annual changes (if any) in the Consumer Price Index for the applicable region in which the District of Columbia is located; and (3) to decide appeals brought to the commission from the Rent Administrator and the Office of Administrative Hearings. Although the commission is an independent quasi-judicial body, it has direct reporting responsibility to DHCD on administrative, management, and budgetary matters.

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

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

Division Structure Change

The Department of Housing and Community Development has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table DB0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table DB0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		23,104	74.0
Removal of One-Time Costs	Multiple Programs	-11,000	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		12,104	74.0

Table DB0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
COLA: FY 2019 COLA Adjustment	Multiple Programs	336	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	536	0.2
Agency Request-Increase: To adjust the Contractual Services budget	Multiple Programs	296	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	195	0.0
Agency Request-Increase: To align Fixed Costs with proposed estimates	Agency Management	68	0.0
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-147	0.0
Agency Request-Decrease: To align resources with operational spending goals	Residential and Community Service Division	-1,268	0.0
Mayor's Policy-Enhance: To support HPAP and EAHP (one-time)	Residential and Community Service Division	10,000	0.0
Mayor's Policy-Enhance: To support the Housing Preservation Strike Force (one-time)	Development Finance Division	10,000	0.0
Mayor's Policy-Reduce: To align personal services and Fringe Benefits with projected costs	Agency Management	-86	0.0
Mayor's Policy-Reduce: To adjust the Contractual Services budget	Property Acquisition and Disposition Division	-150	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		31,885	74.2
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		54,587	27.1
COLA: FY 2019 COLA Adjustment	Multiple Programs	122	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	1,170	0.0
Agency Request-Increase: To align Fixed Costs with proposed estimates	Agency Management	855	0.0
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	Residential and Community Service Division	-33	0.0
Agency Request-Decrease: To adjust the Contractual Services budget	Multiple Programs	-242	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-296	-2.3
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	Agency Management	-332	0.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		55,830	24.8
PRIVATE DONATIONS: FY 2018 Approved Budget and FTE		0	0.0
Agency Request-Increase: To align resources with operational spending goals	Agency Management	20	0.0
PRIVATE DONATIONS: FY 2019 Mayor's Proposed Budget		20	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		4,546	0.0
Agency Request-Increase: To align resources with operational spending goals	Agency Management	332	0.0
Agency Request-Increase: To align Fixed Costs with proposed estimates	Agency Management	208	0.0
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-1,452	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		3,634	0.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		99,156	78.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	402	0.0
Agency Request-Increase: To adjust the Contractual Services budget	Multiple Programs	6,993	0.0
Agency Request-Increase: To align resources with operational spending goals	Agency Management	1,147	0.0
Agency Request-Increase: To support operational requirements	Multiple Programs	864	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-98	2.0

Table DB0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Agency Request-Decrease: To align Fixed Costs with proposed estimates	Agency Management	-793	0.0
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-7,671	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		100,000	80.0

GROSS FOR DB0 - DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

191,369 179.0

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

FY 2019 Proposed Budget Changes

The Department of Housing and Community Development's (DHCD) FY 2019 gross budget is \$191,369,296, which represents a 5.5 percent increase over its FY 2018 approved gross budget of \$181,392,581. The budget is comprised of \$31,885,487 in Local funds, \$55,829,997 in Federal Grant funds, \$20,000 in Private Donations, \$3,633,812 in Special Purpose Revenue funds, and \$100,000,000 in Intra-District funds.

Recurring Budget

The FY 2019 budget for the Department of Housing and Community Development includes reductions of \$10,000,000 to account for the removal of one-time funding appropriated in FY 2018 to support the Housing Preservation Strike Force, and \$1,000,000 to support the Employer Assisted Housing Program.

Mayor's Proposed Budget

Cost-of-Living Adjustment: DHCD's budget proposal includes cost-of-living adjustments (COLA) of \$336,493 in Local funds, \$122,376 in Federal Grant funds, and \$402,330 in Intra-District funds.

Agency Request – Increase: The Department of Housing and Community Development's proposed Local funds budget includes a personal services increase of \$536,001 and 0.2 FTE across multiple divisions. In nonpersonal services, the proposed Contractual Services budget reflects an increase of \$296,408, primarily in the Portfolio and Asset Management division, to support a loan servicing contract. Additionally, the Local funds budget proposal includes an increase of \$194,510 across multiple divisions, primarily to support the agency's outreach programs. This adjustment further enables the agency to procure adequate equipment. The Fixed Costs budget includes a proposed increase of \$68,255 in the Agency Management division to reflect higher estimates from the Department of General Services (DGS) for Rent and Security Services.

The proposed Federal Grant funds budget includes an increase of \$1,169,672 to reflect funding for the new National Housing Trust Fund grant. DHCD will administer the grant for the District of Columbia to increase the supply of affordable housing for extremely low-income households and persons with special needs. The proposed Fixed Costs budget is also increased by \$854,501 to reflect higher estimates in the Energy, Rent, and Security Service commodities.

The proposed Private Donations funds budget, housed in the Agency Management division, reflects an increase of \$20,000 to support the recurrence of an award received in FY 2017 to support the Department's annual Housing Expo program.

The proposed budget submission for Special Purpose Revenue funds (SPR) includes a net increase of \$331,772 in the Agency Management division. This adjustment will support equipment lease and maintenance contracts for copiers, and enables DHCD to procure adequate supplies, as part of the agency's overall administrative cost allocation plan. The proposed Fixed Costs budget is also increased by \$207,859 to reflect projected estimates across all commodities.

In Intra-District (ID) funds, DHCD's budget proposal includes an increase of \$6,993,021 in contractual services, primarily to support the Property Acquisition and Disposition Division (PADD), while recognizing the agency's emphasis on the Vacant to Vibrant initiative. The Agency Management program budget increased by \$1,146,679 to support funding for outreach programs and initiatives, and to accurately reflect the cost of supplies, equipment upgrades, and maintenance as part of the agency's overall cost allocation plan. Also in ID funds, an increase of \$864,475, across multiple divisions, will enable DHCD to provide affordable housing options for individuals and families.

Agency Request – Decrease: The Department of Housing and Community Development's proposed Local funds budget within the Agency Management division reflects a reduction of \$146,750 in nonpersonal services for supplies. The Residential and Community Service division is decreased by \$1,268,033 to reflect changes in the Home Purchase Assistance Program (HPAP) activity to available federal sources and the Lead Safe Washington program to intra-District sources.

The proposed Federal Grant funds budget includes a decrease of \$33,302 to the Residential and Community Service division to reflect the projected costs for supplies and a reduction in administrative charges under the Lead Hazard Control grant. The Contractual Services budget is reduced by \$242,258 because of a projected reduction in grant carryover authority associated with the Lead Hazard Control/Healthy Home grant, which is scheduled to expire in July 2018. Additionally, personal services is decreased by \$296,077 and 2.3 FTEs to align the budget with Fringe Benefits and projected costs. Lastly, the Agency Management division's budget is reduced by \$331,642 to reflect the projected costs for equipment purchases, advertising, and training.

In SPR funds, the proposed budget submission includes a net decrease of \$1,451,819, across multiple programs, primarily due to the elimination of the Memorandum of Understanding with the Office on Aging.

The proposed Intra-District funds budget reflects a decrease in personal services of \$97,511 and 2.0 FTEs to align the budget with Fringe Benefits and projected salary costs. Fixed Costs estimates are reduced by \$793,493 in the Agency management division, primarily due to the reallocation of Rent costs. The proposed ID funds budget includes a net reduction of \$7,671,061. This adjustment includes a reduction of \$7,670,161 from the Development Finance division to reflect funds that were reallocated to the Property Acquisition and Disposition division to support the Vacant to Vibrant initiative, and a reduction of \$900 from the Residential and Community Service division.

Mayor's Policy – Enhance: The proposed Local funds budget includes a one-time increase of \$10,000,000, of which \$8,600,000 will support the Home Purchase Assistance Program and \$1,400,000 will support the Employer Assisted Housing Program. An additional one-time increase of \$10,000,000 is to support the Housing Preservation Strike Force to fund preservation and development activities for affordable housing throughout the District.

Mayor's Policy – Reduce: The proposed Local funds budget includes decreases of \$86,027 to align the budget with projected personal services costs and \$149,667 due to a reduction in projected costs in the Vacant and Blighted activity.

Page left intentionally blank

Agency Performance Plan*

The Department of Housing and Community Development (DHCD) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Increase New Affordable Housing Opportunities.
2. Preserve Existing Affordable Housing Stock.
3. Promote community development activities.
4. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Increase New Affordable Housing Opportunities. (3 Activities)

Activity Title	Activity Description	Type of Activity
Inclusionary Zoning	Inclusionary Zoning requires that a certain percentage of units in a new development or a substantial rehabilitation that expands an existing building set aside affordable units in exchange for a bonus density. The Housing Regulation Administration Division at DHCD administers the Inclusionary Zoning program, including developer compliance, holding lotteries for District residents to occupy units, and general program policy development.	Daily Service
Down Payment Assistance	The Home Purchase Assistance (HPAP) program, Employer Assisted Housing Program (EAHP) and the Negotiated Employer Assisted Housing Program (NEAHP) provides interest-free loans and closing cost assistance to qualified applicants to purchase single family houses, condominiums, or cooperative units. The loan amount is based on a combination of factors, including; income, household size, and the amount of assets that each applicant must commit towards a property's purchase.	Daily Service
Affordable Housing Project Financing	DHCD's Development Finance Division (DFD) provides funding for the development of rental, homeownership and community facility projects that serve DC neighborhoods. As both the creation and preservation of affordable housing units are important to DHCD, DFD plays a prominent role in helping the agency achieve its annual affordable housing production and preservation goals.	Daily Service

2. Preserve Existing Affordable Housing Stock. (2 Activities)

Activity Title	Activity Description	Type of Activity
Home Rehab Assistance	Single Family Residential Rehabilitation (SFRRP) administers loans and/or grants for home repairs to alleviate DC building code violations and assists homeowners in repairing physical threats to health and safety, and modify and/or eliminate barriers to accessibility for persons with mobility or other physical impairments. SFRRP helps households finance minor home repairs that will; address building code violations, repair roofs, remove threats to health and safety, and modify and/or eliminate barriers to accessibility for persons with mobility or other physical impairments. The Lead Safe Washington (LSW) Program provides grant funds for the identification and control of lead-based paint hazards. Deteriorated lead-based paint and lead-contaminated dust present significant health hazards to individuals of all ages, and children younger than six-years-old in particular. LSW provides funds to reduce lead-based paint hazards in eligible single and multi-family properties.	Daily Service
Rental Conversion and Sales	The Rental Conversion and Sale Division at DHCD administers the Rental Housing Conversion and Sale Act of 1980 and the Condominium Act of 1976. Through the Conversion Act, District tenants have the opportunity to purchase rights, tenant first rights of refusal, receipt of offer of sale notices, notices of transfer and the conversion of property to cooperatives or condominiums. The Condominium Act regulates condominium formation and registration of condominium units before a developer may offer units to interested buyers, including administration of the Structure Defect Warranty Claim Program.	Daily Service

3. Promote community development activities. (7 Activities)

Activity Title	Activity Description	Type of Activity
Portfolio and Asset Management	The Portfolio and Asset Management Division (PMD) manages the allocation of Low Income Housing Tax Credits (LIHTC) and provides portfolio management oversight to outstanding loans in the division. The division monitors the status of existing loans to ensure compliance with loan covenants and collections of loans that are due and conducts the reviews of the risks and relationships of potential borrowers to protect the Department's assets.	Daily Service
Housing Regulation Administration and Rental Housing Commission	The Housing Regulation Administration (HRA) administers residential housing regulations relating to condominium and cooperative conversions, rent adjustment procedures, licensing and other related matters. It is composed of two divisions, the Rental Accommodation Division (RAD) and the Rental Conversion and Sales Division (CASD), and manages the DHCD Housing Resource Center. The Rental Housing Commission is charged with the responsibility of enforcing the Rental Housing Act of 1985 through statutory functions. Although the Commission is an independent quasi-judicial	Daily Service

3. Promote community development activities. (7 Activities)

Activity Title	Activity Description	Type of Activity
	body, it has direct reporting responsibility to DHCD on administrative, management and budgetary matters.	
Program Monitoring	The Office of Program Monitoring (OPM) conducts oversight and reviews of DHCD projects and funding recipients. Its core functions include contract compliance, quality assurance to ensure compliance with federal and local regulations, and affordability covenant compliance to ensure project maintains compliance throughout the duration of the projects period of affordability. OPM staff performs project reviews of environmental standards, Davis Bacon, relocation, fair housing and Section 3 as each project relates to these programs. Project compliance takes the form of annual report reviews and on-site visits to properties where file reviews and physical inspections occur. As the monitoring entity for the Internal Revenue Service (IRS) on the Low Income Housing Tax Credits (LIHTC) Program and HUD on the HOME, Community Development Block Grant (CDBG) and ESG Programs, DHCD reports directly to them on issues of non-compliance.	Daily Service
Foster Small Business Development	Grantee organizations provide technical assistance, support and training to small and retail businesses focusing on neglected commercial corridors in low and moderate income areas in the District of Columbia. The program does not provide grants, loans, or direct subsidies to businesses. The neighborhood areas where grantees currently operate include, but are not limited to: Anacostia, Congress Heights, Columbia Heights, Adams Morgan, Mount Pleasant, Georgia Avenue, Petworth, Rhode Island Avenue NE, and Deanwood/Marshall Heights. Grantee organizations are also involved in business attraction and retention. Assistance provided includes micro-loan packaging, business planning, entrepreneurial training, one-on-one business technical assistance, tax preparation assistance, accounting assistance, or legal assistance. Grantee organizations also provide collective business support activities, such as the formation of business alliances, business corridor promotion, mass marketing, volume discount efforts, and collective space management. Through these organizations, DHCD is also heavily involved in neighborhood revitalization efforts in these areas, including major commercial project planning and interagency business development coordination.	Daily Service
Housing Resource Center	The DHCD Housing Resource Center is open Monday – Friday from 8:30 am – 3:30 pm for residents to obtain information about affordable housing options, attend events, and use computers to access DCHousingSearch.org, a free listing service that provides easy access to information about housing opportunities within the District of Columbia.	Daily Service

3. Promote community development activities. (7 Activities)

Activity Title	Activity Description	Type of Activity
Housing Counseling	Residential and Community Services works through Community Based Organizations (CBO) to provide comprehensive housing counseling services and other community economic development activities.	Daily Service
Maintain DHCD's property portfolio	The Property Acquisition and Disposition Division (PADD) stabilizes neighborhoods by decreasing the number of vacant and abandoned residential properties in the District and transforming vacant and/or abandoned properties into productive use. PADD acquires vacant, abandoned and deteriorated properties through negotiated friendly sale, eminent domain, donation or tax sale foreclosure when owners are unwilling or unable to maintain their properties; and it disposes of properties in the PADD inventory by selling the properties to individuals or developers to be rehabilitated into high quality affordable and market-rate single-family and/ or multifamily for-sale housing in District neighborhoods.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Increase New Affordable Housing Opportunities. (12 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Average number of days between Rental Housing Commission hearing a new case and final decision	No	30.8	50	45.8	60	60
Met HPTF Statutory Requirements - 30 percent AMI	No	Not Available	40%	35.5%	40%	40%
Met HPTF Statutory Requirements - 50 percent AMI	No	Not Available	40%	31%	40%	40%
Met HPTF Statutory Requirements - 80 percent AMI	No	Not Available	20%	15%	20%	20%
Number of Homebuyer Purchase Assistance Program loans	No	212	New Measure	307	225	325
Number of affordable homeownership units produced or preserved	No	116	30	48	30	30
Number of total new construction affordable rental housing units funded	No	895	500	554	500	500
Percent of HPAP loans subordinated within 45 calendar days upon receipt of a complete subordination package	No	Not Available	80%	60.3%	80%	80%
Percent of HPAP loans that close within 60 calendar days after sales contract approval	No	Not Available	80%	40.8%	80%	80%

1. Increase New Affordable Housing Opportunities. (12 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Inclusionary Zoning (IZ) lotteries held in 17 calendar days or less after receiving a notice of availability	No	81.5%	100%	97.3%	100%	100%
Percent of development finance projects that close within 12 months of selection	No	Not Available	80%	15%	50%	50%
Percent of loans at least one year old in good standing	No	Not Available	92%	87.5%	85%	85%

2. Preserve Existing Affordable Housing Stock. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Average number of calendar days for compliance review	No	37	45	27	45	45
Number of affordable rental housing units preserved (rehabbed)	No	293	780	1417	780	780
Number of affordable single-family homeownership units rehabbed from Single Family Rehab/Lead Safe Programs	No	85	100	108	135	135
Number of total affordable housing units preserved through OPA acquisition assistance program	No	Not Available	Not Available	Not Available	Not Available	Data Forthcoming
Percent of Single Family Rehabilitation/Lead Safe Washington projects that start construction within 6 months after DHCD receives the application	No	Not Available	80%	67.5%	65%	65%
Percent of hardship petitions processed within 90 calendar days	No	Not Available	100%	100%	100%	100%

3. Promote community development activities. (8 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Median Number of Months Property is in DHCD's portfolio	No	Not Available	40	39	40	40
Number of Section 3 Jobs Created	No	29	25	27	25	25
Number of capacity-building workshops given to organizations	No	Not Available	25	11	10	10
Number of properties disposed that were developed by DHCD (Turn-Key)	No	1	5	2	5	5
Number of storefront facades improved	No	26	New Measure	32	40	30
Percent of Storefront Facade projects that complete within 10 weeks after pre-construction approval	No	Not Available	80%	30%	75%	75%
Percent of Tenant Opportunity Purchase Assistance (TOPA) notices received listed in a published online report on DHCD's website within two weeks	No	Not Available	100%	100%	100%	100%
Percent of required Asset Management site visits completed	No	Not Available	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. Home Rehab Assistance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Lead Safe Washington applications received	No	37	18	26
Number of Single FamilyRehab applications received	No	50	51	59

2. Rental Conversion and Sales

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of TOPA notices processed	No	1558	1554	1345

3. Portfolio and Asset Management

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of loans serviced by a third-party vendor	No	7536	7744	31,380
Number of submitted financial reviews	No	15	145	285

4. Housing Regulation Administration and Rental Housing Commission

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of hardship petitions received	No	1	Not Available	2
Number of Rental Housing Commission appeals disposed	No	28	17	16

5. Program Monitoring

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of compliance reviews completed	No	198	198	119
Number of Davis Bacon inspections	No	170	170	115

6. Foster Small Business Development

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of small business technical assistance sessions	No	5148	4077	10,503

7. Housing Resource Center

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of customers who utilize the Housing Resources Center	No	6589	6589	6338

8. Housing Counseling

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of housing counseling sessions given	No	30,267	32,736	24,281

9. Maintain DHCD's property portfolio

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of properties acquired	No	5	8	4
Number of total properties disposed	No	1	1	6

10. Inclusionary Zoning

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of IZ units available for occupancy	No	124	191	149

11. Down Payment Assistance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of HPAP applications received	No	578	661	767

12. Affordable Housing Project Financing

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of financial applications submitted	No	31	43	48
Number of loan closings	No	24	28	28

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Department of Employment Services

www.does.dc.gov

Telephone: 202-724-7000

Table CF0-1

					% Change from
Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	FY 2018
OPERATING BUDGET	\$121,019,030	\$126,534,929	\$144,366,123	\$144,344,822	0.0
FTEs	583.8	654.6	682.1	759.1	11.3

The Department of Employment Services (DOES) puts people to work. DOES achieves its mission by providing the necessary tools for the District of Columbia workforce to become more competitive using tailored approaches to ensure that workers and employers are successfully paired. DOES also fosters and promotes the welfare of job seekers and wage earners by ensuring safe working conditions, advancing opportunities for employment, helping employers find qualified workers, and tracking labor market information and other national economic measurements impacting the District of Columbia.

Summary of Services

DOES, the District of Columbia's lead labor and workforce development agency, provides customers with a comprehensive menu of workforce development services funded through a combination of federal grants and Local appropriations. DOES delivers basic income support services to unemployed or underemployed persons who lost their jobs through no fault of their own through the Unemployment Insurance division. The Labor Standards division ensures a safe and healthy work environment for workers in the District, administers a program to provide benefits to qualified individuals with employment-related injuries or illnesses, administers the District's wage-and-hour laws, and provides hearing and adjudication services to settle workers' compensation disputes. DOES' Workforce Development division provides job seekers with workforce development and training programs and services to ensure employers have access to qualified job candidates. Finally, DOES provides District youth with job training, academic enrichment, leadership, and employment opportunities through its Year-Round employment program, the Mayor Marion S. Barry Summer Youth Employment Program, and the Mayor Marion S. Barry Youth Leadership Institute. The Division of State Initiatives provides comprehensive employment services to underserved adults who face multiple barriers to employment. Finally, DOES serves as the administrator for the District's new Paid Family Leave Program, which provides paid-leave benefits to private employees in the District.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CF0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table CF0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
<u>GENERAL FUND</u>												
Local Funds	58,144	61,078	62,380	70,106	7,727	12.4	194.4	220.1	230.5	300.6	70.1	30.4
Special Purpose Revenue Funds	34,459	36,974	44,705	39,561	-5,143	-11.5	164.4	212.6	198.2	207.7	9.4	4.8
TOTAL FOR GENERAL FUND	92,602	98,052	107,084	109,668	2,584	2.4	358.8	432.7	428.7	508.2	79.5	18.5
<u>FEDERAL RESOURCES</u>												
Federal Grant Funds	26,801	26,726	35,355	29,876	-5,479	-15.5	207.5	208.9	230.4	217.9	-12.5	-5.4
TOTAL FOR FEDERAL RESOURCES	26,801	26,726	35,355	29,876	-5,479	-15.5	207.5	208.9	230.4	217.9	-12.5	-5.4
<u>PRIVATE FUNDS</u>												
Private Grant Funds	125	260	260	787	527	202.6	0.0	0.0	0.0	6.0	6.0	N/A
TOTAL FOR PRIVATE FUNDS	125	260	260	787	527	202.6	0.0	0.0	0.0	6.0	6.0	N/A
<u>INTRA-DISTRICT FUNDS</u>												
Intra-District Funds	1,491	1,497	1,667	4,014	2,347	140.8	17.5	13.0	23.0	27.0	4.0	17.4
TOTAL FOR INTRA-DISTRICT FUNDS	1,491	1,497	1,667	4,014	2,347	140.8	17.5	13.0	23.0	27.0	4.0	17.4
GROSS FUNDS	121,019	126,535	144,366	144,345	-21	0.0	583.8	654.6	682.1	759.1	77.0	11.3

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table CF0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table CF0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	31,831	33,251	36,395	38,125	1,729	4.8
12 - Regular Pay - Other	10,660	12,638	13,071	17,552	4,482	34.3
13 - Additional Gross Pay	113	813	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	9,220	10,132	10,512	12,694	2,182	20.8
15 - Overtime Pay	156	276	0	411	411	N/A
SUBTOTAL PERSONAL SERVICES (PS)	51,980	57,110	59,978	68,782	8,804	14.7
20 - Supplies and Materials	380	463	743	981	237	31.9
30 - Energy, Communication and Building Rentals	738	792	906	593	-314	-34.6
31 - Telephone, Telegraph, Telegram, Etc.	1,157	971	1,423	950	-473	-33.2
32 - Rentals - Land and Structures	650	445	958	231	-727	-75.9
34 - Security Services	978	788	1,333	1,901	568	42.6
35 - Occupancy Fixed Costs	1,220	1,509	895	2,434	1,539	171.9
40 - Other Services and Charges	20,680	12,974	18,649	18,522	-127	-0.7
41 - Contractual Services - Other	4,472	11,518	14,441	9,671	-4,770	-33.0
50 - Subsidies and Transfers	37,457	38,943	43,933	39,138	-4,795	-10.9
70 - Equipment and Equipment Rental	1,307	1,002	1,107	1,142	36	3.2
91 - Expense Not Budgeted Others	0	18	0	0	0	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	69,039	69,424	84,388	75,563	-8,825	-10.5
GROSS FUNDS	121,019	126,535	144,366	144,345	-21	0.0

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CF0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table CF0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	467	545	547	492	-55	6.2	5.6	6.0	6.0	0.0
(1015) Training and Employee Dev.	426	709	488	154	-334	4.3	1.1	3.0	1.0	-2.0
(1017) Labor Management Partnerships	19	0	0	121	121	1.0	0.0	0.0	1.0	1.0
(1020) Contracting and Procurement	658	621	832	847	15	8.3	0.0	0.0	0.0	0.0
(1030) Property Management	688	740	597	603	6	11.4	6.7	6.0	6.0	0.0
(1040) Information Technology	3,411	3,415	3,462	3,495	33	27.8	30.8	29.0	28.0	-1.0

Table CF0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1050) Financial Management	8	8	0	0	0	0.0	0.0	0.0	0.0	0.0
(1060) Legal	367	367	416	408	-9	3.0	3.4	3.0	3.0	0.0
(1070) Fleet Management	671	781	672	693	21	1.0	6.7	6.0	6.0	0.0
(1080) Communications	505	509	511	620	109	3.1	4.4	5.0	6.0	1.0
(1085) Customer Service	283	323	367	344	-22	6.2	6.7	6.0	6.0	0.0
(1086) Call Center	0	0	0	223	223	0.0	0.0	0.0	0.7	0.7
(1090) Performance Management	2,005	2,010	1,672	2,321	649	15.6	18.9	14.0	18.0	4.0
SUBTOTAL (1000) AGENCY MANAGEMENT	9,508	10,028	9,563	10,320	756	88.1	84.3	78.0	81.7	3.7
(100F) AGENCY FINANCIAL OPERATIONS										
(110F) Budget Operations	1,400	1,423	1,456	1,681	224	11.6	11.8	11.0	13.0	2.0
(120F) Accounting Operations	1,235	1,245	1,405	1,740	336	11.2	13.2	12.0	16.0	4.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	2,635	2,667	2,861	3,421	560	22.8	25.0	23.0	29.0	6.0
(2000) UNEMPLOYMENT INSURANCE										
(2100) Tax Collections	10,487	9,594	10,293	11,971	1,678	38.7	64.8	57.5	59.5	2.0
(2200) Benefits	13,900	14,636	17,295	12,259	-5,036	78.0	91.4	98.0	90.0	-8.0
(2400) Benefit Payment Control Unit (BPC)	1,227	1,033	1,205	1,132	-73	13.9	9.0	15.0	13.0	-2.0
(2500) Compliance and Independent Monitoring	1,546	1,828	1,844	2,008	163	5.8	15.4	16.0	17.0	1.0
No Activity Assigned	1	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) UNEMPLOYMENT INSURANCE	27,161	27,092	30,637	27,369	-3,267	136.4	180.5	186.6	179.6	-7.0
(3000) LABOR STANDARDS										
(3200) Office of Wage Hour	1,875	2,408	3,531	3,416	-115	16.1	20.7	25.0	24.0	-1.0
(3300) Office of Occupational Safety and Health	540	585	622	624	2	5.1	6.1	6.0	6.0	0.0
(3400) Office of Workers' Compensation	12,445	10,481	15,264	13,533	-1,731	77.9	68.0	67.0	67.3	0.3
(3500) OAH: Administrative Hearings Division	2,952	3,037	3,697	3,697	0	26.1	23.3	24.0	24.3	0.3
(3600) OAH: Compensation Review Board	1,381	1,497	1,655	1,723	68	14.9	14.0	13.0	13.3	0.3
SUBTOTAL (3000) LABOR STANDARDS	19,193	18,009	24,769	22,993	-1,776	140.0	132.1	135.0	135.0	0.0
(4000) WORKFORCE DEVELOPMENT										
(4100) Senior Services	585	637	645	586	-59	1.9	2.3	2.2	2.0	-0.2
(4200) Program Performance Monitoring	920	947	890	1,019	129	12.2	11.9	8.5	9.0	0.5
(4250) Local Adult Training	7,690	5,943	5,471	6,499	1,029	4.3	13.9	13.5	15.7	2.2
(4260) Infrastructure Academy	0	0	0	4,042	4,042	0.0	0.0	0.0	8.0	8.0
(4300) Office of Apprenticeship Info. and Training	774	873	1,150	1,396	246	6.0	6.9	6.0	8.0	2.0
(4400) Transitional Employment	9,898	10,005	0	0	0	22.2	25.3	0.0	0.0	0.0
(4500) Employer Services	2,528	2,508	2,703	2,136	-567	14.9	23.4	19.5	17.7	-1.8
(4510) First Source	1,038	846	1,251	1,284	33	9.2	10.4	9.0	9.0	0.0
(4530) Veteran Affairs	203	523	694	649	-45	5.0	7.4	6.1	5.1	-1.0

Table CF0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(4600) One-Stop Operations	8,000	8,902	10,468	9,855	-613	59.5	61.9	64.6	66.0	1.4
(4700) Labor Market Information	976	1,033	1,040	926	-114	8.4	8.6	8.1	7.7	-0.4
(4810) Year-Round Youth Program	10,966	12,722	11,148	8,505	-2,643	35.3	24.2	38.3	31.5	-6.8
(4820) Marion Barry Summer Youth Employment Prgm	17,275	20,402	18,643	19,230	587	10.7	25.8	24.4	20.5	-3.9
(4830) Marion Barry Youth Leadership Institute	914	1,187	1,078	1,073	-6	5.8	9.5	5.3	6.3	1.0
(4900) State-Wide Activities	751	2,211	4,628	1,584	-3,044	1.0	1.2	2.0	4.3	2.3
No Activity Assigned	4	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (4000) WORKFORCE DEVELOPMENT	62,521	68,739	59,809	58,785	-1,024	196.4	232.8	207.5	210.8	3.3
(5000) STATE INITIATIVES										
(5100) Transitional Employment	0	0	10,244	10,639	394	0.0	0.0	38.0	40.9	2.9
(5200) DC Career Connections	0	0	4,492	4,778	286	0.0	0.0	13.0	14.5	1.5
(5300) LEAP	0	0	1,991	998	-993	0.0	0.0	1.0	3.5	2.5
SUBTOTAL (5000) STATE INITIATIVES	0	0	16,727	16,414	-313	0.0	0.0	52.0	59.0	7.0
(6000) PAID FAMILY LEAVE										
(6100) Administration	0	0	0	2,178	2,178	0.0	0.0	0.0	19.0	19.0
(6200) Benefits	0	0	0	1,365	1,365	0.0	0.0	0.0	25.0	25.0
(6300) Tax	0	0	0	1,328	1,328	0.0	0.0	0.0	18.0	18.0
(6400) Appeals and Adjudication	0	0	0	171	171	0.0	0.0	0.0	2.0	2.0
SUBTOTAL (6000) PAID FAMILY LEAVE	0	0	0	5,042	5,042	0.0	0.0	0.0	64.0	64.0
TOTAL PROPOSED OPERATING BUDGET	121,019	126,535	144,366	144,345	-21	583.8	654.7	682.1	759.1	77.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Employment Services operates through the following 7 divisions:

Unemployment Insurance (UI) – provides basic income replacement insurance to workers unemployed through no fault of their own, thereby contributing to the economic stability of the Washington, D.C. metropolitan area.

This division contains the following 4 activities:

- **Tax Collections** – collects quarterly taxes from for-profit local employers and reimbursement payments from local non-profit employers, which finance the payment of weekly benefits to workers unemployed without fault;
- **Benefits** – provides cash payments to customers who are unemployed through no fault of their own and are able, available, and actively seeking work;

- **Benefit Payment Control Unit (BPC)** – promotes and maintains integrity of the UI division through prevention, detection, investigation, prosecution, and recovery of UI overpayments made to claimants. BPC is also responsible for the investigation and determination of fraudulent and/or erroneous payment cases; and
- **Compliance and Independent Monitoring** – collects and analyzes necessary data to assess the validity of UI benefit payment activities, assesses the underlying causes of error in the UI benefit payment and collection of UI taxes, and recommends corrective action to the problems identified.

Labor Standards – provides worker protection and dispute resolution services for the workers and employers of the District so that disputes are resolved fairly and the safety of the workplace is ensured.

This division contains the following 5 activities:

- **Office of Wage Hour** – enforces the District’s wage-hour laws through compliance audits for the benefit of private-sector employees so that they can be paid at least the minimum wage, required overtime, all earned and promised wages, living wage, required sick leave, and amounts required by other labor laws;
- **Office of Occupational Safety and Health** – provides on-site consultation services, investigations, training, and program assistance to private-sector employers so that they can identify and correct workplace hazards;
- **Office of Workers’ Compensation** – processes claims and provides informal dispute resolution, insurance-coverage compliance monitoring, and related services to private-sector injured workers, employers, insurance carriers, and other stakeholders;
- **Administrative Hearings Division** – provides formal administrative hearings to employees, employers, and the District government so that rights and responsibilities are determined fairly, promptly, and in accordance with the workers’ compensation acts; and
- **Compensation Review Board** – provides administrative review of case decisions (compensation orders) issued by the Administrative Hearings Division and/or the Office of Workers’ Compensation.

Workforce Development – provides employment-related services for unemployed or underemployed persons so that they can achieve economic security and compete in the global economy.

This division contains the following 14 activities:

- **Senior Services** – provides subsidized employment placements to District residents who are both 55 years old or older and economically underprivileged so that they can develop or enhance their job skills and be placed in unsubsidized employment;
- **Program Performance Monitoring** – provides compliance, oversight, and technical assistance to training vendors, procurement staff, and departmental administrators;
- **Local Adult Training** – provides training programs that teach job skills that will facilitate the expansion of employment opportunities for District adult residents;
- **D.C. Infrastructure Academy (DCIA)** –The DCIA is the culmination of a partnership between the District government, organized labor, the University of the District of Columbia (UDC), and private sector employers representing the infrastructure industry. The goal of DCIA is to develop and deliver a skilled workforce that meets the current and future needs of infrastructure focused businesses, through high quality and industry specific training for District residents who are underemployed or unemployed. The DCIA will focus on occupational skills training and work-based learning initiatives related to the infrastructure industry, including the utility, energy efficiency, transportation, information security and logistics sectors, in a single location.
- **Office of Apprenticeship Information and Training** – provides apprenticeship promotional services and assistance to District residents and apprenticeship sponsors and administers the pre-apprenticeship program;

- **Employer Services** – provides technical assistance, recruitment, referral, placement, planning, and oversight services to area employers/businesses so that they can hire qualified individuals;
- **First Source** – establishes hiring requirement of District residents for jobs associated with government-assisted projects in order to combat the under-employment of District residents;
- **Veteran Affairs** – administers two federal grants, Local Veteran’s Employment Representative and Disability Veterans Outreach Program, which the agency receives from the U.S. Department of Labor. All services provided through these programs are directly for veterans;
- **One-Stop Operations** – provides comprehensive employment support, unemployment compensation, training services, and supportive services through a network of easily accessible locations;
- **Labor Market Information** – administers four Bureau of Labor Statistics programs and an Employment and Training Administration program under a Federal/State cooperative agreement;
- **Year-Round Youth Program** – provides year-round services to eligible youth, including subsidized employment, academic enrichment activities, and vocational training to prepare participants for the workforce;
- **Marion Barry Summer Youth Employment Program (SYEP)** – provides temporary, subsidized summer employment and academic/workforce enrichment activities to eligible District youth;
- **Marion Barry Youth Leadership Institute** – administers a four-level youth leadership training and development program emphasizing citizenship and leadership skills;
- **State-Wide Activities** – includes Workforce Innovation and Opportunity Act statewide funding that is reserved for statewide activities including incentive grants, technical assistance, management information systems, evaluation, and “One-Stop” system building. In addition, permissible statewide activities include incumbent worker projects, authorized youth and adult activities, and additional system building. For additional information, please refer to the Workforce Innovation and Opportunity Act, Public Law 113-128, which was signed into law August 22, 2014; and

Division of State Initiatives (DSI) – is comprised of locally funded signature programs highlighted by Project Empowerment, as well as DOES’ suite of branded programming. DSI programs are aimed to provide comprehensive employment services to underserved adults that face multiple barriers to employment. Participants are empowered through relevant training, substantive work experiences, and a wide-range of supportive services. Through extensive collaboration with District agencies and the local business community, DSI seeks to generate positive, long-term employment outcomes through opportunity created by transitional employment.

This division contains the following 3 activities:

- **Transitional Employment “Project Empowerment”** – is a transitional employment program that provides job readiness training, work experience, and job search assistance to District residents who face multiple barriers to employment. Participants attend an intensive, three-week training course and upon completion have the opportunity to be placed in subsidized employment for up to six months. In addition to job readiness training, and job search assistance, Project Empowerment provides supportive services such as adult basic education, job coaching, and occupational skills training. The goal of Project Empowerment is for participants to secure permanent, unsubsidized employment;
- **DC Career Connections** – is a work readiness program designed to provide more than 400 out-of-school and unemployed young adults with opportunities to gain valuable work experience, skills training, and individualized coaching and support to obtain employment. An integral component of Mayor Muriel Bowser’s Safe, Stronger DC Initiative, DC Career Connections actively seeks to engage District youth in targeted Police Service Areas (PSAs) across the District; and
- **Learn, Earn, Advance, Prosper (L.E.A.P.)** – is a network of interconnected partners utilizing the “earn-and-learn” approach that will link the city’s unemployed residents with employment, education and training opportunities. The earn-and-learn approach applies the apprenticeship model to skill development, allowing individuals to earn a wage while participating in an on-the-job training experience and concurrently participating in related technical instruction. This framework allows individuals to earn wages and accumulate work experience, thus bolstering their ability to advance along a career pathway and into the middle class.

Paid Family Leave (PFL) – provides paid-leave benefits to private employees in the District for up to 8 weeks of parental leave, 6 weeks of family leave, and 2 weeks of medical leave for every 52 weeks worked, thereby contributing to and increasing the quality of life in the Washington, DC metropolitan area.

This division contains the following 4 activities:

- **Administration**– responsible for the central functions necessary to execute the daily functions of the program, which 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 PFL program, and performing budget analysis, among other activities;
- **Benefits**– responsible for the administration of claims filing, processing, and validation, as well as payment of paid-leave benefits to eligible individuals following the occurrence of a qualified leave event;
- **Tax**– responsible for the collection of quarterly taxes from private employers in the District for the Universal Paid Leave Implementation Fund; and
- **Appeals & Adjudication** – ensures fair hearings are conducted on protested PFL claims; reviews, investigates, and communicates with individuals regarding the status of said PFL claims; and issues eligibility determinations.

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

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

Division Structure Change

The proposed program structure changes are provided in the Agency Realignment appendix to the proposed budget, which is located at www.cfo.dc.gov on the Annual Operating Budget and Capital Plan page.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table CF0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table CF0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		62,380	230.5
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		62,380	230.5
COLA: FY 2019 COLA Adjustment	Multiple Programs	868	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,030	-1.2
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-1,905	0.0
Mayor's Policy-Enhance/Create: To implement the Paid Family Leave program and to support the D.C. Infrastructure Academy program	Multiple Programs	7,734	72.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		70,106	301.3

Table CF0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		35,355	230.4
COLA: FY 2019 COLA Adjustment	Multiple Programs	828	0.0
Agency Request-Increase: To align Fixed Costs with proposed estimates	Multiple Programs	146	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-684	-12.5
Agency Request-Decrease: To align budget with projected grant awards	Multiple Programs	-5,769	0.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		29,876	217.9
PRIVATE GRANT FUNDS: FY 2018 Approved Budget and FTE		260	0.0
COLA: FY 2019 COLA Adjustment	Workforce Development	15	0.0
Agency Request-Increase: To align budget with projected grant awards	Workforce Development	511	6.0
PRIVATE GRANT FUNDS: FY 2019 Mayor's Proposed Budget		787	6.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		44,705	198.2
COLA: FY 2019 COLA Adjustment	Multiple Programs	789	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,354	9.4
Agency Request-Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	-718	0.0
Agency Request-Decrease: To align budget with projected revenues	Multiple Programs	-6,568	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		39,561	207.7
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		1,667	23.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	85	0.0
Agency Request-Increase: To align budget with projected revenues	Multiple Programs	2,262	4.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		4,014	27.0
GROSS FOR CF0 - DEPARTMENT OF EMPLOYMENT SERVICES		144,345	759.8

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

FY 2019 Proposed Budget Changes

The Department of Employment Services' (DOES) proposed FY 2019 gross budget is \$144,344,822, which represents a less than 1.0 percent decrease from its FY 2018 approved gross budget of \$144,366,123. The budget is comprised of \$70,106,424 in Local funds, \$29,876,193 in Federal Grant funds, \$786,786 in Private Grant funds, \$39,561,459 in Special Purpose Revenue funds, and \$4,013,959 in Intra-District funds.

Recurring Budget

No Change: The Department of Employment Services' budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: DOES' budget proposal includes cost-of-living adjustments (COLA) of \$867,795 in Local funds, \$828,318 in Federal Grant funds, \$15,343 in Private Grant funds, \$788,565 in Special Purpose Revenue funds, and \$85,175 in Intra-District funds.

Agency Request-Increase: DOES' proposed Local funds budget includes a net increase of \$1,029,854 across multiple programs to reflect the realignment of positions and projected salary and Fringe Benefit adjustments. This adjustment includes a decrease of 1.2 Full-Time Equivalent (FTE) positions.

In Federal Grants, the proposed budget includes a net increase of \$146,340 across multiple programs to align the Fixed Costs budget with projections from the Department of General Services (DGS) and the Office of the Chief Technology Officer (OCTO).

In Private Grants, the budget proposal includes a personal services increase of \$511,442 to support 6.0 additional FTEs in the Workforce Development division.

The proposed Special Purpose Revenue budget is increased by \$1,353,703 across multiple programs to support an additional 9.4 FTEs, as well as projected salary increases and Fringe Benefits adjustments.

The agency's proposed Intra-District funds budget includes an increase of \$2,261,809 and 4.0 FTEs across multiple programs to reflect modifications of Memoranda of Understanding (MOU) agreements with the Department of Human Services, the Department of Corrections, and the Department of Health.

Agency Request-Decrease: DOES' Local funds budget proposal includes a net decrease of \$1,905,329 across multiple programs to recognize programmatic cost savings in nonpersonal services.

The proposed Federal Grants budget reflects a net decrease of \$684,445 and 12.5 FTEs across multiple programs to align the budget with projected personal services costs. An additional decrease of \$5,768,906 in Federal Grants is attributed to a few expiring grant awards and projected reductions in the carryover balances for various grants.

The proposed Special Purpose Revenue budget includes a net decrease of \$717,506 to align the budget for Fixed Costs with estimates from DGS and OCTO, specifically for projected Energy, Telecommunications, and Security costs. Additionally, the proposed budget includes a reduction of \$6,567,921 to reflect anticipated decreases mainly in contractual service costs in the Unemployment Insurance (UI) division.

Mayor's Policy - Enhance: In Local funds, DOES' proposed budget includes a one-time net increase of \$7,734,463 and 72.0 FTEs that includes the following changes. First, \$5,467,056 and 70.0 FTEs support the implementation of the Paid Family Leave program, which provides paid-leave benefits to private sector employees in the District. In addition, \$3,515,000 and 2.0 FTEs support the D.C. Infrastructure Academy, located in the Anacostia neighborhood in Ward 8, which aims to develop a skilled workforce that meets the current and future needs of infrastructure focused businesses through high quality and industry specific training for District residents who are underemployed or unemployed, while vacancy savings allow a reduction of \$1,247,593 to the budget.

Page left intentionally blank

Agency Performance Plan*

The Department of Employment Services (DOES) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Improve employment outcomes for District residents by providing high quality training programs for adults and youth that are business driven and lead to an industry-recognized credential.
2. Improve integration and coordination with District government agencies to reduce duplication of services, improve customer service, and increase employment and job retention for the District's most vulnerable residents; e.g., people experiencing homelessness, receiving TANF benefits, Returning Citizens, and those residing in Police Service Areas with high crime rates.
3. Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers.
4. Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury or illness.
5. Improve employment or placement of District residents in government assisted projects, while enhancing the enforcement of said efforts via monitoring of existing First Source Agreements.
6. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Improve employment outcomes for District residents by providing high quality training programs for adults and youth that are business driven and lead to an industry-recognized credential. (1 Activity)

Activity Title	Activity Description	Type of Activity
Workforce Development Training Programs	Connecting residents 18 years of age or older to Workforce Development Training Programs.	Daily Service

2. Improve integration and coordination with District government agencies to reduce duplication of services, improve customer service, and increase employment and job retention for the District's most vulnerable residents; e.g., people experiencing homelessness, receiving TANF benefits, Returning Citizens, and those residing in Police Service Areas with high crime rates. (4 Activities)

Activity Title	Activity Description	Type of Activity
Workforce Development Training Programs	Connecting residents 18 years of age or older to Workforce Development Training Programs.	Daily Service
Job Centers	Providing job seekers with a number of employment opportunities. Each center provides career counseling, resume assistance, job placement, vocational training, access to online services, information about local and national labor markets, and unemployment insurance.	Key Project
Service Delivery	Providing and delivering services to all customers in a professional and timely manner.	Key Project

2. Improve integration and coordination with District government agencies to reduce duplication of services, improve customer service, and increase employment and job retention for the District's most vulnerable residents; e.g., people experiencing homelessness, receiving TANF benefits, Returning Citizens, and those residing in Police Service Areas with high crime rates. (4 Activities)

Activity Title	Activity Description	Type of Activity
Communications	Providing clear, thoughtful, and deliberate messaging to both internal and external partners and/or customers.	Key Project

3. Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers. (1 Activity)

Activity Title	Activity Description	Type of Activity
Unemployment Benefits	Providing temporary weekly benefits to workers who become unemployed due to no fault of their own.	Daily Service

4. Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury or illness. (1 Activity)

Activity Title	Activity Description	Type of Activity
Hearings “ Adjudication	Conducts formal administrative workers’ compensation hearings for private and public sector employees and employers in the District of Columbia, so that rights and responsibilities are determined fairly, promptly, and according to due process.	Daily Service

5. Improve employment or placement of District residents in government assisted projects, while enhancing the enforcement of said efforts via monitoring of existing First Source Agreements. (2 Activities)

Activity Title	Activity Description	Type of Activity
First Source Management, Monitoring, and Enforcement	Managing and monitoring First Source Employment Agreements as well as handles all reporting regarding the agreements specified in the First Source Employment Agreement Act; e.g. the regular reports sent to the Council of the District of Columbia.	Daily Service
Business Services	Managing employer relationships, connecting them to the American Job Centers, and brokers products and services provided by DOES. Encouraging local businesses to participate in District employment programs and to take advantage of the many free services that support their business needs; e.g., Office of Safety and Health consultations.	Key Project

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

Activity Title	Activity Description	Type of Activity
Workforce Development Training Programs	Connecting residents 18 years of age or older to Workforce Development Training Programs.	Daily Service
Staff Professional Development	Providing opportunities for staff to enhance and develop skill-sets to improve efficiency and customer service.	Key Project
Paid Family Leave Benefits Implementation	Implementing the program to provide temporary weekly benefits to eligible individuals.	Key Project

KEY PERFORMANCE INDICATORS

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

1. Improve employment outcomes for District residents by providing high quality training programs for adults and youth that are business driven and lead to an industry-recognized credential. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Median earnings of adult participants employed after receiving individualized career services and completing a training program	No	Not Available	\$6,200	Data Forthcoming	\$6,200	\$6,200
Percent of adult participants completing adult workforce development training programs	No	Not Available	75%	53.4%	75%	75%
Percent of adult participants employed after receiving individualized career services	No	Not Available	62%	34.3%	62%	62%
Percent of adult residents who have barriers to employment or are part of the districts targeted/special populations that became employed after receiving basic or individualized career services	No	Not Available	62%	18.8%	62%	62%
Percent of youth participants who attain a credential after receiving individualized career services and completing a training program	No	Not Available	50%	7.6%	50%	50%

2. Improve integration and coordination with District government agencies to reduce duplication of services, improve customer service, and increase employment and job retention for the District's most vulnerable residents; e.g., people experiencing homelessness, receiving TANF benefits, Returning Citizens, and those residing in Police Service Areas with high crime rates. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Average number of calendar days to access training from enrollment in WIOA	No	Not Available	14	75.2	14	45

3. Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of all first unemployment insurance payments made to eligible claimants within 14 days of the first compensable week-ending date	No	82.3%	84%	88.8%	84%	84%
Percent of new unemployment insurance status determinations made within 90 days of the ending date of the first quarter of liability	No	73.5%	70%	77.6%	70%	70%

4. Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury or illness. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of back wages collected from employers on valid wage and hour complaints	No	94.6%	97%	102.8%	97%	97%
Percent of workers compensation formal hearings finalized within 120 working days	No	66%	80%	91.7%	80%	80%
State ranking per premium rate to secure workers' compensation coverage in the District of Columbia	No	42	51	Data Forthcoming	51	51

5. Improve employment or placement of District residents in government assisted projects, while enhancing the enforcement of said efforts via monitoring of existing First Source Agreements. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of the First Source Agreements executed by the District that are monitored and/or enforced	No	Not Available	85	99.5	85	85

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Customer Service-Overall Customer Service Satisfaction	No	Not Available	75	0	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. Workforce Development Training Programs

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of adult participants employed after completing a local and/or federal training program	No	Not Available	Not Available	Not Available
Number of adult participants employed after receiving individualized career services	No	Not Available	Not Available	Not Available
Number of adult participants that completed a local and/or federal training program	No	Not Available	Not Available	Not Available
Number of adult participants that completed local and federal training	No	Not Available	Not Available	Not Available
Number of adult participants that received individualized career services	No	Not Available	Not Available	Not Available
Number of adult participants that were referred to local and federal training programs	No	Not Available	Not Available	Not Available

1. Workforce Development Training Programs

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of adults who have barriers to employment or are part of the District's targeted/special populations that became employed after receiving individualized career services	No	Not Available	Not Available	Not Available
Number of adults who have barriers to employment or are part of the District's targeted/special populations that received individualized career services	No	Not Available	Not Available	Not Available
Number of trainees entering workforce development programs	No	Not Available	Not Available	Not Available
Number of youth participants that obtained a credential after receiving intensive services and completing a training program	No	Not Available	Not Available	Not Available
Number of youth participants who received individualized career services and complete training	No	Not Available	Not Available	Not Available
Number residents who are unemployed for 12 consecutive months or more and obtained employment	No	Not Available	Not Available	Not Available
Number residents who are unemployed for 12 consecutive months that received basic and individualized career services	No	Not Available	Not Available	Not Available

2. Job Centers

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of customers visiting American Job Centers (AJCs)	No	26,900	28,875	27,481

3. Unemployment Benefits

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Average number of issues cleared and/or resolved by Benefits Claims Examiners	No	Not Available	Not Available	Not Available
Number of calls to the call center (Customer Navigation Center) regarding unemployment insurance benefits	No	Not Available	Not Available	86,350

4. First Source Management, Monitoring, and Enforcement

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Average number of First Source Agreements executed	No	Not Available	Not Available	Not Available

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Real Property Tax Appeals Commission

www.rptac.dc.gov
Telephone: 202-727-6860

Table DA0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$1,643,274	\$1,639,604	\$1,714,620	\$1,763,225	2.8
FTEs	11.3	11.0	11.0	11.0	0.0

The mission of the Real Property Tax Appeals Commission (RPTAC) is to conduct fair and impartial hearings to review disputed real property tax assessments (to ensure that properties are assessed at 100 percent of market value) and to resolve claims of improper real property classifications and homestead (domicile) and senior eligibility issues.

Summary of Services

The real property assessment appeals process provides a second-level administrative remedy for property owners to adjudicate property assessments prior to having to pay the tax and sue for a refund in D.C. Superior Court.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DA0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table DA0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	1,643	1,640	1,715	1,763	49	2.8	11.3	11.0	11.0	11.0	0.0	0.0
TOTAL FOR												
GENERAL FUND	1,643	1,640	1,715	1,763	49	2.8	11.3	11.0	11.0	11.0	0.0	0.0
GROSS FUNDS	1,643	1,640	1,715	1,763	49	2.8	11.3	11.0	11.0	11.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table DA0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table DA0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	342	354	358	375	17	4.7
12 - Regular Pay - Other	712	731	730	752	22	3.0
14 - Fringe Benefits - Current Personnel	177	193	180	201	21	11.7
SUBTOTAL PERSONAL SERVICES (PS)	1,231	1,279	1,268	1,328	60	4.7
20 - Supplies and Materials	9	7	12	12	0	0.0
31 - Telephone, Telegraph, Telegram, Etc.	0	0	2	2	0	0.0
40 - Other Services and Charges	265	227	297	286	-11	-3.8
41 - Contractual Services - Other	133	120	125	125	0	0.0
70 - Equipment and Equipment Rental	5	7	10	10	0	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	412	361	446	435	-11	-2.5
GROSS FUNDS	1,643	1,640	1,715	1,763	49	2.8

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table DA0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table DA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	7	8	7	8	0	0.0	0.0	0.0	0.0	0.0
(1015) Training and Employee Development	13	14	14	14	1	0.2	0.2	0.2	0.2	0.0
(1020) Contracting and Procurement	33	34	33	35	2	0.4	0.4	0.4	0.4	0.0
(1030) Property Management	12	13	13	13	1	0.1	0.1	0.1	0.1	0.0
(1040) Information Technology	15	15	17	18	1	0.1	0.1	0.1	0.1	0.0
(1050) Communications	10	10	10	0	-10	0.1	0.1	0.1	0.0	-0.1
(1080) Communications	64	67	66	81	15	1.0	1.0	1.0	1.1	0.1
(1085) Customer Service	3	3	3	3	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	158	163	163	173	10	1.9	1.9	1.9	1.9	0.0
(2000) REAL PROPERTY APPEALS PROCESS										
(2010) Appeals Process	383	396	389	403	14	3.0	2.9	3.0	3.0	0.0
(2020) Commission Operations	1,002	976	1,064	1,085	20	5.6	5.4	5.4	5.4	0.0
SUBTOTAL (2000) REAL PROPERTY APPEALS PROCESS	1,384	1,372	1,453	1,488	35	8.6	8.3	8.4	8.4	0.0
(3000) REAL PROPERTY OUTREACH EDUCATION										
(3010) Outreach Education	19	20	13	14	1	0.2	0.2	0.1	0.1	0.0
(3020) Commission Outreach	82	85	85	89	4	0.6	0.6	0.6	0.6	0.0
SUBTOTAL (3000) REAL PROPERTY OUTREACH EDUCATION	101	105	98	103	4	0.8	0.8	0.7	0.7	0.0
TOTAL PROPOSED OPERATING BUDGET	1,643	1,640	1,715	1,763	49	11.3	11.0	11.0	11.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Real Property Tax Appeals Commission operates through the following 3 programs:

Real Property Appeals Process – provides a second-level administrative remedy for property owners to adjudicate property assessments prior to formal litigation in the D.C. Superior Court.

This program contains the following 2 activities:

- **Appeals Process** – provides a second-level administrative remedy for property owners to adjudicate property assessments prior to formal litigation in the D.C. Superior Court. Under the Real Property Assessments Process program, the agency schedules all real property assessment appeals and coordinates the hearings process with board members to ensure that property assessments reflect 100 percent of fair market value; mails all decisions; performs inspections, as required, and renders solid decisions based on the actual condition of properties; and updates rules and regulations to include legislative revisions; and
- **Commission Operations** – supports direct Commission operations, including the development of Commission policies and procedures, direct office support, and Commission training and development.

Real Property Outreach Education – provides assessment appeal services and education to residents, communities, and businesses in the District of Columbia.

This program contains the following 2 activities:

- **Outreach Education** – provides assessment appeal services and education to residents, communities, and businesses in the District of Columbia; and
- **Commission Outreach** – supports outreach operations to residents, communities, and businesses in the District of Columbia provided directly by the commission.

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

Program Structure Change

The Real Property Tax Appeals Commission has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table DA0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table DA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		1,715	11.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		1,715	11.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	39	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	21	0.0
Agency Request-Decrease: To partially offset projected adjustments in personal services costs	Real Property Appeals Process	-11	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		1,763	11.0
GROSS FOR DA0 - REAL PROPERTY TAX APPEALS COMMISSION		1,763	11.0

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

FY 2019 Proposed Budget Changes

The Real Property Tax Appeals Commission's (RPTAC) proposed FY 2019 gross budget is \$1,763,225, which represents a 2.8 percent increase over its FY 2018 approved gross budget of \$1,714,620. The budget is comprised entirely of Local funds.

Recurring Budget

No Change: The Real Property Tax Appeals Commission's budget proposal reflects no change from the FY 2018 recurring budget to the FY 2019 Mayor's proposal budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: RPTAC's budget proposal includes a cost-of-living adjustment (COLA) of \$38,680 in Local funds.

Agency Request – Increase: RPTAC's proposed Local funds budget reflects a net personal services increase of \$21,200 to support salary steps and Fringe Benefit adjustments within the agency.

Agency Request – Decrease: RPTAC's budget Local funds proposal includes a net reduction of \$11,275 in the Real Property Appeals Process program, to partially offset projected increases in personal services. This change is comprised primarily of reductions in commissioners' stipends.

Page left intentionally blank

Agency Performance Plan*

Real Property Tax Appeals Commission (RPTAC) has the following objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Process and render decisions within the statutory deadlines on all appeals heard by the Commission.
2. Enhance Commissioners' knowledge of various methods of real property valuation through use of market research and data gathering activities and required continued education and training.
3. Create and maintain a fair and transparent hearing process by providing detailed information on the agency website.
4. Create and maintain a highly efficient, transparent and responsive District government.**

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. Process and render decisions within the statutory deadlines on all appeals heard by the Commission. (1 Activity)

Activity Title	Activity Description	Type of Activity
Appeals Process	The Commission has statutory mandates that govern the timeframes for issuing decisions on residential and commercial appeals.	Key Project

2. Enhance Commissioners' knowledge of various methods of real property valuation through use of market research and data gathering activities and required continued education and training. (2 Activities)

Activity Title	Activity Description	Type of Activity
Continuing Professional Education	Commissioners will be required to complete at least 12 hours of continued education to maintain and increase their knowledge and competency in real estate valuation principles and practices.	Key Project
Commissioners will perform market research and data gathering on at least 6 Assessment Neighborhoods.	Commissioners will gather market data for the assessment neighborhood in order to gain a full understanding of local trends and emerging market conditions. The Commissioners will benefit from innovative insights based on economic, demographic and real estate indicators that will assist in rendering well-informed decisions.	Key Project

3. Create and maintain a fair and transparent hearing process by providing detailed information on the agency website. (2 Activities)

Activity Title	Activity Description	Type of Activity
The Commission will use exit surveys to solicit feedback from the public.	The Commission will exit surveys after the hearings to give petitioners, property owners, and others an opportunity to provide input relative to the strengths and weaknesses in our current level of internal and external customer service provision. This information will be utilized by the Commission to help identify areas in customer service that may need to be improved.	Key Project
The Commission will provide information workshops on the appeals process.	The Real Property Tax Appeals Commission will hold informational workshops to discuss items related to the assessment appeal process; including updates on changes that have happened as well as anticipated changes for the future.	Key Project

KEY PERFORMANCE INDICATORS

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

1. Process and render decisions within the statutory deadlines on all appeals heard by the Commission. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of decisions completed by February 1	No	99.1%	100%	91.1%	100%	100%
Percent of decisions for commercial appeals issued within 80 calendar days of the hearing	No	94.3%	100%	92.2%	100%	100%
Percent of residential decisions issued within 30 days	No	64.8%	100%	83.3%	100%	100%

2. Enhance Commissioners' knowledge of various methods of real property valuation through use of market research and data gathering activities and required continued education and training. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of market research analysis performed on assessment neighborhoods in the fiscal year	No	54	6	54	6	6
Percent of Commissioners who completed a minimum of 12 continuing education/training hours	No	100%	100%	75%	100%	100%

3. Create and maintain a fair and transparent hearing process by providing detailed information on the agency website. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of Public Information Sessions on the Tax Appeal Process	No	Not Available	4	3	4	4

3. Create and maintain a fair and transparent hearing process by providing detailed information on the agency website. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of customer satisfaction surveys with rating of at least Agree regarding the level of fairness of the hearing process	No	Not Available	85%	97.9%	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. Appeals Process

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of appeals filed	No	Not Available	4,331	3,982
Number of appeals reduced by recommendation	No	Not Available	37	37
Percent of appeal reduced	No	Not Available	7.7%	19.7%
Percent of appeals increased	No	Not Available	0%	0.3%
Percent of appeals resulting in Stipulation Agreements	No	Not Available	1.6%	12.9%
Percent of appeals sustained	No	Not Available	91.4%	79%
Percent of appeals withdrawn	No	Not Available	1.7%	3.2%

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective “Create and maintain a highly efficient, transparent and responsive District government”. New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Department of Consumer and Regulatory Affairs

www.dkra.dc.gov
Telephone: 202-442-4400

Table CR0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$48,578,363	\$50,850,708	\$60,097,721	\$60,377,506	0.5
FTEs	335.8	391.4	437.0	448.0	2.5

The Department of Consumer and Regulatory Affairs (DCRA) protects the health, safety, economic interests, and quality of life of residents, businesses, and visitors in the District of Columbia by ensuring code compliance and regulating business.

Summary of Services

DCRA is responsible for regulating construction and business activity in the District of Columbia. The agency operates a consolidated permit intake center and reviews all construction documents to ensure compliance with building codes and zoning regulations. To protect consumers, DCRA issues business licenses, professional licenses, and special events permits; registers corporations; and inspects weighing and measuring devices used for monetary profit. DCRA inspects construction activity, building systems, and rental housing establishments, and it abates building code violations if necessary.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CR0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table CR0-2

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*		Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund													
GENERAL FUND													
Local Funds	17,222	19,317	21,958	23,264	1,306	5.9		134.0	145.0	180.0	187.0	7.0	3.9
Special Purpose Revenue Funds	31,163	31,513	38,140	37,114	-1,026	-2.7		201.8	246.4	257.0	261.0	4.0	1.6
TOTAL FOR GENERAL FUND	48,385	50,831	60,098	60,378	280	0.5		335.8	391.4	437.0	448.0	11.0	2.5
INTRA-DISTRICT FUNDS													
Intra-District Funds	193	20	0	0	0	N/A		0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	193	20	0	0	0	N/A		0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	48,578	50,851	60,098	60,378	280	0.5		335.8	391.4	437.0	448.0	11.0	2.5

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table CR0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table CR0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	24,356	26,227	32,051	32,685	634	2.0
12 - Regular Pay - Other	2,086	4,473	3,188	4,993	1,805	56.6
13 - Additional Gross Pay	343	311	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	6,026	6,945	8,645	9,342	697	8.1
15 - Overtime Pay	377	409	527	180	-347	-65.9
SUBTOTAL PERSONAL SERVICES (PS)	33,188	38,365	44,411	47,200	2,788	6.3
20 - Supplies and Materials	167	381	368	370	2	0.6
31 - Telephone, Telegraph, Telegram, Etc.	111	48	0	0	0	N/A
40 - Other Services and Charges	3,765	3,033	4,051	3,815	-235	-5.8
41 - Contractual Services - Other	11,322	8,949	11,062	8,694	-2,368	-21.4
70 - Equipment and Equipment Rental	26	75	206	298	92	44.8
SUBTOTAL NONPERSONAL SERVICES (NPS)	15,391	12,486	15,687	13,178	-2,509	-16.0
GROSS FUNDS	48,578	50,851	60,098	60,378	280	0.5

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CR0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table CR0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) ADMINISTRATIVE SERVICES										
(1010) Personnel	259	529	575	2,622	2,047	1.9	3.9	4.0	4.0	0.0
(1015) Training and Employee Development	125	133	124	144	21	0.9	1.0	1.0	1.0	0.0
(1020) Contracting and Procurement	255	-11	0	0	0	1.9	0.0	0.0	0.0	0.0
(1030) Property Management	316	686	695	757	62	1.9	2.9	3.0	4.0	1.0
(1040) Information Technology	5,017	6,320	5,022	3,258	-1,764	16.1	22.5	24.0	26.0	2.0
(1055) Risk Management	398	106	112	136	24	3.8	1.0	1.0	1.0	0.0
(1060) Legal	1,328	1,690	1,628	1,741	113	9.3	11.7	11.0	12.0	1.0
(1070) Fleet Management	275	248	260	256	-4	0.9	1.0	1.0	1.0	0.0
(1080) Communications	1	431	546	640	94	0.0	2.0	5.0	5.0	0.0
(1085) Customer Service	952	665	846	985	139	11.4	9.8	12.0	12.0	0.0
(1090) Performance Management	2,416	1,697	2,864	2,620	-244	9.4	10.8	23.0	14.0	-9.0
SUBTOTAL (1000) ADMINISTRATIVE SERVICES	11,341	12,494	12,672	13,160	488	57.4	66.4	85.0	80.0	-5.0
(100F) AGENCY FINANCIAL OPERATIONS										
(110F) Budget Operations	1,037	1,124	1,295	1,351	55	7.5	7.8	8.0	8.0	0.0
(120F) Accounting Operations	484	549	555	575	20	4.7	4.9	5.0	5.0	0.0
(130F) ACFO Operations	474	475	520	540	20	2.8	2.9	3.0	3.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	1,995	2,148	2,370	2,466	95	15.0	15.6	16.0	16.0	0.0
(2000) PERMITTING										
(2020) Plan Review	3,112	3,115	3,515	3,541	26	30.8	30.2	32.0	32.0	0.0
(2025) Homeowner Center	94	205	104	118	13	1.0	2.0	1.0	1.0	0.0
(2030) Development Ambassador	2,212	152	236	276	40	7.6	2.0	2.0	2.0	0.0
(2035) Green Building	0	1,893	2,632	2,340	-292	0.0	5.9	9.0	12.0	3.0
(2050) Permits	1,308	2,155	2,391	2,344	-47	16.9	24.4	28.0	26.0	-2.0
(2060) Surveyor	950	1,006	1,022	1,076	53	8.4	8.8	9.0	9.0	0.0
SUBTOTAL (2000) PERMITTING	7,677	8,526	9,901	9,695	-206	64.6	73.2	81.0	82.0	1.0
(3000) ENFORCEMENT										
(3020) Scheduling and Enforcement Unit	875	678	748	668	-79	10.3	7.8	8.0	7.0	-1.0
(3025) Vacant Property	710	770	645	637	-8	8.4	8.8	8.0	7.0	-1.0
(3045) Regulatory Investigations	1,262	1,003	1,044	0	-1,044	12.4	8.8	9.0	0.0	-9.0
(3050) Rehabilitation	2,725	3,062	3,926	3,476	-450	8.5	22.5	24.0	30.0	6.0
(3055) Consumer Protection	321	0	0	0	0	2.8	0.0	0.0	0.0	0.0
(3060) Weights and Measures	602	0	0	0	0	6.7	0.0	0.0	0.0	0.0
(3085) Office of Tenant Advocate	2	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (3000) ENFORCEMENT	6,497	5,513	6,363	4,781	-1,581	49.0	47.9	49.0	44.0	-5.0

Table CR0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(4000) INSPECTION										
(3010) Building Inspections Division	3,096	3,856	4,157	4,686	529	31.4	36.3	37.0	40.0	3.0
(3080) Residential Inspections	2,972	2,135	3,161	3,075	-86	34.0	24.5	38.0	38.0	0.0
(3095) Construction Compliance	304	881	1,447	1,459	11	3.7	10.7	16.0	16.0	0.0
SUBTOTAL (4000) INSPECTION	6,372	6,873	8,765	9,220	455	69.1	71.5	91.0	94.0	3.0
(6000) ZONING AND CONSTRUCTION COMPLIANCE										
(6010) Zoning Administrator	1,776	1,793	1,903	2,037	134	16.0	15.6	17.0	17.0	0.0
(6020) Construction Compliance	149	9	0	0	0	1.9	0.0	0.0	0.0	0.0
SUBTOTAL (6000) ZONING AND CONSTRUCTION COMPLIANCE	1,925	1,802	1,903	2,037	134	17.9	15.6	17.0	17.0	0.0
(7000) LICENSING										
(2065) Regulatory Investigations	0	188	205	1,324	1,119	0.0	2.0	2.0	11.0	9.0
(2070) Business Service Center	579	925	1,173	1,404	231	5.7	8.8	8.0	10.0	2.0
(2075) Consumer Protection	0	568	426	343	-84	0.0	4.9	4.0	3.0	-1.0
(2080) Corporation Division	3,069	2,899	3,537	3,709	172	17.1	19.6	21.0	24.0	3.0
(2090) License and Registration Renewal	3,507	2,582	4,184	3,124	-1,060	16.2	26.5	25.0	25.0	0.0
(2095) Occupational and Professional Licensing	5,616	5,590	7,816	8,149	332	23.8	31.4	30.0	32.0	2.0
(7085) Weights and Measures	0	751	782	967	185	0.0	7.8	8.0	10.0	2.0
SUBTOTAL (7000) LICENSING	12,771	13,503	18,124	19,020	896	62.8	101.1	98.0	115.0	17.0
(9960) YR END CLOSE										
No Activity Assigned	0	-8	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-8	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	48,578	50,851	60,098	60,378	280	335.8	391.4	437.0	448.0	11.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Consumer and Regulatory Affairs operates through the following 7 divisions:

Permitting – certifies compliance with current building codes, manages a consolidated permit application intake center hosting multiple agencies, issues permits for District construction projects, and maintains land records.

This division contains the following 6 activities:

- **Plan Review** – conducts technical building plan reviews for approval and issues building permits;
- **Homeowner Center** – functions as a dedicated resource center for homeowners conducting small interior and exterior renovations of their personal residences;
- **Development Ambassador** – The Development Ambassador program (DAP) assists developers with obtaining a building permit by facilitating the review process in an efficient and expeditious manner.

DAP guides the applicant from the preliminary concept design phase to the issuance of the building permit. Ambassadors ensure that all plans and documents are complete, processed and routed to the appropriate agencies and disciplines for technical review and approval;

- **Green Building** – The Green Building Division is responsible for regulating construction in the District of Columbia that falls under the regulations of green codes including the Green Building Act, Green Construction Code, and Energy Conservation Code. The Division operates within the structure of DCRA’s permitting and inspection divisions, with work including reviewing construction documents; conducting building inspections; and collaborating with sister agencies, the building industry, and the community to further the efforts to build a more sustainable DC;
- **Permits** – serves as the District’s central intake and issuance center for building permits and certificates of occupancy; and
- **Surveyor** – produces and maintains the District’s land records.

Enforcement – coordinates and monitors enforcement of violations cited by the agency’s regulatory programs and works closely with the Office of the Attorney General to compel compliance through judicial orders. This division also registers vacant properties to encourage their return to productive use and abates nuisances on properties throughout the District.

This division contains the following 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.

Inspections – protects District residents and visitors and ensures habitable housing by performing residential inspections. This division also performs inspections at construction sites for code compliance and proper permits, manages the District’s third-party inspection program, monitors elevators and boilers in District buildings, and maintains the District’s building codes to ensure that the District’s state-of-the-art and unique buildings are structurally sound.

This division contains the following 3 activities:

- **Building Inspections** – inspects commercial buildings, manages permit-related inspection requests, issues citations for violations of the District’s Building Codes and District’s Zoning Regulations to correct violations, and conducts building and structure assessments for emergency and disaster response in coordination with the Homeland Security and Emergency Management Agency;
- **Residential Inspections** – inspects residential properties and issues citations of housing code violations; and
- **Construction Compliance** – manages and coordinates revisions to the District’s building and trade codes to meet current demands for adequate and safe construction and the maintenance of new and existing building structures as outlined by the International Code Council Family of Codes.

Zoning and Construction Compliance – interprets and enforces the District’s zoning regulations; and provides zoning interpretation, inspections, and enforcement services to contractors, developers, and property owners so that they can be in compliance with the zoning ordinances of the District. Reviews building permit applications to determine compliance with the District’s Zoning Regulations.

Licensing – serves as a central point of the agency’s customer service intake and issuance responsibilities for business, corporate, and professional licenses. This division also ensures compliance with business regulations.

This division contains the following 7 activities:

- **Regulatory Investigations** – investigates unlicensed business activity;
- **Business Service Center** – provides a public-facing office where customers can inquire about, apply for, and receive business licenses and vending licenses and can register corporations;
- **Consumer Protection** – serves as the District of Columbia’s central clearinghouse for consumer complaints, mediates disagreements between consumers and businesses, and investigates claims of illegal and unfair trade practices;
- **Corporations** – protects the health, safety, and welfare of the residents of the District of Columbia and the community through maintenance services and timely registration, including trade name registration of corporations, limited liability companies, and partnerships conducting affairs within the District of Columbia;
- **License and Registration Renewal** – processes and conducts research for business license applications, renewals, and certifications for businesses seeking to conduct business in the District;
- **Occupational and Professional Licensing** – develops licensing standards, administers examinations, processes license applications, makes recommendations for board rulings, issues licenses and certificates, and provides technical support and administrative assistance to non-health occupational and professional licensing boards and commissions; and
- **Weights and Measures** – inspects all commercially used weighing and measuring devices in the District of Columbia.

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

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

Division Structure Change

The Department of Consumer and Regulatory Affairs has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table CR0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table CR0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		21,958	180.0
Removal of One-Time Costs	Administrative Services	-1,010	-10.0
LOCAL FUNDS: FY 2019 Recurring Budget		20,948	170.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	824	0.0
Agency Request-Increase: To support additional FTEs	Multiple Programs	1,129	11.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	646	0.0
Agency Request-Decrease: To align Overtime Pay with projected costs	Multiple Programs	-193	0.0
Agency Request-Decrease: To adjust the Contractual Services budget	Multiple Programs	-2,109	0.0
Mayor's Policy-Enhance: To support information technology services (one-time)	Administrative Services	2,000	0.0

Table CR0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Mayor's Policy-Enhance: Support for an abatement team charged with managing excessive vegetation growth on vacant or blighted properties throughout the District	Enforcement	250	6.0
Mayor's Policy-Reduce: To align resources with operational spending goals	Multiple Programs	-230	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		23,264	187.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		38,140	257.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	1,126	0.0
Agency Request-Increase: To support additional FTEs	Multiple Programs	807	4.0
Agency Request-Decrease: To align Overtime Pay with projected costs	Multiple Programs	-154	0.0
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-647	0.0
Agency Request-Decrease: To adjust the Contractual Services budget	Multiple Programs	-2,158	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		37,114	261.0

GROSS FOR CR0 - DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS

60,378 448.0

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

FY 2019 Proposed Budget Changes

The Department of Consumer and Regulatory Affairs' (DCRA) proposed FY 2019 gross budget is \$60,377,506, which represents a less than 1 percent increase over its FY 2018 approved gross budget of \$60,097,721. The budget is comprised of \$23,263,674 in Local funds and \$37,113,832 in Special Purpose Revenue funds.

Recurring Budget

The FY 2019 budget for DCRA includes a reduction of \$1,010,000 to account for the removal of one-time funding appropriated in FY 2018, which includes \$1,000,000 to support additional FTEs for business process analysis and application development and \$10,000 to fund DCRA's Information Technology (IT) update for fine increases.

Mayor's Proposed Budget

Cost-of-Living Adjustment: DCRA's budget proposal includes cost-of-living adjustments (COLA) of \$823,708 in Local and \$1,125,863 in Special Purpose Revenue funds.

Agency Request – Increase: In Local funds, the proposed budget reflects a net increase of \$1,129,192 and 11.0 Full-Time Equivalent (FTE) positions, primarily in the Licensing and Permitting divisions. The proposed budget also reflects an increase of \$645,941 across multiple divisions to align nonpersonal services with projected costs.

In Special Purpose Revenue funds, DCRA's proposed budget reflects an increase \$806,656 and 4.0 FTEs based on the reclassification of positions from permanent to temporary status, and projected salary and Fringe Benefits costs.

Agency Request – Decrease: DCRA's Local funds budget proposal reflects a reduction of \$193,479 across multiple divisions to reflect projected overtime costs for the fiscal year. In addition, the Local funds budget proposal is reduced by \$2,109,389 across multiple divisions to align contractual services with projected costs.

DCRA's Special Purpose Revenue budget proposal includes a reduction of \$153,500 to align overtime spending with projected costs. The proposal also reflects a reduction of \$646,923, primarily in the Licensing

division, to align the budget for professional services. Lastly, the nonpersonal services budget is reduced by \$2,158,285 in contractual services based on projected revenue generated from the Occupational and Professional Licensing Administration and from rehabilitation services.

Mayor's Policy – Enhance: DCRA's Local funds budget proposal includes a one-time increase of \$2,000,000 to support Information Technology services in the Administrative Services (Agency Management) division. The proposed Local funds budget also includes an increase of \$250,000 and 6.0 FTEs. The additional positions will support an initiative to remove excessive overgrowth of grass and weeds on vacant and blighted properties throughout the District.

Mayor's Policy – Reduce: DCRA's proposed Local funds budget includes a reduction of \$230,000 in nonpersonal services across multiple divisions. This adjustment is comprised of \$100,000 in contractual costs, \$100,000 in supply costs, and \$30,000 in travel-related cost savings to align the budget with projected expenditures.

Page left intentionally blank

Agency Performance Plan*

The Department of Consumer and Regulatory Affairs has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Provide timely and efficient processes to promote and improve the progression and business development in the District of Columbia.
2. Provide accurate, thorough and efficient plan reviews, within the specified timeframes, to effectively issue permits to the residents and project developers of the District of Columbia.
3. Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing.
4. Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to improve safety and development in the District of Columbia.
5. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Provide timely and efficient processes to promote and improve the progression and business development in the District of Columbia. (6 Activities)

Activity Title	Activity Description	Type of Activity
Weighing Devices Registered	Weights and Measures division conducts onsite visits to test weighing devices and register them if they meet standards.	Daily Service
Business License Issuance	Responsible for issuing and renewing business licenses.	Daily Service
Corporate Registrations	The vehicle for which residents can create and register corporate entities.	Daily Service
Professional Licensing Issuance	Responsible for issuing and testing for professional and occupational licensing.	Daily Service
Business Investigations	Investigating district businesses upon their creation and renewal. Also investigates businesses to ensure compliance with applicable regulations.	Daily Service
Special Event Approval	Issue and provide approvals for special events held on public spaces.	Daily Service

2. Provide accurate, thorough and efficient plan reviews, within the specified timeframes, to effectively issue permits to the residents and project developers of the District of Columbia. (4 Activities)

Activity Title	Activity Description	Type of Activity
Permit Issuance	Issue permits for the following areas: Building, supplemental, post card, home occupational and certificate of occupancy permits.	Daily Service
Permit Plan Reviews	Review of plans and blueprints submitted for permit issuance.	Daily Service

2. Provide accurate, thorough and efficient plan reviews, within the specified timeframes, to effectively issue permits to the residents and project developers of the District of Columbia. (4 Activities)

Activity Title	Activity Description	Type of Activity
Issuance and Maintaining of Land Survey Plats	Maintain and issue land survey plats and land records in the District.	Daily Service
Address Issuance	Issue new addresses for new construction, or change addresses for existing structures.	Daily Service

3. Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing. (4 Activities)

Activity Title	Activity Description	Type of Activity
Vacant Building	Responsible for the registration, maintenance and tracking of all non-government buildings and structures in the District.	Daily Service
Civil Infractions	Processes civil infractions through any related hearings and is responsible for collection of fines.	Daily Service
Abatement	Coordinates the abatement of properties and structures with code violations.	Daily Service
Liens and Fines	Places liens on properties with outstanding fines/fees through the special assessment process.	Daily Service

4. Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to improve safety and development in the District of Columbia. (5 Activities)

Activity Title	Activity Description	Type of Activity
Housing Inspections	Housing Inspections Program ensures habitable housing by responding to tenant requests for residential inspections.	Daily Service
Specialty Inspections Program	Responsible for inspecting and approving boilers and elevators throughout properties in the District.	Daily Service
Construction Inspections	Responsible for the inspection of construction sites for code compliance and proper permits.	Daily Service
Proactive Inspections	Proactively inspect residential apartment units for code compliance, to prevent hazards or harsh living conditions for tenants.	Daily Service
Third Party Inspections Program	Third Party Inspections are conducted to ensure quality inspections are being performed by third party inspection agencies.	Daily Service

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

Activity Title	Activity Description	Type of Activity
311 Integration	To provide the residents of the District of Columbia with a seamless process for alerting DCRA of matters that need agency attention such as, vacant property abatement, exterior residential inspection, etc.	Key Project

KEY PERFORMANCE INDICATORS

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

1. Provide timely and efficient processes to promote and improve the progression and business development in the District of Columbia. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Basic Business License, Corporation, and Office of Professional Licensing transactions that are conducted online	No	Not Available	Not Available	Not Available	45%	45%
Percent of businesses applying online that receive their license within one (1) business day from the date of submission	No	Not Available	Not Available	Not Available	55%	55%
Percent of compliant businesses that have renewals processed within one (1) business day from the date of application receipt	No	Not Available	Not Available	Not Available	70%	70%
Percent of corporate registrations processed online, meeting the customer's request for expedited service of one (1) or three (3) business days	No	Not Available	Not Available	Not Available	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. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Project Dox permit applications that are reviewed within 30 calendar days of acceptance by the agency (not including sister agencies)	No	Not Available	Not Available	Not Available	90%	90%
Percent of Project Dox permit applications that receive Preliminary Design Review Meeting (PDRM) input and that are reviewed within 30 calendar days of acceptance	No	Not Available	Not Available	Not Available	Not Available	Data Forthcoming

3. Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Housing Notices of Violation that are referred to the Office of Civil Infractions within 60 days of reinspection	No	Not Available	Not Available	Not Available	80%	80%
Percent of Notices of Infraction that are processed by the Office of Civil Infractions (OCI) within 30 calendar days	No	Not Available	Not Available	Not Available	85%	85%
Percent of exempted properties that are reinspected within 90 calendar days of receiving exempt status	No	Not Available	Not Available	Not Available	90%	90%

4. Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to improve safety and development in the District of Columbia. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of construction inspections completed on date identified when scheduled	No	Not Available	Not Available	Not Available	90%	90%
Percent of inspections resulted (with NOV or inspection reports) within 30 calendar days of initial inspection	No	Not Available	75%	97.9%	95%	95%

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. Permit Issuance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Certificates of Occupancy issued	No	Not Available	Not Available	3,316
Number of permit applications submitted	No	Not Available	Not Available	68,914
Number of permit applications submitted online	No	Not Available	Not Available	38,865
Number of permits issued	No	Not Available	Not Available	49,965

2. Issuance and Maintaining of Land Survey Plats

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of plats prepared	No	Not Available	Not Available	11,431
Number of plats processed with expedited service	No	Not Available	Not Available	2,714
Number of street or alley closings processed	No	Not Available	Not Available	9
Number of Sub-Divisions processed	No	Not Available	Not Available	400

3. Address Issuance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of addresses issued	No	Not Available	Not Available	320

4. Housing Inspections

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of residential inspections conducted	No	Not Available	Not Available	11,510

5. Specialty Inspections Program

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of boiler inspections conducted	No	Not Available	Not Available	700
Number of conveyances inspections conducted (elevators, man lifts, escalators, dumbwaiters)	No	Not Available	Not Available	225

6. Construction Inspections

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of illegal constructions inspections conducted	No	Not Available	Not Available	2,584
Number of permit construction inspections conducted	No	Not Available	Not Available	22,248

7. Proactive Inspections

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of proactive inspections conducted	No	Not Available	Not Available	4,252

8. Third Party Inspections Program

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of quality control inspections performed on third party inspections	No	Not Available	Not Available	514
Number of third party reports entered into Accela	No	Not Available	Not Available	13,915

9. Weighing Devices Registered

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of weighing and measuring devices approved	No	Not Available	Not Available	7,720

10. Business License Issuance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of applications submitted for new business licenses	No	Not Available	Not Available	11,380
Number of business licenses issued	No	Not Available	Not Available	23,413
Number of business licenses renewed	No	Not Available	Not Available	17,098
Number of customers serviced by the Small Business Resource Center (SBRC)	No	Not Available	Not Available	2,473
Number of elevator certificates issued	No	Not Available	Not Available	4,245
Number of group workshops held by the Small Business Resource Center	No	Not Available	Not Available	90
Number of outreach events attended by SBRC Staff	No	Not Available	Not Available	101

11. Corporate Registrations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of corporate entities registered	No	Not Available	Not Available	16,103
Number of other corporate filings registered	No	Not Available	Not Available	170,244

12. Professional Licensing Issuance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of applicants tested	No	Not Available	Not Available	3,217
Number of professional licenses issued	No	Not Available	Not Available	10,801

12. Professional Licensing Issuance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of professional licenses renewed	No	Not Available	Not Available	16,745

13. Business Investigations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of business compliance surveys conducted	No	Not Available	Not Available	4,010
Number of cases that required enforcement action	No	Not Available	Not Available	741
Number of investigations conducted	No	Not Available	Not Available	584

14. Special Event Approval

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of special events issued	No	Not Available	Not Available	123

15. Vacant Building

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of vacant buildings surveyed	No	Not Available	Not Available	6,588
Vacant lots inspected	No	Not Available	Not Available	183

16. Civil Infractions

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of infraction notices issued	No	Not Available	Not Available	2,022

17. Abatement

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of buildings abated	No	Not Available	Not Available	2,132
Number of properties requiring contractor abatement	No	Not Available	Not Available	71
Number of vacant lots abated	No	Not Available	Not Available	50

18. Liens and Fines

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of liens issued	No	Not Available	Not Available	175

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of the Tenant Advocate

www.ota.dc.gov

Telephone: 202-719-6560

Table CQ0-1

					% Change
	FY 2016	FY 2017	FY 2018	FY 2019	from
Description	Actual	Actual	Approved	Proposed	FY 2018
OPERATING BUDGET	\$2,738,196	\$3,075,032	\$4,008,227	\$3,637,017	-9.3
FTEs	15.4	18.0	22.0	22.0	0.0

The mission of the Office of the Tenant Advocate (OTA) is to provide technical advice and other legal services to tenants regarding disputes with landlords; to educate and inform the tenant community about tenant rights and rental housing matters; to advocate for the rights and interests of District renters in the legislative, regulatory, and judicial contexts; and to provide financial assistance to displaced tenants for certain emergency housing and tenant relocation expenses.

Summary of Services

OTA provides a range of services to the tenant community to further each aspect of its mission. The agency:

- Advises tenants on resolving disputes with landlords, identifies legal issues and the rights and responsibilities of tenants and landlords, and provides legal and technical assistance for further action such as filing tenant petitions;
- Provides in-house representation for tenants in certain cases and refers other cases to pro bono or contracted legal service providers and attorneys;
- Works with other governmental and non-governmental officials and entities, including the District Council, the Mayor's office, executive agencies, the courts, tenant stakeholders, advocates, and others, to promote better tenant protection laws and policies in the District;
- Conducts educational seminars in a variety of contexts to inform tenants about their rights and other rental housing concerns; and
- Provides financial assistance for certain emergency housing and relocation expenses to tenants displaced by fires, floods, and governmental property closures.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CQ0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table CQ0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	2,738	3,075	3,538	3,128	-410	-11.6	15.4	18.0	19.0	18.6	-0.4	-1.8
Special Purpose Revenue Funds	0	0	471	509	38	8.2	0.0	0.0	3.0	3.4	0.4	11.7
TOTAL FOR GENERAL FUND	2,738	3,075	4,008	3,637	-371	-9.3	15.4	18.0	22.0	22.0	0.0	0.0
GROSS FUNDS	2,738	3,075	4,008	3,637	-371	-9.3	15.4	18.0	22.0	22.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table CQ0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table CQ0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	1,186	1,452	1,901	1,955	54	2.9
12 - Regular Pay - Other	56	0	0	44	44	N/A
13 - Additional Gross Pay	4	-1	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	268	322	466	474	8	1.7
15 - Overtime Pay	9	9	0	10	10	N/A
SUBTOTAL PERSONAL SERVICES (PS)	1,522	1,781	2,366	2,482	116	4.9
20 - Supplies and Materials	10	8	10	19	8	79.0
40 - Other Services and Charges	837	750	686	698	11	1.7
41 - Contractual Services - Other	236	360	940	433	-507	-53.9
50 - Subsidies and Transfers	119	176	0	0	0	N/A
70 - Equipment and Equipment Rental	13	0	5	5	0	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	1,216	1,294	1,642	1,155	-487	-29.7
GROSS FUNDS	2,738	3,075	4,008	3,637	-371	-9.3

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CQ0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table CQ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) ADMINISTRATIVE SERVICES										
(1040) Information Technology	0	0	263	138	-125	0.0	0.0	1.0	1.0	0.0
(1087) Language Access	3	10	515	8	-506	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	629	515	609	661	52	3.4	3.0	5.0	5.5	0.5
SUBTOTAL (1000)										
ADMINISTRATIVE SERVICES	632	525	1,387	807	-580	3.4	3.0	6.0	6.5	0.5
(3000) LEGAL REPRESENTATION										
(3015) In-House Legal Representation	595	867	1,130	1,166	37	6.0	8.0	10.0	9.5	-0.5
(3020) Legal Hotline	100	103	100	104	4	0.9	1.0	1.0	1.0	0.0
(3030) Legal Service Provider	280	279	215	175	-40	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (3000) LEGAL REPRESENTATION	975	1,249	1,445	1,446	1	6.9	9.0	11.0	10.5	-0.5
(4000) POLICY ADVOCACY PROGRAM										
(4010) Policy Advocacy Program	185	202	222	252	29	1.7	2.0	2.0	2.0	0.0
SUBTOTAL (4000) POLICY ADVOCACY PROGRAM	185	202	222	252	29	1.7	2.0	2.0	2.0	0.0
(5000) OTA EDUCATIONAL INSTITUTE										
(5010) OTA Educational Institute	108	93	106	128	22	0.9	1.0	1.0	1.0	0.0
SUBTOTAL (5000) OTA EDUCATIONAL INSTITUTE	108	93	106	128	22	0.9	1.0	1.0	1.0	0.0
(6000) EMERGENCY HOUSING										
(6010) Emergency Housing	595	749	560	550	-10	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (6000) EMERGENCY HOUSING	595	749	560	550	-10	0.0	0.0	0.0	0.0	0.0
(8000) CASE MNGT ADM AND COMM OUTREACH										
(8010) Case Management Administration	170	177	173	180	7	2.6	3.0	2.0	2.0	0.0
(8020) Community Outreach	75	81	115	116	1	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (8000) CASE MNGT ADM AND COMM OUTREACH	245	258	288	296	8	2.6	3.0	2.0	2.0	0.0
(9000) RENT CONTROL HOUSING CLEARINGHOUSE										
(9010) Rent Control Housing Clearinghouse	0	0	0	158	158	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9000) RENT CONTROL HOUSING CLEARINGHOUSE	0	0	0	158	158	0.0	0.0	0.0	0.0	0.0

Table CQ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED										
OPERATING BUDGET	2,738	3,075	4,008	3,637	-371	15.5	18.0	22.0	22.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of the Tenant Advocate operates through the following 7 programs:

Legal Representation – implements the agency's statutory duty to represent tenants, at its discretion and as it determines to be in the public interest, in federal or District judicial or administrative proceedings.

This program contains the following 3 activities:

- **In-House Legal Representation** – provides agency clients with in-house legal representation in certain "high-impact" cases, and refers others to pro bono or contracted legal service providers and attorneys, or helps them find other representation;
- **Legal Hotline** – provides general advice regarding tenant rights in response to informal inquiries; provides a web-based "Ask the Director" forum and responds to Mayoral, Council, inter-agency, and community inquiries about tenant rights and rental housing law; engages the community in a regular "Live On-line Chat" through the agency website to discuss tenant rights and rental housing matters; and
- **Legal Service Provider** – provides funding to contracted non-profit legal service providers and attorneys, who qualify through the agency's RFQ process, to enhance their capacity to provide tenants with appropriate legal assistance.

Policy Advocacy – implements the agency's statutory duty to represent the interests of tenants and tenant organizations in legislative, executive, and judicial issues by advocating for changes in laws and rules. This division also tracks developments in rental housing legislation and regulations at both the local and federal levels, and keeps agency stakeholders apprised; develops legislative, rulemaking, and other policy recommendations, and coordinates policy discussions with governmental and community colleagues, including regular discussions with agency stakeholders; advises tenants, advocates, attorneys, governmental colleagues, and others regarding rental housing laws, and serves as the agency's in-house statutory and regulatory expert; and provides support to community-based programs that inform tenants regarding their legislative and regulatory legal protections.

OTA Educational Institute – implements the agency's statutory duty to provide education and outreach to tenants and the community about laws, rules, and other policy matters involving rental housing, including tenant rights under the petition process and formation of tenant organizations. This program also conducts informational presentations in various settings throughout the community; provides a formal series of educational and outreach forums; and develops educational material regarding rental housing laws, rules, and policies.

Emergency Housing – implements the agency’s statutory duty to provide emergency housing assistance to qualified tenants in certain situations by:

- Providing financial assistance to temporarily house tenants displaced by fires, floods, and government closures, and in other appropriate circumstances;
- Providing assistance to tenants regarding the packing, moving, and storing of personal possessions;
- Providing first month’s rent, and security deposits, utility deposits, and/or application fees, as applicable, for replacement rental housing; and
- Coordinating with other District agencies and community-based organizations to ensure that displaced tenants receive appropriate services.

Case Management Administration and Community Outreach – implements the agency’s statutory duty to advise tenants and tenant organizations on filing complaints and petitions, including petitions in response to disputes with landlords.

This program contains the following 2 activities:

- **Case Management Administration** – provides legal and technical assistance to tenants regarding rental housing disputes with landlords, including identifying legal issues and the tenant’s and the landlord’s respective rights and responsibilities, and assisting with follow-up action items, such as completing and filing tenant petitions and monitoring rental housing case hearings; and
- **Community Outreach** – provides outreach and educational programs regarding tenant rights and rental housing matters and sends “rapid response” letters to tenants affected by certain administrative actions to apprise them of their rights and of OTA’s availability to provide further assistance.

Rent Control Housing Clearinghouse – implements the agency’s statutory duty to develop, in consultation with the DCRA, OTR, OCTO, and DHCD’s Rental Accommodations Division and Housing Provider Ombudsman, a demonstration project to establish the initial framework of a user-friendly, internet-accessible, and searchable database for the submission, management, and review of all documents and relevant data housing providers are required to submit to the RAD under the District’s rent control law.

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

Program Structure Change

The proposed program structure changes are provided in the Agency Realignment appendix to the proposed budget, which is located at www.cfo.dc.gov on the Annual Operating Budget and Capital Plan page.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table CQ0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table CQ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		3,538	19.0
Removal of One-Time Costs	Administrative Services	-500	0.0

Table CQ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2019 Recurring Budget		3,038	19.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	62	0.0
Agency Request-Increase: To align personal services, Fringe Benefits and Overtime Pay with projected costs	Multiple Programs	49	-0.4
Agency Request-Decrease: To partially offset projected adjustments in personal services costs	Multiple Programs	-34	0.0
Mayor's Policy-Enhance: To support legal research (one-time)	Legal Representation	14	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		3,128	18.6
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		471	3.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	10	0.0
Agency Request-Increase: To align budget with projected revenues	Multiple Programs	28	0.4
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		509	3.4

GROSS FOR CQ0 - OFFICE OF THE TENANT ADVOCATE	3,637	22.0
--	--------------	-------------

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

FY 2019 Proposed Budget Changes

The Office of the Tenant Advocate's (OTA) proposed FY 2019 gross budget is \$3,637,017, which represents a 9.3 percent decrease from its FY 2018 approved gross budget of \$4,008,227. The budget is comprised of \$3,127,980 in Local funds, and \$509,037 in Special Purpose Revenue funds.

Recurring Budget

The FY 2019 budget for OTA includes a net reduction of \$500,000 to account for the removal of one-time funding appropriated in FY 2018 to support the Rent Control Housing Clearinghouse program. This program is one of the District's most significant policy tools for maintaining affordable housing.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OTA's budget proposal includes cost-of-living adjustments (COLA) of \$61,783 in Local funds and \$10,216 in Special Purpose Revenue funds.

Agency Request – Increase: In Local funds, OTA's proposed budget reflects a net increase in personal services in the amount of \$48,909 to support projected salary increases, Fringe Benefits, and Overtime costs across multiple programs. This adjustment includes a shift of 0.4 Full-Time Equivalent (FTE) to Special Purpose Revenue funds.

In Special Purpose Revenue funds, the proposed budget includes a net increase of \$28,227 to align the budget with projected revenue from the Rental Unit Fee charged to housing providers. This additional funding will be used primarily to support the Rent Control Housing Clearinghouse program. This adjustment includes a shift of 0.4 FTE from Local funds.

Agency Request – Decrease: OTA's proposed budget includes a net reduction of \$34,395 in nonpersonal services across multiple programs to partially offset the proposed increases in personal services. This adjustment includes reductions of \$42,695 in contractual and professional service costs and is partially offset by an increase of \$8,300 in supply costs.

Mayor's Policy – Enhance: OTA's proposed budget includes an increase of \$14,049 in one-time funding to support the cost of a proprietary database add-on of legal analysis, attorney arguments, additional case law, and litigation materials.

D.C. Commission on the Arts and Humanities

www.dcartarts.dc.gov
Telephone: 202-724-5613

Table BX0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$15,350,836	\$20,867,859	\$29,856,638	\$30,932,082	3.6
FTEs	17.6	28.0	28.0	27.0	-3.6

The mission of the D.C. Commission on the Arts and Humanities (CAH) is to provide grants, programs, and educational activities that encourage diverse artistic expressions and learning opportunities so that all District of Columbia residents and visitors can experience the rich culture of our city.

Summary of Services

CAH offers a diverse range of grant programs and cultural activities to support practicing artists, arts organizations, and community groups. In partnership with the community, both nationally and locally, CAH initiates and supports lifelong cultural experiences that are reflective of the diversity of Washington, D.C.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table BX0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table BX0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	14,336	19,884	28,835	30,565	1,730	6.0	10.6	21.0	21.0	27.0	6.0	28.6
Special Purpose Revenue Funds	107	0	133	199	66	49.6	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	14,443	19,884	28,968	30,764	1,796	6.2	10.6	21.0	21.0	27.0	6.0	28.6

Table BX0-2

(dollars in thousands)

Dollars in Thousands							Full-Time Equivalents					
	Actual	Actual	Approved	Proposed	Change	%	Actual	Actual	Approved	Proposed	Change	%
Appropriated Fund	FY 2016	FY 2017	FY 2018	FY 2019	FY 2018	Change*	FY 2016	FY 2017	FY 2018	FY 2019	FY 2018	Change
FEDERAL RESOURCES												
Federal Grant Funds	692	720	720	0	-720	-100.0	7.0	7.0	7.0	0.0	-7.0	-100.0
TOTAL FOR FEDERAL RESOURCES												
	692	720	720	0	-720	-100.0	7.0	7.0	7.0	0.0	-7.0	-100.0
INTRA-DISTRICT FUNDS												
Intra-District Funds	216	264	168	168	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS												
	216	264	168	168	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	15,351	20,868	29,857	30,932	1,075	3.6	17.6	28.0	28.0	27.0	-1.0	-3.6

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table BX0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table BX0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	603	1,063	1,502	1,200	-302	-20.1
12 - Regular Pay - Other	628	860	600	885	285	47.5
13 - Additional Gross Pay	27	9	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	266	429	435	461	26	5.9
SUBTOTAL PERSONAL SERVICES (PS)	1,524	2,360	2,537	2,545	8	0.3
20 - Supplies and Materials	15	10	15	15	0	0.0
31 - Telephone, Telegraph, Telegram, Etc.	9	0	6	10	4	58.3
40 - Other Services and Charges	474	411	589	690	101	17.2
41 - Contractual Services - Other	2,146	2,047	2,191	2,296	106	4.8
50 - Subsidies and Transfers	11,171	16,030	24,511	25,361	851	3.5
70 - Equipment and Equipment Rental	12	9	9	15	6	66.7
SUBTOTAL NONPERSONAL SERVICES (NPS)	13,827	18,508	27,320	28,387	1,067	3.9
GROSS FUNDS	15,351	20,868	29,857	30,932	1,075	3.6

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table BX0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table BX0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	95	265	284	284	0	1.1	4.0	4.0	4.0	0.0
(1015) Training and Employee Development	24	0	20	15	-5	0.2	0.0	0.0	0.0	0.0
(1020) Contracting and Procurement	10	0	0	0	0	0.1	0.0	0.0	0.0	0.0
(1030) Property Management	20	0	0	0	0	0.2	0.0	0.0	0.0	0.0
(1040) Information Technology	32	27	9	15	6	0.0	0.0	0.0	0.0	0.0
(1050) Financial Services	28	0	0	181	181	0.3	0.0	0.0	2.0	2.0
(1055) Risk Management	16	0	0	0	0	0.1	0.0	0.0	0.0	0.0
(1060) Legal Services	0	30	253	249	-4	0.0	1.0	2.0	2.0	0.0
(1080) Communications	41	0	0	221	221	0.3	0.0	0.0	2.0	2.0
(1085) Customer Service	33	41	82	87	5	0.3	0.5	1.0	1.0	0.0
(1090) Performance Management	76	311	324	337	14	0.5	2.0	2.0	2.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	375	674	972	1,389	417	3.1	7.5	9.0	13.0	4.0
(2000) ARTS BUILDING COMMUNITIES										
(2010) Arts Building Communities	6,032	8,763	17,231	20,880	3,649	5.6	9.5	8.0	5.0	-3.0
SUBTOTAL (2000) ARTS BUILDING COMMUNITIES	6,032	8,763	17,231	20,880	3,649	5.6	9.5	8.0	5.0	-3.0
(3000) DC CREATES PUBLIC ART										
(3010) Neighborhood and Public Art	1,179	4,805	3,486	2,140	-1,346	3.5	5.0	5.0	4.0	-1.0
(3030) Lincoln Theatre	0	158	200	150	-50	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (3000) DC CREATES PUBLIC ART	1,179	4,963	3,686	2,290	-1,396	3.5	5.0	5.0	4.0	-1.0
(4000) ARTS LEARNING AND OUTREACH										
(4010) Arts Learning for Youth	7,122	5,524	6,732	5,308	-1,424	0.0	1.0	1.0	1.0	0.0
(4020) Lifelong Learning	229	324	359	270	-89	5.0	4.0	4.0	3.0	-1.0
SUBTOTAL (4000) ARTS LEARNING AND OUTREACH	7,351	5,849	7,091	5,578	-1,513	5.0	5.0	5.0	4.0	-1.0
(5000) ADMINISTRATION										
(5010) Legislative and Grants Management	414	620	876	795	-81	0.4	1.0	1.0	1.0	0.0
SUBTOTAL (5000) ADMINISTRATION	414	620	876	795	-81	0.4	1.0	1.0	1.0	0.0

Table BX0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(9960) YR END CLOSE										
No Activity Assigned	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED										
OPERATING BUDGET	15,351	20,868	29,857	30,932	1,075	17.6	28.0	28.0	27.0	-1.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The D.C. Commission on the Arts and Humanities operates through the following 5 programs:

Arts Building Communities – provides grants, performances, exhibitions, and other services to individual artists, arts organizations, and neighborhood and community groups so that they can express, experience, and access the rich cultural diversity of the District. A particular emphasis is placed on traditionally underserved populations, including first-time applicants, seniors, young emerging artists, experimental artists, folk and traditional artists, and artists in East of the River neighborhoods.

D.C. Creates Public Art – provides the placement of high-quality art installations and administrative support services for the public so that they can benefit from an enhanced visual and cultural environment, with a particular emphasis on geographically challenged areas of the city. This program places artwork within the Metro transit system and the numerous murals and sculptures in and around the city's neighborhoods. The goals are promoting economic development and building sustainable neighborhoods.

This program contains the following 2 activities:

- **Neighborhood and Public Art** – projects are identified through the culmination of intensive public realm planning processes in partnership with neighborhood advisory groups, Main Street programs, other District government agencies, and private developers. Large-scale works are permanently installed in prominent public locations throughout all eight wards of the District. The program is a citywide benefit because it produces tangible art installations for display in public spaces. The art is inventoried, maintained, and owned by the District. The program also provides partial financial support for artists and organizations to produce public art in public space that the artist or arts organization owns, manages, and maintains; and
- **Lincoln Theatre** – provides for the maintenance of the Lincoln Theatre and associated projects.

Arts Learning and Outreach – provides grants, educational activities, and outreach services for youth, young adults, and the general public so that they can gain a deeper appreciation for the arts, and to enhance the overall quality of their lives. Specific focus is on providing quality arts education and training experiences to District youth from those in pre-kindergarten through 21 years of age, as well as grants and cultural events to the general public, so that they can access and participate in educational opportunities in the arts.

This program contains the following 2 activities:

- **Arts Learning for Youth** – provides grants, program consulting, and advocacy services to school and community partners so that they can deliver quality and age-appropriate arts learning opportunities both in and out of school. The goal is to ensure a quality arts experience for District youth from pre-kindergarten through 21 years of age; and
- **Lifelong Learning** – provides grants and cultural events to the public so that they can access and participate in educational opportunities in the arts. The goal is long-term development of interest and education in the arts to the broader community.

Administration – provides technical assistance and legislative services to the Commission so that it can provide funding opportunities to District artists and arts organizations.

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

Program Structure Change

The D.C. Commission on Arts and Humanities has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table BX0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table BX0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		28,835	21.0
Removal of One-Time Costs	Multiple Programs	-14,360	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		14,475	21.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	74	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	585	6.0
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-585	0.0
Mayor's Policy-Enhance: To support art performances, exhibitions, installations, and festivals and nonprofit construction grants (one-time)	Arts Building Communities	14,300	0.0
Mayor's Policy-Enhance: To support Cultural Study Abroad Program for Public Schools and the field trip program that gives 45,000 DCPS and DCPCS students the opportunity to enjoy a dance, music, visual arts or theatre exhibition (one-time)	Arts Learning and Outreach	2,000	0.0
Mayor's Policy-Reduce: To realize programmatic cost savings in nonpersonal services	DC Creates Public Art	-284	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		30,565	27.0
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		720	7.0
Agency Request-Decrease: To align budget with projected grant awards	Multiple Programs	-720	-7.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		133	0.0
Agency Request-Increase: To align budget with projected revenues	Arts Learning and Outreach	66	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		199	0.0

Table BX0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		168	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		168	0.0
GROSS FOR BX0 - COMMISSION ON THE ARTS AND HUMANITIES		30,932	27.0

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

FY 2019 Proposed Budget Changes

The D.C. Commission on the Arts and Humanities' (CAH) proposed FY 2019 gross budget is \$30,932,083, which represents a 3.6 percent increase over its FY 2018 approved gross budget of \$29,856,638. The budget is comprised of \$30,565,083 in Local funds, \$199,000 in Special Purpose Revenue funds, and \$168,000 in Intra-District funds.

Recurring Budget

The FY 2019 budget for CAH includes a reduction of \$14,360,000 to account for the removal of one-time funding appropriated in FY 2018. This amount includes \$11,800,000 to support the agency's ability to issue more grants to District arts organizations; \$2,240,000 to support funding for arts learning and outreach activities; \$300,000 to support the funding to build a statue of former Mayor Marion Barry; and \$20,000 to support funding for the administration of grant issuance.

Mayor's Proposed Budget

Cost-of-Living Adjustment: CAH's budget proposal includes a cost-of-living adjustment (COLA) of \$74,120 in Local funds.

Agency Request – Increase: CAH's proposed budget includes an increase of \$585,302 and 6.0 Full-Time Equivalents (FTEs) across multiple programs. This increase supports salary, Fringe Benefits, and other personal services adjustments within the agency. CAH also reallocated several FTEs across multiple activities to better serve the needs of the agency.

In the proposed budget submission for Special Purpose Revenue funds, an increase of \$66,000 to the Arts Learning and Outreach program is the result of a projected increase in revenue from the Lincoln Theatre and ticket sales.

Agency Request – Decrease: The proposed budget for CAH reflects a Local funds decrease of \$585,302 in nonpersonal services, which offsets the proposed increase in personal services cost.

In Federal Grants funds, the agency's budget is reduced by \$720,000 and 7.0 FTEs to reflect the end of a grant award.

Mayor's Policy – Enhance: The proposed budget includes one-time Local funds enhancements of \$14,300,000 in the Arts Building Communities program. Of this amount, \$10,000,000 will be used to support capital projects for artistic entities, including renovations and repairs; \$4,000,000 will support a grants program under the Arts Building Communities program to support arts organizations in putting on performances, exhibitions, installations, and festivals; and \$300,000 will be used to create a statue of a historic individual.

Mayor's Policy – Reduce: CAH's proposed budget includes a net reduction of \$284,475 in Local funds across nonpersonal services in the DC Creates Public Arts program to reflect agency savings.

Page left intentionally blank

Agency Performance Plan*

The Commission on Arts and Humanities (DCCAH) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Grantmaking - Provide investments through grantmaking that strengthen the District's creative sector of nonprofits arts and humanities organizations and practitioners to stimulate a thriving creative economy, enhance the quality of life of DC residents and provides access to all.
2. Arts Education - Promote systemic improvement in pre-K – 12 arts education both in- and out-of-school through arts integration, arts experience, and arts learning utilizing a collective impact approach, aligning the mutual efforts of the numerous stakeholders in the educational ecosystem.
3. Policy Leadership - Establish policy and program initiatives that will further promote arts and cultural development of the District while acting as a convener within the arts and humanities community to leverage the myriad ways in which the District government intersects with the interests of the arts, cultural and creative sectors.
4. Building Community - Promote inclusiveness and a sense of belonging to neighborhoods while bringing diverse peoples together through the arts, utilizing creative placemaking to improve the vibrancy of place, by building community as a means of improving quality of life.
5. Public Art - Establish and maintain artworks that are bold and befitting of a world-class city, while remaining grounded in the tradition of supporting local artists and enriching District neighborhoods.
6. Create and maintain a highly efficient, transparent and responsive District government.**

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. Grantmaking - Provide investments through grantmaking that strengthen the District's creative sector of nonprofits arts and humanities organizations and practitioners to stimulate a thriving creative economy, enhance the quality of life of DC residents and provides access to all. (2 Activities)

Activity Title	Activity Description	Type of Activity
Legislative and Grants Management	Supporting arts and humanities practitioners through professional development, technical assistance, site visits and grants.	Key Project
Customer Service	Ensure operational efficiency with a focus on improving systems and transparency throughout all facets of operations.	Daily Service

2. Arts Education - Promote systemic improvement in pre-K – 12 arts education both in- and out-of-school through arts integration, arts experience, and arts learning utilizing a collective impact approach, aligning the mutual efforts of the numerous stakeholders in the educational ecosystem. (2 Activities)

Activity Title	Activity Description	Type of Activity
Arts Learning for Youth	Professional development training for teachers, teaching artists and arts administrators.	Daily Service

2. Arts Education - Promote systemic improvement in pre-K – 12 arts education both in- and out-of-school through arts integration, arts experience, and arts learning utilizing a collective impact approach, aligning the mutual efforts of the numerous stakeholders in the educational ecosystem. (2 Activities)

Activity Title	Activity Description	Type of Activity
Arts Learning for Youth	In- and out-of-school time arts-based programming.	Daily Service

3. Policy Leadership - Establish policy and program initiatives that will further promote arts and cultural development of the District while acting as a convener within the arts and humanities community to leverage the myriad ways in which the District government intersects with the interests of the arts, cultural and creative sectors. (1 Activity)

Activity Title	Activity Description	Type of Activity
Property Management	District partnerships and the Lincoln Theatre program.	Daily Service

4. Building Community - Promote inclusiveness and a sense of belonging to neighborhoods while bringing diverse peoples together through the arts, utilizing creative placemaking to improve the vibrancy of place, by building community as a means of improving quality of life. (1 Activity)

Activity Title	Activity Description	Type of Activity
Arts Building Communities	Discipline-based events and programs.	Key Project

5. Public Art - Establish and maintain artworks that are bold and befitting of a world-class city, while remaining grounded in the tradition of supporting local artists and enriching District neighborhoods. (2 Activities)

Activity Title	Activity Description	Type of Activity
Neighborhood and Public Art	Commission public art projects.	Daily Service
Arts Building Communities	Installation and exhibition of public and fine art.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Customer Service	Initiatives and programming that focus on I.D.E.A. (Inclusion, Diversity, Equity and Access), ensuring the public in all 8 Wards have opportunities to engage in the arts and humanities.	Key Project

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. Grantmaking - Provide investments through grantmaking that strengthen the District's creative sector of nonprofits arts and humanities organizations and practitioners to stimulate a thriving creative economy, enhance the quality of life of DC residents and provides access to all. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of first-time applicants to the Commission on the Arts and Humanities	No	Not Available	12%	27.2%	10%	10%

1. Grantmaking - Provide investments through grantmaking that strengthen the District's creative sector of nonprofits arts and humanities organizations and practitioners to stimulate a thriving creative economy, enhance the quality of life of DC residents and provides access to all. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of grant payments processed within six to eight weeks	No	100%	100%	98.9%	100%	100%

2. Arts Education - Promote systemic improvement in pre-K – 12 arts education both in- and out-of-school through arts integration, arts experience, and arts learning utilizing a collective impact approach, aligning the mutual efforts of the numerous stakeholders in the educational ecosystem. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of District of Columbia Public Schools and District of Columbia Public Charter Schools receiving Commission on the Arts and Humanities funded programming	No	Not Available	Not Available	180%	100%	80%
Ratio of individuals who are not grantees who participate in professional development, training or workshops hosted by CAH	No	Not Available	Not Available	2040%	15%	20%

3. Policy Leadership - Establish policy and program initiatives that will further promote arts and cultural development of the District while acting as a convener within the arts and humanities community to leverage the myriad ways in which the District government intersects with the interests of the arts, cultural and creative sectors. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Dollars invested from non-District Government Sources Per \$1 Investment by CAH	No	\$6.8	\$10.1	\$10	\$10	\$10
Per Capita Spending on the Arts in the District	No	\$22.3	\$26.3	\$23.4	\$26.3	\$26.3

4. Building Community - Promote inclusiveness and a sense of belonging to neighborhoods while bringing diverse peoples together through the arts, utilizing creative placemaking to improve the vibrancy of place, by building community as a means of improving quality of life. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of subsidized days provided to the community at the Lincoln Theatre	No	Not Available	Not Available	18	12	12

5. Public Art - Establish and maintain artworks that are bold and befitting of a world-class city, while remaining grounded in the tradition of supporting local artists and enriching District neighborhoods. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of scheduled public art projects completed	No	Not Available	Not Available	95.7%	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. Customer Service

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of E-Museum Website Visits	No	Not Available	Not Available	36,284
Number of service calls to the front desk	No	Not Available	Not Available	Not Available

2. Arts Building Communities

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Amount of funds awarded to public art projects	No	Not Available	Not Available	Not Available
Amount of grants awarded to individuals or organizations residing in Wards 7 and 8	No	Not Available	Not Available	Not Available
Estimated number of participants in CAH-produced public events	No	Not Available	Not Available	10,850
Number of grants awarded to individuals or organizations residing in Wards 7 and 8	No	Not Available	Not Available	Not Available
Number of public art projects completed each quarter	No	Not Available	Not Available	43
Total number of public art projects awarded	No	Not Available	Not Available	Not Available

3. Property Management

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of CAH-produced community events	No	Not Available	Not Available	Not Available

4. Neighborhood and Public Art

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of new works acquired into the Art Bank Collection/The Washingtonia Collection	No	Not Available	50	86

5. Arts Learning for Youth

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Amount of grant dollars awarded to arts education projects	No	Not Available	Not Available	Not Available
Number of arts education-related grants awarded	No	Not Available	Not Available	Not Available
Number of DCPS and DCPCS that receive CAH-funded programs	No	Not Available	Not Available	Not Available
Number of early learning centers that receive CAH-funded programs	No	Not Available	Not Available	Not Available
Number of Poetry Out Loud workshops held in classrooms	No	Not Available	Not Available	Not Available
Number of students participating in CAH-sponsored field trip experiences	No	Not Available	Not Available	Not Available
Number of students participating in Poetry Out Loud and Creative Spark residency programs	No	Not Available	Not Available	Not Available

6. Legislative and Grants Management

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Dollar amount of grants awarded	No	Not Available	Not Available	\$14,367,711
Dollar amount of grants requested	No	Not Available	\$34,700,000	\$30,919,823
Number of grant applicants	No	Not Available	Not Available	Not Available
Number of grant recipients	No	Not Available	Not Available	669

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Alcoholic Beverage Regulation Administration

www.abra.dc.gov
Telephone: 202-442-4423

Table LQ0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$7,272,398	\$7,246,954	\$8,655,315	\$9,298,696	7.4
FTEs	49.2	51.1	57.0	57.0	0.0

The mission of the Alcoholic Beverage Regulation Administration (ABRA) is to support the public's health, safety, and welfare through the control and regulation of the sale and distribution of alcoholic beverages.

Summary of Services

ABRA conducts licensing, training, adjudication, community outreach, and enforcement efforts to serve licensees, law enforcement agencies, Advisory Neighborhood Commissions (ANCs), civic associations, and the general community so that they understand and adhere to all District laws, regulations, and ABRA policies and procedures.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table LQ0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table LQ0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Dedicated Taxes	1,170	1,048	1,170	1,292	122	10.4	0.0	0.0	0.0	0.0	0.0	N/A
Special Purpose Revenue Funds	6,102	6,199	7,485	8,007	521	7.0	49.2	51.1	57.0	57.0	0.0	0.0
TOTAL FOR GENERAL FUND	7,272	7,247	8,655	9,299	643	7.4	49.2	51.1	57.0	57.0	0.0	0.0
GROSS FUNDS	7,272	7,247	8,655	9,299	643	7.4	49.2	51.1	57.0	57.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table LQ0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table LQ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	2,093	2,330	3,204	3,157	-47	-1.5
12 - Regular Pay - Other	1,824	1,931	1,709	2,089	379	22.2
13 - Additional Gross Pay	98	100	100	100	0	0.0
14 - Fringe Benefits - Current Personnel	830	929	1,046	1,136	90	8.6
15 - Overtime Pay	150	174	175	175	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	4,995	5,463	6,234	6,656	422	6.8
20 - Supplies and Materials	81	76	123	123	0	0.0
31 - Telephone, Telegraph, Telegram, Etc.	79	84	80	85	4	5.6
40 - Other Services and Charges	436	350	480	480	1	0.1
41 - Contractual Services - Other	475	183	523	612	89	17.1
50 - Subsidies and Transfers	1,170	1,048	1,170	1,292	122	10.4
70 - Equipment and Equipment Rental	37	43	45	50	5	11.1
SUBTOTAL NONPERSONAL SERVICES (NPS)	2,278	1,784	2,421	2,642	221	9.1
GROSS FUNDS	7,272	7,247	8,655	9,299	643	7.4

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table LQ0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table LQ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1015) Training and Employee Development	4	35	39	39	0	0.0	0.0	0.0	0.0	0.0
(1030) Property Management	501	244	492	611	119	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	193	80	102	105	3	0.0	0.0	0.0	0.0	0.0
(1050) Financial Management	30	9	70	70	0	0.0	0.0	0.0	0.0	0.0
(1060) Legal	952	1,044	1,216	1,272	57	6.3	6.3	7.0	7.0	0.0
(1070) Fleet Management	50	40	47	50	3	0.0	0.0	0.0	0.0	0.0
(1080) Communications	171	242	310	367	57	2.7	2.7	3.0	3.0	0.0
(1085) Customer Service	68	70	72	82	10	0.9	0.9	1.0	1.0	0.0
(1087) Language Access	14	7	15	15	0	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	642	771	963	938	-25	6.3	6.3	7.0	7.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	2,627	2,542	3,326	3,549	223	16.1	16.2	18.0	18.0	0.0
(2000) LICENSING										
(2010) Licensing	1,036	990	1,011	1,149	138	10.7	10.8	11.0	11.0	0.0
SUBTOTAL (2000) LICENSING	1,036	990	1,011	1,149	138	10.7	10.8	11.0	11.0	0.0
(3000) INVESTIGATIONS										
(3010) Investigations	3,531	3,563	3,992	4,235	243	21.4	21.5	24.0	24.0	0.0
SUBTOTAL (3000) INVESTIGATIONS	3,531	3,563	3,992	4,235	243	21.4	21.5	24.0	24.0	0.0
(5000) RECORDS MANAGEMENT										
(5010) Records Management	79	153	326	366	40	0.9	2.7	4.0	4.0	0.0
SUBTOTAL (5000) RECORDS MANAGEMENT	79	153	326	366	40	0.9	2.7	4.0	4.0	0.0
TOTAL PROPOSED OPERATING BUDGET	7,272	7,247	8,655	9,299	643	49.2	51.1	57.0	57.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Alcoholic Beverage Regulation Administration (ABRA) operates through the following 4 programs:

Licensing – issues new and renewal licenses to liquor stores, grocery stores, restaurants, hotels, nightclubs, and other establishments that manufacture, distribute, sell, or serve alcoholic beverages in the District of Columbia, and works with Records Management to keep accurate and accessible paper and data records of all licensing program activities. This program provides customer services directly to the general public, the business community, ANCs, and community groups and associations.

Investigations – conducts regulatory and voluntary agreement compliance inspections, underage compliance checks, and joint investigations as needed with the Metropolitan Police Department, the Fire and Emergency Medical Services Department, the Office of Tax and Revenue, the Department of Consumer and Regulatory Affairs, and others; and conducts various inspections associated with licensing and adjudicatory processes such as final, compliance, placard, special event, and financial audit investigations. All activities serve to strengthen the awareness of, and compliance with, the appropriate laws and regulations of the District of Columbia.

Records Management – provides files, documents, and database information to ABRA staff, the Alcoholic Beverage Control (ABC) Board, and the general public so that they can receive accurate information and files. The program also provides certification services, responds to and tracks Freedom of Information Act requests, and responds to subpoena requests.

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

Program Structure Change

The Alcoholic Beverage Regulation Administration has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table LQ0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table LQ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
DEDICATED TAXES: FY 2018 Approved Budget and FTE		1,170	0.0
Agency Request-Increase: To align budget with projected revenues	Investigations	122	0.0
DEDICATED TAXES: FY 2019 Mayor's Proposed Budget		1,292	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		7,485	57.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	262	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	160	0.0
Agency Request-Increase: To align budget with projected revenues	Multiple Programs	95	0.0
Agency Request-Increase: To align Fixed Costs with proposed estimates	Agency Management	4	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		8,007	57.0
GROSS FOR LQ0 - ALCOHOLIC BEVERAGE REGULATION ADMINISTRATION		9,299	57.0

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

FY 2019 Proposed Budget Changes

The Alcoholic Beverage Regulation Administration's (ABRA) proposed FY 2019 gross budget is \$9,298,696, which represents a 7.4 percent increase over its FY 2018 approved gross budget of \$8,655,315. The budget is comprised of \$1,292,000 in Dedicated Taxes and \$8,006,696 in Special Purpose Revenue funds.

Mayor's Proposed Budget

Cost-of-Living Adjustment: ABRA's budget proposal includes a cost-of-living adjustment (COLA) of \$262,164 in Special Purpose Revenue funds.

Agency Request – Increase: In Dedicated Taxes funds, ABRA's budget proposal includes \$122,000 in the Investigations program to support the agency's Reimbursable Detail Subsidy program, which helps cover some of the cost of a police presence near participating businesses.

In Special Purpose Revenue funds, ABRA's proposed budget includes \$159,862 in personal services across multiple programs to support projected salary steps and Fringe Benefit costs. Additionally, in nonpersonal services, the proposal reflects a net increase of \$94,892 to align the budget with projected revenues. This adjustment is comprised of \$89,244 to cover annual licensing and office buildout contracts, \$5,000 to fund additional Record Management System costs, and \$648 in Other Services and Charges to cover administrative costs. Lastly, the budget includes an increase of \$4,462 in Telecommunications cost to align the proposed budget with projections from the Office of Finance and Resource Management (OFRM).

Page left intentionally blank

Agency Performance Plan*

Alcoholic Beverage Regulation Administration (ABRA) has the following objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Educate licensees on the District's alcoholic beverage laws and regulations.
2. Ensure that licensed establishments are in compliance with the ABC laws and regulations.
3. Engage in community outreach regarding the licensing process.
4. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Educate licensees on the District's alcoholic beverage laws and regulations. (2 Activities)

Activity Title	Activity Description	Type of Activity
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

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	Thorough conduction of the regulatory inspections for all licensed establishments.	Daily Service

3. Engage in community outreach regarding the licensing process. (1 Activity)

Activity Title	Activity Description	Type of Activity
Community Outreach and Notifications	Ensuring the general public are well informed of the schedule of extension of hours for calendar 2017 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 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of licensees and members of the public that received training from the Agency	No	Not Available	75	92	75	75

2. Ensure that licensed establishments are in compliance with the ABC laws and regulations. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Amount of revenue generated by fines	No	\$719,000	\$290,000	\$566,860	\$400,000	\$400,000
Amount of revenue generated by licenses and permits	No	\$7,839,795	\$3,700,000	\$5,746,567	\$3,700,000	\$3,700,000
Number of establishments inspected to ensure compliance with underage drinking laws	No	1458	700	1246	900	900
Number of inspections, investigations, and monitoring activities	No	15,675	7000	12,962	10,000	10,000
Percent of one-day and substantial change permits issued within 15 days or less	No	100%	90%	100%	90%	90%
Total number of citations issued	No	819	250	481	250	250

3. Engage in community outreach regarding the licensing process. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of community meetings attended to educate the community regarding the licensing process	No	Not Available	20	58	20	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. Daily Issuance of Licenses and Permits

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of one-day and substantial change permits issued within 15 days or less	No	Not Available	484	544

2. Renewal of Licenses and Permits

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of ABC licenses and permits renewed	No	Not Available	3,700	3,443

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Public Service Commission

www.dcpsc.org
Telephone: 202-626-5100

Table DH0-1

					% Change
	FY 2016	FY 2017	FY 2018	FY 2019	from
Description	Actual	Actual	Approved	Proposed	FY 2018
OPERATING BUDGET	\$13,868,722	\$13,331,212	\$14,599,407	\$15,751,010	7.9
FTEs	76.6	83.3	84.6	85.6	1.2

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 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DH0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table DH0-2

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*		Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund													
<u>GENERAL FUND</u>													
Special Purpose Revenue Funds	13,448	12,845	13,989	15,163	1,175	8.4		72.8	79.7	80.5	81.9	1.4	1.7
TOTAL FOR GENERAL FUND	13,448	12,845	13,989	15,163	1,175	8.4		72.8	79.7	80.5	81.9	1.4	1.7
<u>FEDERAL RESOURCES</u>													
Federal Grant Funds	408	475	589	566	-23	-3.9		3.8	3.6	4.1	3.7	-0.4	-9.8
TOTAL FOR FEDERAL RESOURCES	408	475	589	566	-23	-3.9		3.8	3.6	4.1	3.7	-0.4	-9.8
<u>PRIVATE FUNDS</u>													
Private Donations	12	10	22	22	0	0.0		0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR PRIVATE FUNDS	12	10	22	22	0	0.0		0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	13,869	13,331	14,599	15,751	1,152	7.9		76.6	83.3	84.6	85.6	1.0	1.2

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table DH0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table DH0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	6,781	7,351	8,377	8,632	255	3.0
12 - Regular Pay - Other	1,043	895	1,036	1,148	112	10.8
13 - Additional Gross Pay	67	96	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	1,557	1,619	2,014	2,093	79	3.9
15 - Overtime Pay	6	5	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	9,455	9,966	11,427	11,872	446	3.9
20 - Supplies and Materials	57	61	36	51	15	40.4
30 - Energy, Communication and Building Rentals	1	2	2	2	0	-1.0
31 - Telephone, Telegraph, Telegram, Etc.	84	78	81	75	-6	-7.7
32 - Rentals - Land and Structures	1,181	1,542	1,615	1,634	18	1.1

Table DH0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
34 - Security Services	0	0	0	1	1	N/A
35 - Occupancy Fixed Costs	0	0	25	1	-24	-96.0
40 - Other Services and Charges	1,206	1,338	950	1,634	684	72.0
41 - Contractual Services - Other	202	108	192	192	0	0.0
50 - Subsidies and Transfers	1,308	0	0	0	0	N/A
70 - Equipment and Equipment Rental	374	237	271	289	18	6.7
SUBTOTAL NONPERSONAL SERVICES (NPS)	4,414	3,365	3,172	3,879	706	22.3
GROSS FUNDS	13,869	13,331	14,599	15,751	1,152	7.9

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table DH0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table DH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	336	505	429	396	-33	2.6	2.8	3.4	3.0	-0.5
(1015) Training and Development	415	488	522	939	417	1.2	1.3	1.8	2.0	0.2
(1020) Contracting and Procurement	299	317	375	404	29	2.7	3.1	3.3	3.2	-0.1
(1030) Property Management	2,523	2,711	2,484	2,805	321	0.5	0.5	0.5	1.0	0.4
(1040) Information Technology	439	367	485	542	57	2.2	2.2	2.2	2.2	0.0
(1050) Financial Management	1,365	63	63	67	4	0.3	0.4	0.4	0.4	0.0
(1060) Legal	260	177	219	225	6	0.6	0.7	0.7	0.7	0.0
(1070) Fleet Management	1	2	4	4	-1	0.0	0.0	0.0	0.0	0.0
(1080) Communications	395	433	442	443	1	3.4	3.8	4.0	3.6	-0.4
(1085) Customer Service	357	391	464	438	-26	3.2	3.7	4.2	3.6	-0.6
(1090) Performance Management	41	41	50	54	4	0.3	0.3	0.3	0.3	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	6,432	5,493	5,537	6,316	779	17.0	18.9	21.0	20.0	-1.0
(100F) AGENCY FINANCIAL OPERATIONS										
(110F) Budget Operations	119	118	126	129	4	0.7	0.8	0.8	0.8	0.0
(120F) Accounting Operations	221	226	233	237	3	1.6	1.8	1.8	1.8	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	340	344	359	366	7	2.4	2.6	2.6	2.6	0.0
(2000) PIPELINE SAFETY										
(2010) Pipeline Safety	554	665	777	780	3	4.2	5.0	5.5	5.2	-0.3
SUBTOTAL (2000) PIPELINE SAFETY	554	665	777	780	3	4.2	5.0	5.5	5.2	-0.3

Table DH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(3000) UTILITY REGULATION										
(3700) Utility Regulation	6,538	6,829	7,927	8,288	362	52.0	56.9	55.6	57.8	2.2
SUBTOTAL (3000) UTILITY REGULATION	6,538	6,829	7,927	8,288	362	52.0	56.9	55.6	57.8	2.2
(8000) PUBLIC SERVICE COMMISSION										
(8010) Pipeline Safety-One Call Grant	5	0	0	0	0	1.1	0.0	0.0	0.0	0.0
SUBTOTAL (8000) PUBLIC SERVICE COMMISSION	5	0	0	0	0	1.1	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	13,869	13,331	14,599	15,751	1,152	76.6	83.3	84.6	85.6	1.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 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 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table DH0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table DH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		589	4.1
COLA: FY 2019 COLA Adjustment	Pipeline Safety	21	0.0
Agency Request-Decrease: To align budget with projected grant awards	Pipeline Safety	-5	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-39	-0.4
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		566	3.7
PRIVATE DONATIONS: FY 2018 Approved Budget and FTE		22	0.0
No Change		0	0.0
PRIVATE DONATIONS: FY 2019 Mayor's Proposed Budget		22	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		13,989	80.5
COLA: FY 2019 COLA Adjustment	Multiple Programs	369	0.0
Agency Request-Increase: To align budget with projected revenues	Agency Management	718	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	95	1.4
Agency Request-Decrease: To align Fixed Costs with proposed estimates	Agency Management	-7	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		15,163	81.9
GROSS FOR DH0 - PUBLIC SERVICE COMMISSION		15,751	85.6

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

FY 2019 Proposed Budget Changes

The Public Service Commission's (PSC) proposed FY 2019 gross budget is \$15,751,010, which represents a 7.9 percent increase over its FY 2018 approved gross budget of \$14,599,407. The budget is comprised of \$565,555 in Federal Grant funds, \$22,000 in Private Donations, and \$15,163,455 in Special Purpose Revenue funds.

Mayor's Proposed Budget

Cost-of-Living Adjustment: PSC's budget proposal includes cost-of-living adjustments (COLA) of \$21,377 in Federal Grant funds and \$368,613 in Special Purpose Revenue funds.

Agency Request – Increase: PSC's Special Purpose Revenue (SPR) funds are derived from assessing utility companies for services provided in the District. In SPR funds, the proposed budget reflects an increase of \$717,981 in the Agency Management program and aligns the budget with these streams of revenue. This adjustment includes increases of \$687,042 within the professional services across multiple programs to support expenses related to property management and office support activities, \$16,039 to support information technology requirements, and \$14,900 to account for expenses related to office supplies. Additionally, funding of \$94,979 supports an additional 1.4 Full-Time Equivalents (FTEs) and projected personal services costs related to salary step and Fringe Benefits.

Agency Request – Decrease: In Federal Grant funds, the budget proposal includes a decrease of \$5,025 in the Pipeline Safety program, which aligns the budget with grant awards and accounts for expenses related to office support, Fixed Cost estimates from the Department of General Services (DGS) and the Office of Finance and Resource Management (OFRM), and procurement of automotive equipment. Additionally, a reduction of \$39,412 and 0.4 FTE across multiple programs aligns the budget for projected salary step and Fringe Benefits adjustments.

In SPR funds, the budget proposal includes a decrease of \$6,910 for various fixed cost commodities based on projections from DGS and OFRM.

Page left intentionally blank

Agency Performance Plan*

The Public Service Commission has the following strategic objectives for FY 2019.

Strategic Objectives

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

Objectives

1. Ensure Safe, Reliable and Quality Electric Gas and Local Telecommunications Services at Just and Reasonable Rates
2. Foster Fair and Open Competition among Service Providers
3. Educate Consumers and Inform the Public
4. Motivate Customer and Results-Oriented Employees
5. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Ensure Safe, Reliable and Quality Electric Gas and Local Telecommunications Services at Just and Reasonable Rates (9 Activities)

Activity Title	Activity Description	Type of Activity
USDOT Rating	Annual rating by US Department of Transportation of the overall effectiveness of our pipeline safety program.	Key Project
Monitor Construction Projects	Two major utility construction projects will continue in 2019: the undergrounding of electric power lines (DC PLUG) and the replacement of natural gas pipelines (PROJECTPipes). Oversight of these projects helps to assure that they will be constructed efficiently, with minimal disruption and with coordination with other projects and District agencies. Monitoring entails review of design drawings to assure prudence and consistency with industry standards, site inspections, participation in Consumer Education activities, and auditing of expenses.	Key Project
Monitor Compliance with TQSS	Telecommunications Quality of Service Standards (TQSS) are the indicia by which we judge whether telecommunications companies are providing safe, reliable and quality service.	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 make more efficient use of the energy delivery system. In 2019 the Commission will implement new rules to modernize the energy delivery system.	Key Project
Pipeline Inspections	Our pipeline safety inspectors make daily visits to Washington Gas work sites to assure compliance with federal and D.C. safety standards.	Daily Service

1. Ensure Safe, Reliable and Quality Electric Gas and Local Telecommunications Services at Just and Reasonable Rates (9 Activities)

Activity Title	Activity Description	Type of Activity
One Call Inspections	Our one call inspector makes daily visits to construction sites to assure that contractors avoid utility lines when excavating.	Daily Service
Payphone Inspections	Coin operated payphones are inspected to assure that they are in good working order, available for public use and not used for illegal activities.	Key Project
Adjudicate Monopoly Requests for Rate Adjustments	The Commission conducts evidentiary or other hearings to determine whether proposed utility rate adjustments are just and reasonable.	Key Project
Mergers and Acquisitions	Consider applications for merger or acquisition of utility companies.	Key Project

2. Foster Fair and Open Competition among Service Providers (3 Activities)

Activity Title	Activity Description	Type of Activity
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)

Activity Title	Activity Description	Type of Activity
Consumer Complaints and Inquiries	When consumers are unable to resolve an issue with a utility supplier, they may come to the Commission to file an informal or formal complaint. Our Consumer Specialists counsel the consumer, contact the utility and mediate a resolution to the issue.	Daily Service
Outreach Events	Our Consumer Specialists attend events at venues throughout the District to inform consumers about their rights regarding utility regulation.	Daily Service
Community Hearings	In cases having significant impact on the public (e.g., applications for a rate increase), the Commission conducts Community Hearings at which it presents a summary of the case and invites members of the public to express their views.	Key Project

4. Motivate Customer and Results-Oriented Employees (2 Activities)

Activity Title	Activity Description	Type of Activity
Cases Opened	The opening of new cases is a measure of the efficiency of the staff, requiring the establishment of a docket, notification, and establishment of a records management approach for each case.	Daily Service

4. Motivate Customer and Results-Oriented Employees (2 Activities)

Activity Title	Activity Description	Type of Activity
Number of Orders Issued	The number of Orders issued is a measure of the results-oriented efficiency of our staff.	Daily Service

5. Create and maintain a highly efficient, transparent and responsive District government. (2 Activities)**

Activity Title	Activity Description	Type of Activity
Percentage of Complaints Resolved	Percentage of Complaints resolved at an informal level is a measure of agency efficiency.	Key Project
Adjudications Completed w/in 90 days of record close	Adjudications are often complex proceedings involving evidentiary and community hearings. Completion of adjudications within 90 days of the close of the record is a measure of the efficiency of the staff.	Key Project

KEY PERFORMANCE INDICATORS

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

1. Ensure Safe, Reliable and Quality Electric Gas and Local Telecommunications Services at Just and Reasonable Rates (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Adjudicative Case decisions issued within 90 days of record closure	No	No applicable incidents	95%	100%	95%	95%
US Department of Transportation Rating of DC Pipeline Safety Program	No	Data Forthcoming	98	Not Available	98	98

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Consumer Complaints Resolved at an informal level	No	99%	98%	98.7%	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. Pipeline Inspections

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Pipeline Safety inspections conducted	No	191	352	403

2. One Call Inspections

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Inspections Conducted	No	1103	913	967

3. Payphone Inspections

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Payphone Inspections	No	125	93	57

4. Renewable Portfolio Applications Granted

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Renewable Portfolio Standards Applications processed	No	660	779	954

5. Consumer Complaints and Inquiries

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Consumer Complaints and Inquiries Processed	No	1250	949	1265

6. Cases Opened

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Cases Opened	No	1108	1207	1351

7. Number of Orders Issued

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Orders Issued	No	392	736	772

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of the People's Counsel

www.opc-dc.gov
Telephone: 202-727-3071

Table DJ0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$9,683,359	\$7,900,848	\$8,062,744	\$8,970,586	11.3
FTEs	39.7	41.2	44.4	45.4	2.3

The mission of the Office of the People’s Counsel (“OPC” or “The Office”) is to: advocate for the provision of safe and reliable quality utility service and equitable treatment at rates that are just, reasonable, and nondiscriminatory; assist individual consumers in disputes with utility providers; provide technical assistance, education, and outreach to consumers and rate-payers, community groups, associations, and the Consumer Utility Board; and provide legislative analysis and information to the Council of the District of Columbia on matters relating to utilities. The Office’s mission further includes consideration of the District’s economy and promotion of the environmental sustainability of the District.

Specifically, OPC’s mission includes:

- Advocating on behalf of District consumers in adjudicatory and regulatory proceedings before the D.C. Public Service Commission, federal agencies, and courts;
- Representing District consumers in individual disputes involving gas, electric, and telephone companies providing residential service in the District of Columbia;
- Educating consumers about ongoing and emerging utility issues; Collaborating and forming alliances with District agencies and other stakeholders involved in the utility regulatory process;
- Informing and advising District policy makers, including the Executive Office of the Mayor and the District Council, of emerging utility issues affecting their constituents;
- Advising the District Council on the need for legislative action to address consumer-based utility issues;
- Serving as a statutory member on the Sustainable Energy Utility Advisory Board to assist in the development of a city-wide sustainable energy policy; and
- Providing consultative services and technical assistance to utility consumers to facilitate their participation in utility proceedings and to ensure that their interests are adequately represented in these proceedings.

Summary of Services

OPC is a party to all utility-related proceedings before the D.C. Public Service Commission and represents the interests of District ratepayers before local and federal regulatory agencies and courts. The Office assists individual consumers in disputes with utility companies about billing or services, and provides consumer education and outreach to community groups and associations on emerging issues impacting the quality, reliability, and affordability of their utility services and associated environmental issues. The Office provides technical assistance to consumers, the Consumer Utility Board (CUB), as well as other District community groups. OPC also provides legislative analysis for, assistance to, and testimony before, the District Council on utility matters.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DJ0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table DJ0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Special Purpose Revenue												
Funds	9,683	7,901	8,063	8,971	908	11.3	39.7	41.2	44.4	45.4	1.0	2.3
TOTAL FOR GENERAL FUND	9,683	7,901	8,063	8,971	908	11.3	39.7	41.2	44.4	45.4	1.0	2.3
GROSS FUNDS	9,683	7,901	8,063	8,971	908	11.3	39.7	41.2	44.4	45.4	1.0	2.3

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table DJ0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table DJ0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	4,139	4,469	4,975	5,227	253	5.1
13 - Additional Gross Pay	1	5	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	774	808	881	925	45	5.1
15 - Overtime Pay	0	0	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	4,914	5,282	5,855	6,152	297	5.1
20 - Supplies and Materials	32	45	40	45	5	12.2
30 - Energy, Communication and Building Rentals	0	0	0	0	0	4.3

Table DJ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
31 - Telephone, Telegraph, Telegram, Etc.	42	45	46	46	1	1.2
32 - Rentals - Land and Structures	634	832	853	959	106	12.4
34 - Security Services	0	0	0	1	1	N/A
35 - Occupancy Fixed Costs	0	2	25	1	-24	-97.5
40 - Other Services and Charges	566	1,084	585	992	407	69.5
41 - Contractual Services - Other	955	553	422	522	100	23.7
50 - Subsidies and Transfers	2,323	0	0	0	0	N/A
70 - Equipment and Equipment Rental	218	58	236	252	16	6.8
SUBTOTAL NONPERSONAL SERVICES (NPS)	4,770	2,619	2,207	2,818	611	27.7
GROSS FUNDS	9,683	7,901	8,063	8,971	908	11.3

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table DJ0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 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)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	150	158	156	168	12	1.6	1.6	1.6	1.6	0.0
(1020) Contracting and Procurement	244	252	258	271	13	2.3	2.3	2.4	2.4	0.0
(1030) Property Management	960	1,071	1,226	1,529	303	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	193	200	241	450	210	2.0	2.0	2.0	3.0	1.0
(1050) Financial Management	2,513	307	194	204	10	0.0	0.0	0.0	0.0	0.0
(1070) Fleet Management	13	15	17	16	-1	0.0	0.0	0.0	0.0	0.0
(1085) Customer Service	23	97	103	126	22	1.2	0.2	1.4	1.6	0.2
SUBTOTAL (1000) AGENCY MANAGEMENT	4,096	2,101	2,194	2,764	570	7.1	6.2	7.4	8.6	1.2
(100F) AGENCY FINANCIAL OPERATIONS										
(110F) Budget Operations	331	338	451	469	18	2.4	3.4	3.4	3.4	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	331	338	451	469	18	2.4	3.4	3.4	3.4	0.0
(2000) OFFICE OF PEOPLES COUNSEL										
(2010) Consumer Advocacy and Representation	3,331	3,417	3,108	3,437	329	14.7	15.8	15.6	16.0	0.4
(2020) Public Information Dissemination	1,926	2,047	2,310	2,300	-9	15.6	15.9	18.0	17.4	-0.5
SUBTOTAL (2000) OFFICE OF PEOPLES COUNSEL	5,257	5,464	5,417	5,737	319	30.2	31.6	33.6	33.4	-0.2

Table DJ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(9960) AUDIT ADJUSTMENTS										
(9961) Yr End Close	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) AUDIT ADJUSTMENTS	0	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	9,683	7,901	8,063	8,971	908	39.7	41.2	44.4	45.4	1.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of the People's Counsel operates the following 3 programs:

Office of People's Counsel – provides consumer advocacy for utility consumers in the District so that they can receive quality utility service and equitable treatment at rates that are just, reasonable, and nondiscriminatory.

This program contains the following 2 activities:

- **Consumer Advocacy and Representation** – provides legal and technical analysis, and consumer advocacy services for District consumers to ensure safe, reliable services at rates that are just, reasonable, and consistent with new statutory mandates; and advocates for the conservation of the natural resources of the District, consideration of the economy, and the preservation of environmental quality; and
- **Public Information Dissemination** – provides consumer education, outreach, and technical assistance to District consumers so that they can understand their rights as ratepayers and make informed decisions about their utility services.

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

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

Program Structure Change

The Office of the People's Counsel has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table DJ0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table DJ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		8,063	44.4
COLA: FY 2019 COLA Adjustment	Multiple Programs	179	0.0
Agency Request-Increase: To align budget with projected revenues	Multiple Programs	528	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	118	1.0
Agency Request-Increase: To align Fixed Costs with proposed estimates	Agency Management	83	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		8,971	45.4
GROSS FOR DJ0 - OFFICE OF THE PEOPLE'S COUNSEL		8,971	45.4

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

FY 2019 Proposed Budget Changes

The Office of the People's Counsel's (OPC) proposed FY 2019 gross budget is \$8,970,586, which represents an 11.3 percent increase over its FY 2018 approved gross budget of \$8,062,744. The budget is comprised entirely of Special Purpose Revenue funds.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OPC's budget proposal includes a cost-of-living adjustment (COLA) of \$179,199 in Special Purpose Revenue funds.

Agency Request – Increase: OPC's proposed budget includes an increase of \$527,604 across multiple programs to align the budget with projected revenues. This adjustment is comprised of: \$406,728 for professional services related to consumer advocacy and operating costs such as vehicle maintenance; \$100,000 to support consumer advocacy contracts; \$16,000 for software acquisition costs; and \$4,876 for supply costs. Additionally, the proposal includes an increase of \$117,996 and 1.0 Full Time Equivalent (FTE) across multiple programs support projected salary steps and Fringe Benefits costs. The additional FTE will support the agency's information technology requirements. Other adjustments include a net increase of \$83,031 to align the budget with fixed cost projections from the Department of General Services (DGS) and telecommunications estimates from the Office of Finance Resource Management (OFRM).

Page left intentionally blank

Agency Performance Plan*

The Office of the People's Counsel (OPC) has the following strategic objectives for FY 2019:

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.**

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 consumer education, outreach and technical assistance to District ratepayers and consumers on matters relating to natural gas, electric and telephone utilities. (2 Activities)

Activity Title	Activity Description	Type of Activity
Consumer assistance	On a daily basis, OPC provides consumers with pertinent information for city services, not provided by OPC. The agency receives many misdirected calls, and strives to ensure that residents needing assistance are referred to the correct city agency for service.	Daily Service
Daily Consumer Education Activities	OPC's consumer services division provides daily consumer education and outreach activity by attending and conducting various community meetings on a weekly and monthly basis.	Daily Service

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	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
	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.	

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 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of consumer outreach meetings	No	471	175	510	175	175
Percent of consumer complaints closed annually	No	95%	90%	95%	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 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of proceedings initiated by OPC	No	Not Available	Not Available	2	4	4

WORKLOAD MEASURES

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

1. Consumer assistance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Consumer Complaints	No	Not Available	2,585	2,349
Number of Consumer Inquiries	No	Not Available	72	924

1. Consumer assistance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of NEP/LEP persons served by the agency	No	Not Available	4,492	5,834

2. OPC Consumer Advocacy

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of cases litigated before the Public Services Commission, Federal Energy Regulatory Commission, Federal Communications Commission and PJM	No	Not Available	61	46

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Department of Insurance, Securities, and Banking

www.disb.dc.gov
Telephone: 202-727-8000

Table SR0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$20,684,402	\$19,933,125	\$28,747,797	\$28,690,477	-0.2
FTEs	110.4	124.6	149.6	150.0	0.3

The mission of the Department of Insurance, Securities, and Banking (DISB) is two-fold: (1) protect consumers by providing equitable, thorough, efficient, and prompt regulatory supervision of the financial services companies, firms, and individuals operating in the District of Columbia; and (2) develop and improve market conditions to attract and retain financial services firms to the District of Columbia.

Summary of Services

DISB regulates the following financial services entities: (1) insurance companies, insurance producers, health maintenance organizations, captive insurance companies, and risk retention groups; (2) investment advisors, investment advisor representatives, broker-dealers, broker-dealer agents, securities offerings, issuers, and agents of issuers; and (3) District and state-chartered banks, mortgage lenders and brokers, mortgage loan originators, check cashers, money transmitters, consumer sales finance companies, money lenders, and consumer credit service organizations.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table SR0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table SR0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
<u>GENERAL FUND</u>												
Local Funds	0	0	200	0	-200	-100.0	0.0	0.0	0.0	0.0	0.0	N/A
Special Purpose Revenue Funds	19,581	19,668	27,966	28,565	600	2.1	110.4	124.6	149.6	150.0	0.4	0.3
TOTAL FOR GENERAL FUND	19,581	19,668	28,166	28,565	400	1.4	110.4	124.6	149.6	150.0	0.4	0.3
<u>FEDERAL RESOURCES</u>												
Federal Grant Funds	984	145	457	0	-457	-100.0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR FEDERAL RESOURCES	984	145	457	0	-457	-100.0	0.0	0.0	0.0	0.0	0.0	N/A
<u>INTRA-DISTRICT FUNDS</u>												
Intra-District Funds	119	120	125	125	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	119	120	125	125	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	20,684	19,933	28,748	28,690	-57	-0.2	110.4	124.6	149.6	150.0	0.4	0.3

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table SR0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table SR0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	11,073	11,926	14,104	15,085	981	7.0
12 - Regular Pay - Other	355	556	825	474	-351	-42.5
13 - Additional Gross Pay	147	83	113	113	0	0.0
14 - Fringe Benefits - Current Personnel	2,400	2,581	3,045	3,283	238	7.8
15 - Overtime Pay	9	3	21	21	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	13,984	15,150	18,108	18,976	868	4.8

Table SR0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
20 - Supplies and Materials	59	67	79	94	15	18.8
31 - Telephone, Telegraph, Telegram, Etc.	86	81	104	98	-5	-5.1
32 - Rentals - Land and Structures	2,016	2,011	2,188	2,214	26	1.2
34 - Security Services	8	7	7	3	-4	-62.9
35 - Occupancy Fixed Costs	24	0	25	27	2	8.0
40 - Other Services and Charges	755	645	1,645	1,480	-164	-10.0
41 - Contractual Services - Other	1,746	1,377	3,265	3,222	-44	-1.3
50 - Subsidies and Transfers	1,585	0	2,000	2,000	0	0.0
70 - Equipment and Equipment Rental	421	594	1,328	577	-751	-56.5
SUBTOTAL NONPERSONAL SERVICES (NPS)	6,700	4,783	10,640	9,714	-925	-8.7
GROSS FUNDS	20,684	19,933	28,748	28,690	-57	-0.2

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table SR0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 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)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	181	189	197	206	9	1.5	1.7	2.0	2.0	0.0
(1017) Labor Partnership	80	84	84	89	5	0.7	0.8	1.0	1.0	0.0
(1040) Office of Info. Tech. and Support	4,015	4,131	5,388	4,520	-869	8.1	9.2	11.0	11.0	0.0
(1060) Office of Legal Services	1,247	1,290	1,866	1,858	-7	9.6	10.8	13.0	12.0	-1.0
(1080) Public Affairs	621	706	792	1,025	233	3.0	3.3	4.0	5.0	1.0
(1090) Performance Management	456	545	789	816	28	1.5	4.2	6.0	6.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	6,601	6,944	9,115	8,514	-601	24.4	30.0	37.0	37.0	0.0
(100F) AGENCY FINANCIAL OPERATIONS										
(110F) Budget Operation	272	296	313	325	12	0.7	1.7	2.0	2.0	0.0
(120F) Accounting Operations	522	542	527	554	27	4.4	4.2	5.0	5.0	0.0
(130F) ACFO	197	203	212	220	8	0.7	0.8	1.0	1.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	991	1,041	1,053	1,099	46	5.9	6.7	8.0	8.0	0.0

Table SR0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(2000) INSURANCE										
(2010) Insurance Products	999	1,175	1,511	1,599	88	6.9	9.7	11.7	11.7	0.0
(2015) Financial Surveillance	514	811	735	869	133	4.2	4.7	5.6	6.0	0.4
(2050) HMO	541	566	568	606	38	3.0	3.6	4.3	4.3	0.0
(2080) DC Market Operations Insurance	45	70	528	518	-9	0.2	0.0	0.0	0.0	0.0
(2090) Health Insurance Review	969	644	1,032	626	-407	4.4	5.0	5.0	5.0	0.0
SUBTOTAL (2000) INSURANCE	3,069	3,267	4,374	4,217	-156	18.7	23.0	26.6	27.0	0.4
(3000) SECURITIES										
(3010) Corporate Finance	740	702	865	891	26	4.8	5.8	7.0	7.0	0.0
(3030) Securities Licensing	406	435	468	495	27	3.3	3.3	4.0	4.0	0.0
(3080) DC Market Operations Securities	185	250	710	607	-102	0.2	0.8	1.0	1.0	0.0
SUBTOTAL (3000) SECURITIES	1,331	1,387	2,042	1,992	-49	8.3	10.0	12.0	12.0	0.0
(4000) ENFORCEMENT										
(4050) Enforcement	91	196	244	293	49	1.8	1.7	2.0	3.0	1.0
(4060) Investigations	534	595	920	958	38	4.1	5.0	7.0	7.0	0.0
(4080) DC Market Compliance Enforcement	7	26	61	75	15	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (4000) ENFORCEMENT	631	817	1,224	1,326	102	5.9	6.7	9.0	10.0	1.0
(5000) BANKING										
(5060) Licensing	754	734	864	916	52	4.8	5.8	7.0	7.0	0.0
(5070) Market Services	2,954	1,424	3,699	3,735	36	6.6	6.7	8.0	8.0	0.0
(5080) DC Market Operations Banking	581	163	1,102	1,451	349	0.2	0.0	0.0	0.0	0.0
SUBTOTAL (5000) BANKING	4,290	2,321	5,666	6,102	436	11.6	12.5	15.0	15.0	0.0
(6000) RISK FINANCE										
(6010) Compliance	129	136	145	157	12	3.3	0.8	1.0	1.0	0.0
(6020) Financial Analysis	197	203	207	215	7	0.4	0.8	1.0	1.0	0.0
(6030) Regulatory Review and Licensing	41	88	95	103	8	0.7	0.8	1.0	1.0	0.0
(6080) DC Market Operations Risk Finance	48	59	169	184	15	0.2	0.0	0.0	0.0	0.0
SUBTOTAL (6000) RISK FINANCE	416	487	616	659	43	4.6	2.5	3.0	3.0	0.0
(8000) MARKET EXAMINATIONS										
(8010) Insurance Exams	241	247	345	362	16	2.4	2.5	3.0	3.0	0.0
(8020) Securities Exams	352	344	414	447	33	3.1	3.3	4.0	4.0	0.0
(8030) Banking Exams	1,083	1,265	1,499	1,572	73	9.8	10.8	13.0	13.0	0.0
(8040) Risk Finance Exams	665	700	693	739	47	4.6	4.2	5.0	5.0	0.0
SUBTOTAL (8000) MARKET EXAMINATIONS	2,340	2,557	2,952	3,121	169	19.9	20.8	25.0	25.0	0.0
(9000) COMPLIANCE ANALYSIS										
(9010) Consumer Services	793	782	842	884	42	5.9	6.7	7.0	7.0	0.0
(9020) Market Research Analysis	223	331	654	561	-93	4.4	5.0	6.0	5.0	-1.0
(9080) DC Market Compliance Analysis	1	5	212	216	4	0.7	0.8	1.0	1.0	0.0
SUBTOTAL (9000) COMPLIANCE ANALYSIS	1,016	1,118	1,707	1,660	-47	11.1	12.5	14.0	13.0	-1.0

Table SR0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(9960) YR END CLOSE										
No Activity Assigned	0	-7	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-7	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED										
OPERATING BUDGET	20,684	19,933	28,748	28,690	-57	110.4	124.6	149.6	150.0	0.4

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 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 3 activities:

- **Licensing** – reviews and approves, subject to District laws, District chartered banks, mortgage lenders and brokers, loan originators, money transmitters, check cashers, money lenders, and consumer credit service organizations doing business in the District;
- **Market Services** – administers the foreclosure mediation, Certified Capital Company (CAPCO), and State Small Business Credit Initiative programs; and
- **DC Market Operations Banking** – provides for administrative support and the required tools for the bureau to achieve operational and programmatic results.

Risk Finance – reviews and approves licensing applications for the formation of captive insurance companies and maintains regulatory oversight of captive insurers and risk retention groups that operate or plan to do business in the District.

This division contains the following 4 activities:

- **Compliance** – provides solvency and compliance monitoring and technical assistance for the captive insurance industry and other regulators to maintain a viable alternative insurance market in the District;
- **Financial Analysis** – analyzes financial and actuarial reports to ensure captive insurance companies and risk retention groups maintain capital and surplus required under District law;
- **Regulatory Review and Licensing** – reviews and approves, subject to District laws, licensing applications of captive insurance companies and risk retention groups, and provides technical assistance to other regulators; and
- **DC Market Operations Risk Finance** – provides for administrative support and the required tools for the bureau to achieve operational and programmatic results.

Market Examinations – conducts on-site examinations of all domiciled insurance companies; inspects District-based investment advisers and broker-dealers, District-chartered banks, and non-depository financial services institutions doing business in the District; monitors solvency of financial firms doing business in the District; 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 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table SR0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table SR0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		200	0.0
Removal of One-Time Costs	Banking	-200	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		0	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		0	0.0
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		457	0.0
Agency Request-Decrease: To align budget with projected grant awards	Insurance	-457	0.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		27,966	149.6
COLA: FY 2019 COLA Adjustment	Multiple Programs	751	0.0
Agency Request-Increase: To support the costs of pre-existing programmatic initiatives	Banking	554	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	117	0.4
Agency Request-Increase: To adjust the Contractual Services budget	Multiple Programs	75	0.0
Agency Request-Decrease: To support nonpersonal services costs	Multiple Programs	-102	0.0
Agency Request-Decrease: To align resources with operational spending goals	Agency Management	-795	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		28,565	150.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		125	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		125	0.0
GROSS FOR SR0 - DEPARTMENT OF INSURANCE, SECURITIES, AND BANKING		28,690	150.0

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

FY 2019 Proposed Budget Changes

The Department of Insurance, Securities, and Banking's (DISB) proposed FY 2019 gross budget is \$28,690,477, which represents a less than 1.0 percent decrease from its FY 2018 approved gross budget of \$28,747,797. The budget is comprised of \$28,565,477 in Special Purpose Revenue funds and \$125,000 in Intra-District funds.

Recurring Budget

The FY 2019 budget for DISB includes a reduction of \$200,000 in Local funds to account for the removal of one-time funding appropriated in FY 2018 for a feasibility study for the establishment of a public bank in the District of Columbia.

Mayor's Proposed Budget

Cost-of-Living Adjustment: DISB's budget proposal includes a cost-of-living adjustment (COLA) of \$750,707 in Special Purpose Revenue funds.

Agency Request – Increase: DISB's FY 2019 budget proposal for Special Purpose Revenue funds includes an increase of \$554,288 in the Banking Division to support the Earned Income Tax Credit (EITC) program, as well as consulting and market research for the Financial Empowerment Center Project. The budget proposal also includes a net increase of \$117,463 in personal services across multiple divisions, to account for salary step increases, Fringe Benefit adjustments, and the realignment of 0.4 Full-Time Equivalent (FTE) to support program initiatives. The Special Purpose Revenue funds proposed budget also includes an increase of \$74,970, primarily in the Agency Management and Enforcement divisions, to support the new contracts for enforcement and consumer protection initiatives and communications consultants.

Agency Request – Decrease: In Federal Grant funds, the proposed budget includes a decrease of \$457,172 in the DC Market Operations Banking Division due to the elimination of the Insurance Market Reforms Grant. DISB's FY 2019 Special Purpose Revenue budget proposal includes a net decrease of \$102,486 in nonpersonal services across multiple divisions, to reflect lower costs for data migration for the new Securities Tracking and Registration (STAR) platform, due to the majority of the migration occurring in FY 2018; an anticipated reduction in travel costs; and a reduction in maintenance and repair costs for the new Microphone system. In the Agency Management division, the budget proposal includes an overall decrease of \$795,091 to reflect a reduction in the costs associated with the agency's prior-year office relocation and hardware and software upgrades.

Page left intentionally blank

Agency Performance Plan

Department of Insurance, Securities, and Banking's (DISB) performance plan has the following objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Provide high quality and efficient consumer protection services to District residents and businesses.
2. Provide high quality and cost effective regulation of financial services providers to ensure compliance with District laws.
3. Establish the District as a premier destination for financial services firms by coordinating with other agencies to increase the number of financial services industry jobs available for District residents, and to generate additional revenue for the District.
4. Provide high quality services to financially empower residents and create pathways to the middle class.
5. Provide valuable assistance and support to District based small businesses and entrepreneurs that will create or retain jobs.
6. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Provide high quality and efficient consumer protection services to District residents and businesses. (8 Activities)

Activity Title	Activity Description	Type of Activity
Outreach Campaigns	Conduct outreach campaigns to provide residents with information that will help them make informed choices about financial services offerings (e.g., DC Saves Week, Financial Literacy Month, DASH for the STASH and the Financial Fitness Challenge).	Key Project
Financial Education Events	Hold at least two in-person financial education events in every Ward by the end of the fiscal year.	Key Project
Consumer Alerts	Publish and distribute consumer alerts, guides and articles to inform consumers about financial services issues and to help prevent them from becoming victims of scams and abuses.	Key Project
Complaint Activity	Review complaint activity to identify trends that are adverse to the interests of consumers.	Daily Service
Trend Analysis	Utilize trend analysis from complaint activity to develop education and enforcement initiatives to address the trends and improve outcomes for consumers.	Daily Service
Customer Satisfaction Surveys	DISB will continue to provide the customer satisfaction survey to the investment adviser firms it examines. DISB will review the survey responses and consider whether any modifications to the Examinations Program would be appropriate in light of the feedback.	Daily Service

1. Provide high quality and efficient consumer protection services to District residents and businesses. (8 Activities)

Activity Title	Activity Description	Type of Activity
Senior Financial Fraud Abuse Prevention Program	Continue the implementation of the Department's Senior Financial Fraud Abuse Prevention Program. This initiative will focus on two primary components: (1) increase the number of outreach events to educate seniors on how to recognize and avoid financial scams; and (2) enhance DISB's consumer enforcement program to protect District seniors.	Daily Service
Consumer Alerts and Guides on Financial Services issues	Publish and distribute consumer alerts, guides and articles. Offer an expanded Consumer Financial Resources Guide that provides stories/scenarios, how-to's and other directions for resolving financial services concerns and preventing scams and abuses.	Daily Service

2. Provide high quality and cost effective regulation of financial services providers to ensure compliance with District laws. (3 Activities)

Activity Title	Activity Description	Type of Activity
Non-Depository Exams	Conduct examinations of non-depository financial institutions scheduled during the fiscal year.	Daily Service
Domestic Insurance Company Exams	Conduct examinations of domestic insurance companies scheduled during the fiscal year.	Daily Service
Investment Firm Exams	Conduct examinations of investment firms scheduled during the fiscal year.	Daily Service

3. Establish the District as a premier destination for financial services firms by coordinating with other agencies to increase the number of financial services industry jobs available for District residents, and to generate additional revenue for the District. (1 Activity)

Activity Title	Activity Description	Type of Activity
Financial Services Academy	Develop a public private partnership where DISB and the financial services industry work with District universities and schools to train students to fill jobs in the financial services industry.	Daily Service

4. Provide high quality services to financially empower residents and create pathways to the middle class. (4 Activities)

Activity Title	Activity Description	Type of Activity
Financial Literacy for all Residents of the District	Conduct seminars, educational events and workshops to provide residents with information on financial services and engage in comprehensive efforts to provide financial literacy. Examples include: DC Saves Week, Financial Literacy Month, DASH for the STASH, and Insurance Awareness Day.	Daily Service
Bank on DC program	Promote the Bank on DC program to reduce the number of unbanked and underbanked residents in the District.	Key Project
Financial Services Curriculum	Deliver financial services curriculum that contains topics of interest and importance to all population segments in the District.	Key Project
Consumer Guides and Alerts	Prepare consumer guides and alerts to provide District residents with information about financial products and services.	Daily Service

5. Provide valuable assistance and support to District based small businesses and entrepreneurs that will create or retain jobs. (3 Activities)

Activity Title	Activity Description	Type of Activity
State Small Business Credit Initiative (SSBCI) Program Promotion	Promote the SSBCI program to local banks and financial institutions, the business community, and District agencies, such as, Department of Small and Local Business Development (DSLBD), Department of General Services (DGS), and the Deputy Mayor of Planning and Economic Development (DMPED).	Daily Service
SSBCI Program Partnerships	Work with District agencies, incubators, chambers of commerce, universities, and other organizations to provide technical assistance to small businesses to enable them to qualify for loans.	Daily Service
SSBCI Program	Administer DISB's State Small Business Credit Initiative (SSBCI) program to provide financial support to District-based small businesses and entrepreneurs.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Provide high quality and efficient consumer protection services to District residents and businesses. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent increase in the number of fraud alerts from the previous fiscal year developed and available on the Department's website and other media	No	266.7%	10%	50%	10%	10%
Percent of insurance, securities and banking complaints scheduled to be closed within 45 days of receipt	No	99%	95%	96.1%	95%	95%
Percent of scheduled captive financial analyses conducted during the fiscal year	No	100%	100%	100%	100%	100%

2. Provide high quality and cost effective regulation of financial services providers to ensure compliance with District laws. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of scheduled District-based investment firms examined during the fiscal year	No	100%	100%	100%	100%	100%
Percent of scheduled domestic insurance companies examined during the fiscal year	No	100%	100%	100%	100%	100%
Percent of scheduled non-depository financial institutions examined during the fiscal year	No	117.1%	100%	119.6%	100%	100%

3. Establish the District as a premier destination for financial services firms by coordinating with other agencies to increase the number of financial services industry jobs available for District residents, and to generate additional revenue for the District. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Initiate and increase cyber fraud enforcement efforts	No	Not Available	Not Available	Not Available	Not Available	12

4. Provide high quality services to financially empower residents and create pathways to the middle class. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Increase the number of new bank accounts opened through the Bank on DC program from the previous year	No	1,711	750	785	750	800

5. 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 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of outreach events for small businesses, financial institutions, or business organizations	No	New Measure	New Measure	Not Available	New Measure	New Measure
Percent of State Small Business Credit Initiative applications processed within 30 days of receipt	No	Not Available	95%	100%	95%	95%

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. Outreach Campaigns

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of residents who receive in-person fraud abuse prevention, financial literacy training, and/or consumer protection information	No	Not Available	6,990	17,935
The number of Hispanic residents who receive financial education offerings at outreach events	No	Not Available	Not Available	Not Available

2. Consumer Alerts

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of consumer guides and alerts issued	No	Not Available	5	9

3. Non-Depository Exams

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of non-depository financial institutions examinations completed during the fiscal year	No	Not Available	317	134

4. Domestic Insurance Company Exams

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of domestic insurance company examinations completed during the fiscal year	No	Not Available	0	6

5. Investment Firm Exams

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of District-based investment firm examinations completed during the fiscal year	No	Not Available	16	22

6. Financial Literacy for all Residents of the District

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of events held where residents were provided with financial literacy training and/or consumer protection information	No	Not Available	216	226

7. Bank on DC program

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Bank on DC or other Financially Fit DC events held	No	Not Available	80	140

8. Financial Services Curriculum

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of consumers receiving financial literacy training and/or consumer protection information	No	Not Available	6,990	17,935
The number of regulatory enforcement cases initiated	No	Not Available	New Measure	12

9. Consumer Guides and Alerts

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
The number of fraud alerts issued	No	Not Available	Not Available	6

10. State Small Business Credit Initiative (SSBCI) Program Promotion

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of jobs created or retained in the District with SSBCI funds	No	Not Available	360	0

11. SSBCI Program Partnerships

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of small business assistance clinics, seminars, or other events provided	No	Not Available	12	18

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Housing Authority Subsidy

www.dchousing.org
Telephone: 202-535-1000

Table HY0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$55,695,553	\$54,624,261	\$85,980,465	\$96,696,225	12.5
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Housing Authority Subsidy is to provide additional funding to the District of Columbia Housing Authority (DCHA) to subsidize its operations and to fund ongoing rental assistance for low-income households.

Summary of Services

The Housing Authority Subsidy provides rental assistance support for District of Columbia households, supports the Local Rent Supplement Program (LRSP), and supports DCHA's Public Safety program.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table HY0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table HY0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*		Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND													
Local Funds	55,696	54,624	85,980	96,696	10,716	12.5		0.0	0.0	0.0	0.0	0.0	N/A
TOTAL													
FOR GENERAL FUND	55,696	54,624	85,980	96,696	10,716	12.5		0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	55,696	54,624	85,980	96,696	10,716	12.5		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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table HY0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table HY0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
50 - Subsidies and Transfers	55,696	54,624	85,980	96,696	10,716	12.5
SUBTOTAL NONPERSONAL SERVICES (NPS)	55,696	54,624	85,980	96,696	10,716	12.5
GROSS FUNDS	55,696	54,624	85,980	96,696	10,716	12.5

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table HY0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table HY0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(2000) RENTAL ASSISTANCE SUPPORT										
(2001) Rental Assistance Support	0	7,140	7,140	7,140	0	0.0	0.0	0.0	0.0	0.0
No Activity Assigned	7,140	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) RENTAL ASSISTANCE SUPPORT	7,140	7,140	7,140	7,140	0	0.0	0.0	0.0	0.0	0.0
(3000) LOCAL RENT SUPPLEMENT										
(3010) Tenant-Based Vouchers	0	40,742	54,375	63,216	8,841	0.0	0.0	0.0	0.0	0.0
(3020) Project And Sponsor - Based Vouchers	0	2,542	20,266	22,141	1,875	0.0	0.0	0.0	0.0	0.0
No Activity Assigned	29,556	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (3000) LOCAL RENT SUPPLEMENT	29,556	43,284	74,640	85,356	10,716	0.0	0.0	0.0	0.0	0.0
(4000) PUBLIC SAFETY										
(4001) Public Safety	0	4,200	4,200	4,200	0	0.0	0.0	0.0	0.0	0.0
No Activity Assigned	4,000	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (4000) PUBLIC SAFETY	4,000	4,200	4,200	4,200	0	0.0	0.0	0.0	0.0	0.0

Table HY0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(5000) DCHA REHABILITATION AND MAINTENANCE										
No Activity Assigned	15,000	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (5000) DCHA REHABILITATION AND MAINTENANCE	15,000	0	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	55,696	54,624	85,980	96,696	10,716	0.0	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Housing Authority Subsidy operates through the following 3 programs:

Rental Assistance Support – provides continued rental assistance to low-income District of Columbia households that are currently housed.

Local Rent Supplement – provides rental assistance for extremely low-income families and individuals through a housing program similar to the Federal Housing Choice Voucher program. The housing subsidy is provided through tenant-based, project-based, and sponsor-based assistance.

This program contains the following 2 activities:

- **Tenant-Based Vouchers** - are provided directly to families or individuals, who can use the voucher for any rental unit under the Fair Market Rent in the District. The voucher stays with the family, even if they decide to move to another rental unit in the District; and
- **Project and Sponsor-Based Vouchers** - Project-based vouchers are provided to for-profit or non-profit developers for specific units that they make available to low-income families. Unlike tenant-based vouchers, these vouchers are not portable and stay with the unit. The units must be made affordable over the life of the project. Although it is not required, many project-based vouchers are awarded to developments that also provide supportive services, such as counseling, to the low-income residents. Sponsor-based vouchers are awarded to a landlord or non-profit group for affordable units they make available to low-income families. Unlike project-based vouchers, these vouchers are portable and can be moved to another unit run by the non-profit or landlord. Sponsor-based vouchers are awarded only to groups that agree to provide supportive services to residents housed in the affordable units.

Public Safety – provides funding that supports DCHA's Public Safety force, which complements local law enforcement efforts by focusing on crime prevention and law enforcement in and around DCHA's public housing communities.

Program Structure Change

The Housing Authority Subsidy has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table HY0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table HY0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		85,980	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		85,980	0.0
Mayor's Policy-Enhance: To support Homeward DC and the Local Rent Supplement Program (LRSP)	Local Rent Supplement	10,716	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		96,696	0.0
GROSS FOR HY0 - HOUSING AUTHORITY SUBSIDY		96,696	0.0

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

FY 2019 Proposed Budget Changes

The Housing Authority Subsidy's proposed FY 2019 gross budget is \$96,696,225, which represents a 12.5 percent increase over its FY 2018 approved gross budget of \$85,980,465. The budget is comprised entirely of Local funds.

Recurring Budget

No Change: The Housing Authority Subsidy's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Mayor's Policy – Enhance: The Housing Authority Subsidy's budget proposal reflects an overall increase of \$10,715,760. This adjustment is comprised of \$8,840,760 to support the continued implementation of the Homeward DC program. The Department of Human Services (DHS), in conjunction with the Interagency Council on Homelessness (ICH) and other agency partners, have developed a five-year strategic plan. The objectives of the plan are to transform the Continuum of Care, from a shelter-focused system, to a model that uses resources in a manner that helps individuals and families access housing and other support needed to end homelessness. Additionally, an increase of \$1,875,000 will support project- and sponsor-based subsidies to help the District make progress towards its New Communities program.

Housing Production Trust Fund Subsidy

www.dhcd.dc.gov
Telephone: 202-442-7200

Table HP0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$90,179,389	\$42,732,104	\$48,317,389	\$39,335,078	-18.6
FTEs	0.0	0.0	0.0	0.0	N/A

The subsidy account previously reflected the total Dedicated Taxes (General Fund) transfer to the Housing Production Trust Fund (HPTF) to fulfill its operational obligations during a budgetary year. It now reflects any Local funds transfer to the HPTF.

Summary of Services

The HPTF, which is administered by the District of Columbia's Department of Housing and Community Development (DHCD), is a legally separate entity for which the elected officials of the District of Columbia are financially accountable. Details of the HPTF's operating budget are provided in the Enterprise and Other Funds section of the budget document.

In FY 2007, a subsidy account for this entity was created to show the annual transfer of dedicated deed recordation and deed transfer taxes from the District's General Fund to the HPTF. In total, 15 percent of these tax revenues are dedicated to the HPTF. This 15 percent share was budgeted in two agencies. First, the amount required for debt service on borrowing for New Communities projects was budgeted in the Repayment of Revenue Bonds agency, in the Financing and Other appropriation title. Second, the remaining amount of the 15 percent share was budgeted in the HPTF Subsidy agency, to be transferred to the HPTF. Beginning in FY 2013, these funds were deposited directly into the HPTF; thus, there is no transfer of Dedicated Taxes through the General Fund. This subsidy agency now includes only Local funds that are transferred.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table HP0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table HP0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	90,179	42,732	48,317	39,335	-8,982	-18.6	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR												
GENERAL FUND	90,179	42,732	48,317	39,335	-8,982	-18.6	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	90,179	42,732	48,317	39,335	-8,982	-18.6	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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table HP0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table HP0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
50 - Subsidies and Transfers	90,179	42,732	48,317	39,335	-8,982	-18.6
SUBTOTAL NONPERSONAL SERVICES (NPS)	90,179	42,732	48,317	39,335	-8,982	-18.6
GROSS FUNDS	90,179	42,732	48,317	39,335	-8,982	-18.6

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table HP0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table HP0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) HOUSING PRODUCTION TRUST FUND (SUBSIDY)										
(1100) Housing Production Trust Fund (Subsidy)	90,179	42,732	48,317	39,335	-8,982	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) HOUSING PRODUCTION TRUST FUND (SUBSIDY)	90,179	42,732	48,317	39,335	-8,982	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	90,179	42,732	48,317	39,335	-8,982	0.0	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Housing Production Trust Fund Subsidy operates through the following program:

Housing Production Trust Fund (Subsidy) – provides funds to fulfill operational obligations for the Housing Production Trust Fund.

Program Structure Change

The Housing Production Trust Fund Subsidy has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table HP0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table HP0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		48,317	0.0
Removal of One-Time Costs	Housing Production Trust Fund (Subsidy)	-48,317	0.0

Table HP0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2019 Recurring Budget		0	0.0
Agency Request-Increase: Affordable housing initiatives funding (one-time)	Housing Production Trust Fund (Subsidy)	39,335	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		39,335	0.0
GROSS FOR HP0 - HOUSING PRODUCTION TRUST FUND SUBSIDY		39,335	0.0

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

FY 2019 Proposed Budget Changes

The Housing Production Trust Fund (HPTF) Subsidy's proposed FY 2019 gross budget is \$39,335,078, which represents an 18.6 percent decrease from its FY 2018 approved gross budget of \$48,317,389. The budget is comprised entirely of Local funds.

Recurring Budget

The FY 2019 budget for the Housing Production Trust Fund Subsidy includes a reduction of \$48,317,389 to account for the removal of one-time funding appropriated in FY 2018 for affordable housing initiatives.

Mayor's Proposed Budget

Agency Request - Increase: The Housing Production Trust Fund Subsidy's budget proposal reflects a one-time increase of \$39,335,078 allocated in support of the District's affordable housing initiatives.

Business Improvement Districts Transfer

Table ID0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$28,507,042	\$27,403,754	\$47,000,000	\$55,000,000	17.0
FTEs	0.0	0.0	0.0	0.0	N/A

The Business Improvement Districts Transfer agency records the transfer of revenues to Business Improvement Districts (BIDs).

The Chief Financial Officer collects assessments from businesses in BID areas through property taxes and then refunds the proceeds to each BID. Decisions on the assessment rate, who is assessed, and how the proceeds are spent are made by the BIDs, not the District of Columbia.

There are currently ten BIDs in the District:

- Anacostia BID
- Adams Morgan Partnership BID
- Capitol Hill BID
- Capitol Riverfront BID
- Downtown DC BID
- Georgetown BID
- Golden Triangle BID
- Mount Vernon Triangle Community Improvement District BID
- NoMa BID
- Southwest BID

Three additional BIDs for MidCity, Historic Dupont, and Shaw are currently being developed and are projected to be partially, if not fully, active in FY 2019.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table ID0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table ID0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Special Purpose Revenue												
Funds	28,507	27,404	47,000	55,000	8,000	17.0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR												
GENERAL FUND	28,507	27,404	47,000	55,000	8,000	17.0	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	28,507	27,404	47,000	55,000	8,000	17.0	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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table ID0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table ID0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
50 - Subsidies and Transfers	28,507	27,404	47,000	55,000	8,000	17.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	28,507	27,404	47,000	55,000	8,000	17.0
GROSS FUNDS	28,507	27,404	47,000	55,000	8,000	17.0

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table ID0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table ID0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) BUSINESS IMPROVEMENT										
DIST TAX - TRANSFER										
(1100) Business Improvement Dist Tax - Transfer	28,507	27,404	47,000	55,000	8,000	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) BUSINESS IMPROVEMENT DIST TAX - TRANSFER	28,507	27,404	47,000	55,000	8,000	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	28,507	27,404	47,000	55,000	8,000	0.0	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Business Improvement Districts Transfer agency operates through the following program:

Business Improvement Districts Tax-Transfer – records the transfer of revenue to the various Business Improvement Districts.

Program Structure Change

The Business Improvement Districts Transfer agency has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table ID0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table ID0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		47,000	0.0
Agency Request-Increase: To align budget with projected revenues	Business Improvement Dist	8,000	0.0

Table ID0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
	Tax - Transfer		
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		55,000	0.0
GROSS FOR ID0 - BUSINESS IMPROVEMENT DISTRICTS TRANSFER		55,000	0.0

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

FY 2019 Proposed Budget Changes

The proposed FY 2019 Business Improvement Districts Transfer gross budget is \$55,000,000, which represents a 17.0 percent increase over its FY 2018 approved gross budget of \$47,000,000. The budget is comprised entirely of Special Purpose Revenue funds.

Mayor's Proposed Budget

Agency Request - Increase: The FY 2019 budget for the Business Improvement Districts Transfer agency reflects an increase of \$8,000,000 associated with the initial completion of the development at the Wharf within the Southwest BID and the anticipated establishment of the MidCity, Historic Dupont, and Shaw BIDs.

Agency Budget Chapters

Part I

(by Appropriation Title)

C. Public Safety and Justice

1. Metropolitan Police Department (FA0).....	C-1
2. Fire and Emergency Medical Services Department (FB0).....	C-17
3. Police Officers' and Fire Fighters' Retirement System (FD0).....	C-35
4. Department of Corrections (FL0)	C-39
5. District of Columbia National Guard (FK0)	C-55
6. Homeland Security and Emergency Management Agency (BN0).....	C-61
7. Commission on Judicial Disabilities and Tenure (DQ0).....	C-75
8. Judicial Nomination Commission (DV0)	C-83
9. Office of Police Complaints (FH0).....	C-91
10. District of Columbia Sentencing Commission (FZ0)	C-101
11. Criminal Code Reform Commission (MA0)	C-111
12. Neighborhood Safety and Engagement (NS0)	A-117
13. Office of the Chief Medical Examiner (FX0).....	C-123
14. Office of Administrative Hearings (FS0)	C-137
15. Criminal Justice Coordinating Council (FJ0)	C-147
16. Office of Unified Communications (UC0)	C-163
17. Homeland Security Grants (FT0)	C-175
18. Department of Forensic Sciences (FR0)	C-181
19. Corrections Information Council (FI0)	C-193
20. Office of Victim Services and Justice Grants (FO0)	C-201
21. Office of the Deputy Mayor for Public Safety and Justice (FQ0).....	C-215

Metropolitan Police Department

www.mpdcc.gov
Telephone: 202-727-9099

Table FA0-1

Description	FY 2016	FY 2017	FY 2018	FY 2019	% Change
	Actual	Actual	Approved	Proposed	from FY 2018
OPERATING BUDGET	\$543,434,479	\$555,012,147	\$548,703,469	\$553,692,783	0.9
FTEs	4,307.8	4,459.8	4,725.5	4,755.5	0.6

The mission of the Metropolitan Police Department is to safeguard the District of Columbia and protect its residents and visitors with the highest regard for the sanctity of human life. We will strive at all times to accomplish our mission with a focus on service, integrity, and fairness by upholding our city's motto, Justitia Omnibus - Justice for All.

Summary of Services

MPD provides crime prevention and response services through patrols, investigations, and homeland security services. The Patrol Services Bureau delivers community policing to the District's neighborhoods through 56 police service areas in seven police districts. The Investigative Services Bureau investigates crimes and provides forensic services for those cases. The Homeland Security Bureau coordinates domestic security and intelligence operations as well as traffic safety and law enforcement support for special events. The Internal Affairs Bureau investigates the use of force, equal employment opportunity violations, and other misconduct and complaints against MPD employees. The Professional Development and Corporate Support Bureaus support the work of the entire department through strategic direction, legislative coordination, policy issuance, recruitment, hiring and training personnel, evidence control, records processing, fleet management, procurement, and other administrative support services.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FA0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FA0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
<u>GENERAL FUND</u>												
Local Funds	496,864	507,188	503,729	510,230	6,501	1.3	4,247.9	4,401.1	4,699.5	4,742.5	43.0	0.9
Special Purpose Revenue Funds	5,142	4,207	8,200	8,200	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	502,006	511,395	511,929	518,430	6,501	1.3	4,247.9	4,401.1	4,699.5	4,742.5	43.0	0.9
<u>FEDERAL RESOURCES</u>												
Federal Grant Funds	4,581	4,450	6,145	3,907	-2,238	-36.4	30.2	53.2	26.0	8.0	-18.0	-69.2
TOTAL FOR FEDERAL RESOURCES	4,581	4,450	6,145	3,907	-2,238	-36.4	30.2	53.2	26.0	8.0	-18.0	-69.2
<u>PRIVATE FUNDS</u>												
Private Donations	282	117	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR PRIVATE FUNDS	282	117	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
<u>INTRA-DISTRICT FUNDS</u>												
Intra-District Funds	36,565	39,050	30,629	31,356	726	2.4	29.7	5.5	0.0	5.0	5.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	36,565	39,050	30,629	31,356	726	2.4	29.7	5.5	0.0	5.0	5.0	N/A
GROSS FUNDS	543,434	555,012	548,703	553,693	4,989	0.9	4,307.8	4,459.8	4,725.5	4,755.5	30.0	0.6

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FA0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FA0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	331,883	341,595	340,006	335,486	-4,520	-1.3
12 - Regular Pay - Other	3,310	11,915	5,046	17,152	12,106	239.9
13 - Additional Gross Pay	33,375	21,822	29,036	25,153	-3,883	-13.4

Table FA0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
14 - Fringe Benefits - Current Personnel	56,411	60,030	58,362	62,996	4,634	7.9
15 - Overtime Pay	34,845	41,233	30,687	28,284	-2,403	-7.8
SUBTOTAL PERSONAL SERVICES (PS)	459,825	476,595	463,137	469,071	5,934	1.3
20 - Supplies and Materials	4,252	3,832	4,053	5,046	993	24.5
30 - Energy, Communication and Building Rentals	306	273	3	3	0	0.0
31 - Telephone, Telegraph, Telegram, Etc.	310	1,379	80	1,584	1,504	1,880.0
40 - Other Services and Charges	23,898	14,646	25,077	19,696	-5,381	-21.5
41 - Contractual Services - Other	49,706	56,520	53,333	56,345	3,012	5.6
50 - Subsidies and Transfers	595	57	2	102	100	4,170.8
70 - Equipment and Equipment Rental	4,542	1,711	3,018	1,846	-1,172	-38.8
SUBTOTAL NONPERSONAL SERVICES (NPS)	83,610	78,417	85,567	84,622	-945	-1.1
GROSS FUNDS	543,434	555,012	548,703	553,693	4,989	0.9

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FA0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) REGIONAL FIELD OPERATIONS										
(1200) ROC North	0	92	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) REGIONAL FIELD OPERATIONS	0	92	0	0	0	0.0	0.0	0.0	0.0	0.0
(1001) PATROL SERVICES BUREAU NORTH AND SOUTH										
(1101) Administrative Office, PSB	942	1,057	561	0	-561	0.0	12.4	7.0	0.0	-7.0
(1500) Patrol Districts	301,322	294,742	292,315	273,180	-19,134	2,823.0	2,925.2	3,062.0	2,857.0	-205.0
SUBTOTAL (1001) PATROL SERVICES BUREAU NORTH AND SOUTH	302,264	295,798	292,876	273,180	-19,696	2,823.0	2,937.6	3,069.0	2,857.0	-212.0
(100C) CHIEF OF POLICE										
(110C) Administrative Office, EOCOP	3,799	5,102	4,439	6,166	1,727	22.2	31.4	36.5	57.5	21.0
(120C) Executive Protection Unit	736	767	580	641	61	5.5	4.8	5.0	6.0	1.0
(130C) Office of Research and Analytical Services	2,755	3,438	2,528	0	-2,528	19.4	16.2	29.0	0.0	-29.0
(150C) Strategic Change Division	0	0	0	1,743	1,743	0.0	0.0	0.0	14.0	14.0
(170C) Grants and Procurement Office	0	0	0	392	392	0.0	0.0	0.0	3.0	3.0
SUBTOTAL (100C) CHIEF OF POLICE	7,290	9,307	7,547	8,942	1,395	47.1	52.4	70.5	80.5	10.0

Table FA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(100F) AGENCY FINANCIAL OPERATIONS										
(110F) Budget Operations	1,546	1,518	1,645	1,603	-41	12.0	12.4	13.0	12.0	-1.0
(120F) Accounting Operations	2,311	2,397	2,248	2,428	180	20.3	21.0	22.0	22.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	3,857	3,914	3,893	4,031	139	32.3	33.3	35.0	34.0	-1.0
(2001) INVESTIGATIVE SERVICES BUREAU										
(2300) School Safety Division	0	0	0	24,706	24,706	0.0	0.0	0.0	26.0	26.0
(2600) Criminal Investigations Division	43,466	49,388	43,487	42,865	-622	278.2	343.1	368.0	345.0	-23.0
(2700) Narcotics and Special Investigations	5,656	6,588	8,392	8,347	-45	49.0	48.6	47.0	45.0	-2.0
(2800) Crime Scene Investigations Division	989	624	2,171	1,800	-370	14.8	8.6	5.0	6.0	1.0
(2900) Youth and Family Services Division	29,079	31,775	28,872	8,775	-20,097	77.6	94.3	98.0	83.0	-15.0
SUBTOTAL (2001) INVESTIGATIVE SERVICES BUREAU	79,190	88,375	82,922	86,493	3,571	419.6	494.5	518.0	505.0	-13.0
(3000) SPECIAL FIELD OPERATIONS										
(3565) HS/Enhancing Curr HS Sec Capabilities	155	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (3000) SPECIAL FIELD OPERATIONS	155	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(4001) STRATEGIC SERVICES BUREAU										
(4300) Strategic Change Division	977	982	803	0	-803	10.2	7.6	7.0	0.0	-7.0
(4400) Research and Analytical Services Division	19	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(4500) Policy and Standards Division	1,152	1,201	1,404	0	-1,404	10.2	13.3	10.0	0.0	-10.0
(4700) Metropolitan Police Academy	16,268	24,240	20,334	0	-20,334	315.0	240.0	285.0	0.0	-285.0
(4800) Recruiting Division	3,175	4,013	6,926	0	-6,926	19.8	48.4	91.0	0.0	-91.0
SUBTOTAL (4001) STRATEGIC SERVICES BUREAU	21,591	30,436	29,467	0	-29,467	355.2	309.3	393.0	0.0	-393.0
(5001) CORPORATE SUPPORT BUREAU										
(5100) General Support Services Division	5,994	5,688	5,612	2,218	-3,394	12.0	16.2	19.0	22.0	3.0
(5101) Administrative Office, CSB	1,169	1,104	1,081	1,385	304	8.3	2.9	6.0	8.0	2.0
(5400) Records Division	7,618	7,176	7,697	1,264	-6,433	87.8	94.3	95.0	15.0	-80.0
(5500) Human Resource Management Division	16,392	15,932	18,330	0	-18,330	26.4	38.7	39.0	0.0	-39.0
(5800) Property Division	0	0	0	7,904	7,904	0.0	0.0	0.0	54.0	54.0
(5900) Medical Services Division	0	0	0	14,914	14,914	0.0	0.0	0.0	5.0	5.0
SUBTOTAL (5001) CORPORATE SUPPORT BUREAU	31,173	29,900	32,719	27,685	-5,034	134.5	152.0	159.0	104.0	-55.0
(6000) ORGANIZATION CHANGE PROGRAM										
(6700) Police Training	38	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (6000) ORGANIZATION CHANGE PROGRAM	38	0	0	0	0	0.0	0.0	0.0	0.0	0.0

Table FA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(6001) PROFESSIONAL DEVELOPMENT BUREAU										
(6010) Administrative Office, PDB	0	0	0	578	578	0.0	0.0	0.0	4.0	4.0
(6020) Disciplinary Review Division	0	0	0	390	390	0.0	0.0	0.0	3.0	3.0
(6300) Human Resource Management Division	0	0	0	3,025	3,025	0.0	0.0	0.0	27.0	27.0
(6600) Metropolitan Police Academy	0	0	0	49,017	49,017	0.0	0.0	0.0	651.0	651.0
(6900) Recruiting Division	0	0	0	3,031	3,031	0.0	0.0	0.0	19.0	19.0
SUBTOTAL (6001) PROFESSIONAL DEVELOPMENT BUREAU	0	0	0	56,040	56,040	0.0	0.0	0.0	704.0	704.0
(7001) ASSISTANT CHIEF INTERNAL AFFAIRS BUREAU										
(7101) Administrative Office, IAB	100	77	140	100	-40	0.0	1.0	0.0	0.0	0.0
(7300) Internal Affairs Division	5,502	6,411	5,847	6,266	419	43.4	50.5	50.0	54.0	4.0
(7500) EEO Investigative Division	389	420	410	432	22	7.4	2.9	4.0	4.0	0.0
(7700) Court Liaison Division	1,039	1,200	1,005	1,322	316	23.1	19.0	15.0	17.0	2.0
(7800) Internal Compliance Division	1,025	871	1,137	50	-1,087	9.2	9.5	11.0	0.0	-11.0
SUBTOTAL (7001) ASSISTANT CHIEF INTERNAL AFFAIRS BUREAU	8,055	8,979	8,539	8,170	-370	83.1	82.8	80.0	75.0	-5.0
(9001) HOMELAND SECURITY BUREAU										
(9101) Administrative Office, HSB	0	0	0	88	88	0.0	1.0	0.0	0.0	0.0
(9200) Special Operations Division	39,418	44,908	48,463	42,308	-6,155	224.6	240.7	244.0	214.0	-30.0
(9300) Intelligence Division	2,818	2,685	2,496	0	-2,496	0.9	29.5	24.0	0.0	-24.0
(9400) JSTACC Division	2,669	2,360	2,746	7,427	4,681	70.2	22.8	20.0	70.0	50.0
(9500) Patrol Support Division	3,778	3,822	245	0	-245	29.6	1.0	2.0	0.0	-2.0
SUBTOTAL (9001) HOMELAND SECURITY BUREAU	48,684	53,774	53,950	49,823	-4,127	325.2	295.0	290.0	284.0	-6.0
(9960) YR END CLOSE										
No Activity Assigned	0	-275	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-275	0	0	0	0.0	0.0	0.0	0.0	0.0
(AMP1) AGENCY MANAGEMENT										
(1010) Personnel	1,026	1,225	734	1,630	896	7.4	3.8	6.0	13.0	7.0
(1015) Training and Employee Development	254	168	150	620	470	0.0	0.0	0.0	0.0	0.0
(1017) Labor Management (L-M) Partnership	306	434	243	520	277	4.6	2.9	2.0	5.0	3.0
(1020) Contracting and Procurement	973	829	0	800	800	0.0	0.0	0.0	0.0	0.0
(1030) Property Management	479	447	631	387	-244	2.8	1.9	2.0	2.0	0.0
(1040) Information Technology	24,755	18,941	21,829	22,883	1,054	35.1	54.3	58.0	55.0	-3.0
(1050) Financial Services	0	0	0	0	0	0.9	0.0	0.0	0.0	0.0
(1055) Risk Management	1,976	2,150	2,015	2,438	423	12.9	11.4	12.0	14.0	2.0
(1060) Legal Services	1,519	1,613	2,737	1,749	-988	10.2	20.0	21.0	11.0	-10.0
(1070) Fleet Management	9,288	8,241	8,070	7,476	-594	8.3	6.7	7.0	7.0	0.0

Table FA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1080) Communications	232	335	331	494	163	4.6	1.9	3.0	4.0	1.0
(1087) Language Access	50	18	30	22	-8	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	278	313	21	310	289	0.9	0.0	0.0	1.0	1.0
SUBTOTAL (AMP1) AGENCY MANAGEMENT	41,137	34,712	36,791	39,328	2,537	87.8	102.8	111.0	112.0	1.0
TOTAL PROPOSED OPERATING BUDGET	543,434	555,012	548,703	553,693	4,989	4,307.7	4,459.8	4,725.5	4,755.5	30.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Metropolitan Police Department operates through the following 9 divisions:

Patrol Services Bureau, North and South – coordinates crime prevention and reduction efforts in the seven police districts. In addition to providing professional and effective patrol services throughout the District, this division responds to all calls for police service and coordinates police services to residents, visitors, and commuters. Patrol Services North comprises the Second, Third, Fourth, and Fifth Police Districts, and Patrol Services South comprises the First, Sixth, and Seventh Police Districts.

Executive Office of the Chief of Police (EOCP) – provides management, oversight, and direction for the agency.

This division contains the following 4 activities:

- **Administrative Office, EOCP** –provides command, operational, and administrative support for the office;
- **Executive Protection Unit** – responsible for the security of the Mayor;
- **Strategic Change** – coordinates strategic planning, government relations, legislative affairs, and organizational performance management; develops policies and procedures for the Department; and provides targeted outreach and specialized response to historically underserved communities; and
- **Grants and Procurement Office**– develops, administers and monitors all Department grants in addition to conducting micro-purchasing for the agency.

Investigative Services Bureau – works with the community to solve crimes, helps bring offenders to justice, supports the recovery of victims, and protects witnesses.

This division contains the following 5 activities:

- **School Safety Division**– safeguards and provides services to students and staff at District of Columbia Public Schools and Public Charter Schools. The Division strives to reduce juvenile victimization and delinquent behavior through a variety of programs. It also manages the security contract for D.C. Public Schools;

- **Criminal Investigations** – investigates and solves crimes so that offenders are brought to justice, and provides assistance to victims;
- **Narcotics and Special Investigations** – provides proactive criminal enforcement services so that citizens can live in neighborhoods free from drug dealing, drug-related crime, and prostitution;
- **Crime Scene Investigations** – processes crime scenes and coordinates evidence collection; and
- **Youth and Family Services Division**– investigates abuse of minors, sexual abuse, internet-related crimes against minors, and human trafficking; processes all juvenile arrests; and coordinates proactive outreach to community members and youth.

Corporate Support Bureau – oversees the major administrative, technical, and business functions of the department that are critical to keeping the complex and large agency running effectively and efficiently, including fleet management, equipment and supplies, and evidence and property control.

This division contains the following 5 activities:

- **General Support Services** – enforces regulation of Security Officers and Special Police Officers; processes applications for firearms registrations, concealed carry licenses, and permits under LEOSA; and handles complaints and/or requests for reasonable accommodations under the Americans with Disabilities Act from employees and the general public;
- **Administrative Office, CSB** – provides command, operational, and administrative support for the bureau;
- **Records Division** – maintains and provides police records and background checks to the public, local government agencies, and the criminal justice community;
- **Property Division** – provides support in receiving and transferring evidence for MPD and other law enforcement agencies, and manages clothing and equipment for sworn and civilian members of the Department; and
- **Medical Services Division** – manages the Police & Fire Clinic and the medical services contract that provides medical care for sworn members who sustain occupational injuries and illnesses, and conducts medical examination for sworn members and applicants.

Professional Development Bureau– helps the department strategically manage its human capital through recruiting, hiring, training, and personnel services.

This division contains the following 5 activities:

- **Administrative Office, PDB** – provides command, operational, and administrative support for the bureau;
- **Disciplinary Review Division**– reviews sustained misconduct cases for MPD employees and conducts resolution and adverse action hearings;
- **Human Resource Management**– manages hiring processes for all MPD staff, retains staff, and makes appropriate duty status determinations for sworn personnel;
- **Metropolitan Police Academy**– provides training to MPD recruits and sworn personnel to create a capable, knowledgeable, and professional staff; and augments patrol functions by providing additional uniformed personnel to perform patrol functions in various areas and at times areas with higher crime rates; and
- **Recruiting**– conducts outreach to recruit a diverse and highly qualified workforce, and conducts comprehensive examination and background screening on all prospective applicants.

Assistant Chief for Internal Affairs Bureau – acts as the guardian of MPD’s reputation and ensures MPD’s accountability through comprehensive investigations of alleged misconduct and uses of force.

This division contains the following 5 activities:

- **Administrative Office, IAB** – provides command, operational, and administrative support for the bureau;
- **Internal Affairs** – conducts general investigations into allegations of police misconduct and use of force by MPD personnel;
- **Investigative** – ensures compliance with equal employment opportunity laws and regulations;
- **Court Liaison** – coordinates officer appearances related to criminal and traffic cases; and
- **Internal Compliance** – serves as the liaison to the Office of Police Complaints, and recommends training and policy improvements for employees and supervisors who are exhibiting problem behavior.

Homeland Security Bureau – integrates intelligence and operational functions to ensure that the District is well protected, and that the government prevents and is prepared to respond to threats and critical incidents. The division also works directly to support patrol operations to reduce crime and fear of crime with specialized patrol and tactical resources, and works constantly to improve information-sharing, process relevant information, and provide actionable intelligence to relevant personnel.

This division contains the following 3 activities:

- **Administrative Office, IAB-** provides command, operational, and administrative support for the bureau;
- **Special Operations** – provides specialized patrol, tactical, rescue, and security services to the public, businesses, and government in the District; and
- **Joint Strategic and Tactical Analysts Command Center**– supports District functions in keeping both the command staff and the community aware, by sending out crime alerts that give timely information about offenses occurring within neighborhoods, and coordinates with the Washington Regional Threat Analysis Center and the Capitol Police; works with local and federal partners to assist with intelligence gathering and dissemination relating to crimes that have been committed, or would possibly be committed, within the District of Columbia; and provides research and analytical services to support innovative policing operations and public safety practices.

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

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

Division Structure Change

The proposed division structure changes are provided in the Agency Realignment appendix to the proposed budget, which is located at www.cfo.dc.gov on the Annual Operating Budget and Capital Plan page.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FA0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		503,729	4,699.5
Removal of One-Time Costs	Multiple Programs	-950	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		502,779	4,699.5
COLA: FY 2019 COLA Adjustment	Multiple Programs	3,574	0.0
Agency Request-Create: To reallocate resources for agency restructure	Professional Development Bureau	53,663	673.0
Agency Request-Increase: To align Fixed Costs with proposed estimates	Agency Management	1,504	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	1,215	0.0
Agency Request-Increase: To adjust the Contractual Services budget	Multiple Programs	1,202	0.0
Agency Request-Increase: To reallocate resources for agency restructure	Chief of Police	1,109	10.0
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-1,177	0.0
Agency Request-Decrease: To adjust the Contractual Services budget	Multiple Programs	-1,808	0.0
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-3,363	0.0
Agency Request-Decrease: To reallocate resources for agency restructure	Multiple Programs	-4,863	-82.0
Agency Request-Decrease: To reallocate resources for agency restructure	Patrol Services Bureau North and South	-17,557	-195.0
Agency Request-Decrease: To reallocate resources for agency restructure	Strategic Services Bureau	-28,596	-393.0
Mayor's Policy-Enhance: To support additional FTEs in the police cadet corps program	Professional Development Bureau	1,723	30.0
Mayor's Policy-Enhance: To support 10 CCTV trailers and 5 light stations (one-time)	Agency Management	575	0.0
Mayor's Policy-Enhance: To support tuition reimbursement program (one-time)	Patrol Services Bureau North and South	250	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		510,230	4,742.5
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		6,145	26.0
COLA: FY 2019 COLA Adjustment	Homeland Security Bureau	8	0.0
Agency Request-Decrease: To align budget with projected revenues	Multiple Programs	-2,246	-18.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		3,907	8.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		8,200	0.0
Agency Request-Increase: To adjust Overtime Pay	Multiple Programs	1,512	0.0
Agency Request-Increase: To support nonpersonal services costs	Multiple Programs	69	0.0
Agency Request-Decrease: To adjust Overtime Pay	Multiple Programs	-1,581	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		8,200	0.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		30,629	0.0
COLA: FY 2019 COLA Adjustment	Professional Development Bureau	2	0.0
Agency Request-Increase: To align budget with projected revenues	Multiple Programs	724	5.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		31,356	5.0
GROSS FOR FA0 - METROPOLITAN POLICE DEPARTMENT		553,693	4,755.5

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

FY 2019 Proposed Budget Changes

The Metropolitan Police Department's (MPD) proposed FY 2019 gross budget is \$553,692,783, which represents a less than 1.0 percent increase over its FY 2018 approved gross budget of \$548,703,469. The budget is comprised of \$510,230,108 in Local funds, \$3,906,873 in Federal Grant funds, \$8,200,000 in Special Purpose Revenue funds, and \$31,355,802 in Intra-District funds.

Recurring Budget

The FY 2019 budget for MPD includes a reduction of \$950,000 for the removal of one-time funding appropriated in FY 2018 budget. This adjustment contains \$750,000 to support MPD's rebranding initiatives, which include a public relations campaign to attract, hire, and retain both sworn and civilian members, and \$200,000 for additional closed-circuit television cameras in targeted Public Safety Areas.

Mayor's Proposed Budget

As one of the leading first responder agencies in the District of Columbia, MPD routinely reviews its available resources to ensure that they are optimally positioned for service delivery to citizens, businesses, and numerous national and international visitors. To meet these goals for FY 2019, MPD created a new division, the Professional Development Bureau, while eliminating the Strategic Services Bureau and realigning its resources across several divisions.

Cost-of-Living Adjustment: MPD's budget proposal includes cost-of-living adjustments (COLA) of \$3,573,867 in Local funds, \$8,043 in Federal Grants funds, and \$2,038 in Intra-District funds.

Agency Request-Create: To align its proposed Local funds budget with operational goals, MPD created the Professional Development Bureau, allocating \$53,662,616 and 673.0 Full-Time Equivalent (FTEs) to this division. This action will enhance MPD's ability to strategically manage its human capital through recruiting, hiring, training, and other personnel services, and provide medical support for the agency's sworn members. The Professional Development Bureau is supported by 5 activities.

Agency Request-Increase: MPD's proposed Local funds budget in its Agency Management division increased by \$1,504,000 to reflect the projected Fixed Cost estimates from the Department of General Services. Other adjustments include an increase of \$1,215,151 across multiple divisions to align resources with programmatic requirements. This action supports the procurement of effective and state-of-the-art crime prevention and detection equipment and other vital services. Similarly, the budget for contractual services increased by \$1,202,323 across multiple divisions to support the maintenance of the Automated Traffic Enforcement system and other components of the body-worn camera footage contract. As part of the restructure, the Executive Office of the Chief of Police's budget increased by \$1,109,029 and 10.0 FTEs to support the newly created division. The Strategic Change division will coordinate strategic planning, government relations, legislative affairs, and performance management; and the Grants and Procurement Office will develop, administer, and monitor all grants.

MPD's budget proposal increased by \$1,511,988 in Special Purpose Revenue (SPR) funds primarily to account for reallocation of overtime across multiple divisions. Another adjustment, an increase of \$69,415 across divisions, supports various operational costs.

In Intra-District funds, the budget proposal increased by \$724,426 and 5.0 FTEs based on Memoranda of Understanding (MOU) between MPD and District agencies to provide fingerprinting services.

Agency Request-Decrease: In Local funds, MPD's FY 2019 budget proposal included a reduction of \$1,177,023 in Equipment and Equipment Rentals and \$1,808,100 in Contractual Services, redirecting projected costs in these areas to other divisions. MPD's programmatic decision optimized the use of Automated Traffic Enforcement system throughout the city, and the proposed budget decreased by \$3,362,620 as a result. As part of the restructure, MPD's budget across multiple divisions decreased by \$4,863,091 and 82.0 FTEs. Additionally, MPD's proposal reflects a reduction of \$17,557,378 and 195.0 FTEs that were reassigned to other units. Finally, MPD eliminated the Strategic Services Bureau, and the agency reallocated a total of \$28,596,108 and 393.0 FTEs to support the activities of other divisions.

The Federal Grants funds budget proposal decreased by \$2,245,860 and 18.0 FTEs to align the budget with projected revenues. This adjustment is based on a projected decrease in the COPS Hiring and to Boating and Safety programs. The SPR funds proposed budget decreased by \$1,581,403 primarily due reallocation of overtime from the Patrol Services Bureau North and South to the Homeland Security Bureau as part of the restructuring effort.

Mayor's Policy-Enhance: The FY 2019 proposed budget increased by \$1,723,000 in the Professional Development Bureau division to support MPD's hiring of 30 police cadets to expand the Police Cadet Corps program. A one-time enhancement of \$575,000 in Agency Management will support the installation of 10 closed-circuit television (CCTV) mobile trailers and 5 mobile light stations and cameras to enhance security and law enforcement activities. Likewise, a one-time enhancement of \$250,000 in the Patrol Services Bureau North and South division will enable MPD to continue the education-based incentive of providing student loan repayment assistance to police officers.

Page left intentionally blank

Agency Performance Plan*

The Metropolitan Police Department (MPD) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Safeguard the District of Columbia and protect its residents and visitors.
2. Provide the highest quality police service with integrity, compassion, and a commitment to innovation.
3. Improve police service to the public through the integration of the Department's people, technology, and business systems.
4. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Safeguard the District of Columbia and protect its residents and visitors. (11 Activities)

Activity Title	Activity Description	Type of Activity
Patrol Services	Provides focused law enforcement, responds to calls for service, and provides crime prevention services to residents, visitors, and commuters.	Daily Service
Criminal Investigations	Investigates and solves crimes so that offenders are brought to justice, and provides assistance to victims.	Daily Service
Crime Scene Investigations	Processes crime scenes and coordinates evidence collection.	Daily Service
Narcotics and Special Investigations	Provides proactive criminal enforcement services so that citizens can live in neighborhoods free from drug dealing, drug-related crime, and prostitution.	Daily Service
Youth Investigations	Investigates abuse of minors, sexual abuse, internet-related crimes against minors, and human trafficking; processes all juvenile arrestees; coordinates proactive outreach to community members and youth; directs the School Resource Officer program; and manages the security contract for D.C. Public Schools.	Daily Service
Special Operations	Provides specialized patrol, tactical, rescue, and security services to the public, businesses, and government in the District.	Daily Service
Intelligence	Works with local and federal partners to assist with intelligence gathering and dissemination relating to crimes that have been committed, or would possibly be committed, within the District of Columbia.	Daily Service
Tactical Information	Supports District functions in keeping both the command staff and the community aware, by sending out crime alerts that give timely information about offenses occurring within neighborhoods, and liaises with the Washington	Daily Service

1. Safeguard the District of Columbia and protect its residents and visitors. (11 Activities)

Activity Title	Activity Description	Type of Activity
	Regional Threat Analysis Center and the Capitol Police.	
Patrol Support	Augments patrol functions by providing additional uniformed personnel to perform patrol functions in various areas and at times areas with higher crime rates, and helps to keep non-patrol members abreast of current tactics and trends related to street patrol.	Daily Service
Executive Protection	Responsible for the security of the Mayor.	Daily Service
School Security	Manages security in all District of Columbia Public and Public Charter Schools and works to reduce juvenile victimization and delinquent behavior.	Daily Service

2. Provide the highest quality police service with integrity, compassion, and a commitment to innovation. (9 Activities)

Activity Title	Activity Description	Type of Activity
Special Liaison	Provides targeted outreach and specialized response to historically underserved communities.	Daily Service
Metropolitan Police Academy	Provides training to MPD recruits and MPD-sworn personnel to create a capable, knowledgeable, and professional staff.	Daily Service
Strategic Change	Coordinates strategic planning, government relations, legislative affairs, and performance management.	Daily Service
Policy and Standards	Develops policies and procedures for the department.	Daily Service
Research and Analytical Services	Provides research and analytical services to support innovative policing operations and public safety practices.	Daily Service
Internal Affairs	Conducts general investigations into allegations of police misconduct and use of force by MPD-sworn personnel and serves as the liaison to the Office of Police Complaints.	Daily Service
Diversity and ADA Compliance	Ensures that MPD complies with diversity and ADA requirements and regulations.	Daily Service
Executive Office of the Chief of Police	Provides management, oversight, and direction for the agency.	Daily Service
Communications	Manages media relations and provides information about the events and activities involving the MPD to the residents and visitors of the District of Columbia.	Daily Service

3. Improve police service to the public through the integration of the Department's people, technology, and business systems. (6 Activities)

Activity Title	Activity Description	Type of Activity
Court Liaison	Coordinates officer appearances related to criminal and traffic cases.	Daily Service
General Support Services	Provides support for equipment and supply, evidence and property control, reproduction, and fleet services.	Daily Service
Human Resource Management	Hires, retains, and makes appropriate duty status determinations for sworn personnel.	Daily Service
Recruiting	Conducts outreach to recruit a diverse and highly qualified workforce, and conducts comprehensive examination and background screening on all prospective applicants.	Daily Service

3. Improve police service to the public through the integration of the Department's people, technology, and business systems. (6 Activities)

Activity Title	Activity Description	Type of Activity
Police Business	Provides services to the public and the criminal justice community by maintaining police records, regulating security officers, and registering firearms.	Daily Service
Information Technology	Provides strategic IT vision, leadership, and enterprise solutions that advance the Metropolitan Department mission.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Safeguard the District of Columbia and protect its residents and visitors. (10 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Clearance rate for aggravated assault	No	38.9%	42.5%	Data Forthcoming	Data Forthcoming	Data Forthcoming
Clearance rate for burglary	No	10.7%	11.2%	Data Forthcoming	Data Forthcoming	Data Forthcoming
Clearance rate for forcible rape	No	66.6%	70%	Data Forthcoming	70%	70%
Clearance rate for homicides	No	69.6%	75%	Data Forthcoming	75%	75%
Clearance rate for larceny-theft	No	5.6%	12.9%	Data Forthcoming	Data Forthcoming	Data Forthcoming
Clearance rate for motor vehicle theft	No	2.4%	9.5%	Data Forthcoming	Data Forthcoming	Data Forthcoming
Clearance rate for robbery	No	22%	24.4%	Data Forthcoming	Data Forthcoming	Data Forthcoming
Percent change in DC Code Index property crime	No	-6.3%	-5%	-4.2%	-5%	-5%
Percent change in DC Code Index violent crime	No	-0.9%	-5%	-26.2%	-5%	-5%
Percent change in the number of homicides	No	-16.7%	-10%	-14.1%	-10%	-10%

3. Improve police service to the public through the integration of the Department's people, technology, and business systems. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Average court overtime hours per arrest	No	2.1	2.1	1.8	1.8	Data Forthcoming
Average daily fleet availability	No	96.1%	95%	96.3%	95%	95%

WORKLOAD MEASURES

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

1. Patrol Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of MPD arrests	No	31,016	32,865	34,204

2. Special Operations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Explosive Ordinance Disposal Unit call outs for suspicious packages/vehicles and bomb threats	No	195	218	138
Number of vehicle crash fatalities	No	17	30	30

3. Tactical Information

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of CCTV recordings retrieved for investigations	No	1,371	1,285	1,379

4. Court Liaison

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of court overtime hours	No	84,281.5	68,906	61,382.8
Number of non-court locally funded overtime hours	No	334,204	304,803	272,212

5. Human Resource Management

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of police officers hired	No	281	285	419

6. Police Business

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of applications for firearm registrations processed for individuals (excludes security agencies and law enforcement officers)	No	1,628	1,617	1,804

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective “Create and maintain a highly efficient, transparent and responsive District government”.

New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Fire and Emergency Medical Services Department

www.fems.dc.gov

Telephone: 202-673-3320

Table FB0-1

					% Change from
	FY 2016	FY 2017	FY 2018	FY 2019	
Description	Actual	Actual	Approved	Proposed	FY 2018
OPERATING BUDGET	\$244,689,022	\$258,311,421	\$254,570,122	\$257,468,380	1.1
FTEs	2,144.6	1,966.1	2,154.0	2,153.0	0.0

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

Summary of Services

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

- Embracing a supportive work environment focused on creating a safe, competent, and professional workforce team;
- Ensuring that our facilities, vehicles, equipment, and processes remain capable of supporting service delivery requirements;
- Building collaborative relationships within our community to improve service delivery; and
- Delivering timely, high quality, and effective services to better serve the needs of our community.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FB0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FB0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	239,097	248,566	249,681	255,447	5,766	2.3	2,014.2	1,920.1	2,111.0	2,152.0	41.0	1.9
Special Purpose Revenue Funds	572	321	1,836	1,762	-73	-4.0	0.0	0.0	1.0	1.0	0.0	0.0
TOTAL FOR GENERAL FUND	239,669	248,888	251,516	257,209	5,693	2.3	2,014.2	1,920.1	2,112.0	2,153.0	41.0	1.9
FEDERAL RESOURCES												
Federal Grant Funds	915	4,353	3,054	0	-3,054	-100.0	18.8	42.0	42.0	0.0	-42.0	-100.0
TOTAL FOR FEDERAL RESOURCES	915	4,353	3,054	0	-3,054	-100.0	18.8	42.0	42.0	0.0	-42.0	-100.0
INTRA-DISTRICT FUNDS												
Intra-District Funds	4,105	5,070	0	259	259	N/A	111.6	4.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	4,105	5,070	0	259	259	N/A	111.6	4.0	0.0	0.0	0.0	N/A
GROSS FUNDS	244,689	258,311	254,570	257,468	2,898	1.1	2,144.6	1,966.1	2,154.0	2,153.0	-1.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FB0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FB0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	149,924	152,457	157,241	158,656	1,415	0.9
12 - Regular Pay - Other	1,152	993	960	680	-280	-29.2
13 - Additional Gross Pay	7,492	8,033	8,019	8,195	176	2.2
14 - Fringe Benefits - Current Personnel	26,536	28,619	28,127	27,191	-936	-3.3
15 - Overtime Pay	22,164	22,370	16,504	18,220	1,716	10.4
SUBTOTAL PERSONAL SERVICES (PS)	207,267	212,474	210,851	212,941	2,090	1.0

Table FB0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
20 - Supplies and Materials	4,305	5,661	5,049	5,901	852	16.9
30 - Energy, Communication and Building Rentals	59	74	0	0	0	N/A
31 - Telephone, Telegraph, Telegram, Etc.	30	42	62	50	-12	-19.1
40 - Other Services and Charges	7,561	8,968	6,754	4,601	-2,153	-31.9
41 - Contractual Services - Other	13,809	18,947	20,796	23,029	2,233	10.7
50 - Subsidies and Transfers	10,796	10,796	10,796	10,796	0	0.0
70 - Equipment and Equipment Rental	862	1,350	262	150	-112	-42.7
SUBTOTAL NONPERSONAL SERVICES (NPS)	37,422	45,838	43,719	44,527	808	1.8
GROSS FUNDS	244,689	258,311	254,570	257,468	2,898	1.1

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FB0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) ADMINISTRATIVE SUPPORT										
(1010) Personnel	2,173	727	0	0	0	5.8	4.6	0.0	0.0	0.0
(1015) Training and Employee Development	216	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(1020) Contracting and Procurement	1,677	1,283	800	616	-184	0.0	0.0	0.0	0.0	0.0
(1030) Property Management	10,816	10,796	10,796	10,796	0	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	2,151	2,599	0	0	0	7.8	10.2	0.0	0.0	0.0
(1055) Risk Management	2,083	4,538	0	0	0	5.8	5.6	0.0	0.0	0.0
(1060) Legal Services	723	922	0	0	0	2.9	5.6	0.0	0.0	0.0
(1070) Fleet Management	0	0	291	327	35	0.0	0.0	0.0	0.0	0.0
(1080) Communications	678	741	0	0	0	4.9	6.5	0.0	0.0	0.0
(1090) Performance Management	4,252	4,728	0	0	0	35.1	30.7	0.0	0.0	0.0
No Activity Assigned	156	159	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000)										
ADMINISTRATIVE SUPPORT	24,926	26,493	11,887	11,739	-149	62.3	63.3	0.0	0.0	0.0
(100F) AGENCY FINANCIAL OPERATIONS										
(110F) Agency Fiscal Officer Operations	420	487	607	730	122	3.9	3.7	5.0	6.0	1.0
(120F) Accounting Operations	247	318	411	438	27	2.9	2.8	4.0	4.0	0.0
(130F) Agency Financial Operations	914	852	816	845	29	4.9	4.7	5.0	5.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	1,580	1,656	1,835	2,013	177	11.7	11.2	14.0	15.0	1.0

Table FB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(2000) CHIEF OF FIRE AND EMERGENCY MEDICAL SVS										
(2001) Administrative Office (Fire Chief)	0	0	934	999	64	0.0	0.0	8.0	8.0	0.0
(2100) General Counsel Office	3,404	3,263	1,038	891	-146	31.2	30.7	6.0	5.0	-1.0
(2200) Human Resources Office	2,319	2,387	1,027	1,202	175	21.4	20.5	9.0	9.0	0.0
(2300) Communications Office	303	336	835	835	0	2.9	2.8	7.0	7.0	0.0
(2400) Program Analysis Office	866	814	448	422	-26	7.8	7.4	4.0	4.0	0.0
(2500) EEO and Diversity	0	0	169	174	5	0.0	0.0	1.0	1.0	0.0
(2600) Labor Relations	0	0	155	260	105	0.0	0.0	1.0	2.0	1.0
SUBTOTAL (2000) CHIEF OF FIRE AND EMERGENCY MEDICAL SVS	6,893	6,800	4,606	4,784	178	63.3	61.5	36.0	36.0	0.0
(3000) OPERATIONS BUREAU										
(3001) Administrative Office (Asst Chief OB)	0	0	368	489	122	0.0	0.0	2.0	3.0	1.0
(3100) Operations (Deputy Chief Ops)	0	0	142,828	152,330	9,502	0.0	0.0	1,571.0	1,573.0	2.0
(3200) Fire/Rescue Operations	161,468	164,023	0	10	10	1,601.5	1,562.6	0.0	0.0	0.0
(3300) Special Operations	13,096	11,868	18,556	16,478	-2,078	110.1	102.4	153.0	149.0	-4.0
(3400) Emergency Medical Services Operations	10,761	15,939	0	0	0	0.0	0.0	0.0	0.0	0.0
(3500) Homeland Security (Deputy Chief HSD)	0	0	187	263	76	0.0	0.0	1.0	2.0	1.0
No Activity Assigned	22	1,916	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (3000) OPERATIONS BUREAU	185,347	193,746	161,938	169,570	7,632	1,711.5	1,665.0	1,727.0	1,727.0	0.0
(4000) EMS OPERATIONS BUREAU										
(4001) Administrative Office (Asst Chief EOB)	0	0	14,770	14,561	-209	0.0	0.0	1.0	1.0	0.0
(4100) Employee Wellness	4,759	4,922	0	0	0	1.0	0.9	0.0	0.0	0.0
(4200) Specialized Training	7,328	9,652	0	0	0	207.1	85.0	0.0	0.0	0.0
(4400) Ems Operations (Deputy Chief EOB)	0	0	14,421	10,842	-3,579	0.0	0.0	124.0	117.0	-7.0
SUBTOTAL (4000) EMS OPERATIONS BUREAU	12,087	14,574	29,191	25,403	-3,788	208.1	86.0	125.0	118.0	-7.0
(5000) EMS MEDICAL DIRECTOR										
(5001) Administrative Office (Med Dir EMD)	0	0	834	808	-26	0.0	0.0	6.0	5.0	-1.0
(5100) Field Infrastructure	7,552	9,025	0	0	0	48.7	43.8	0.0	0.0	0.0
(5200) Inventory Management	1,979	1,855	0	0	0	6.8	6.5	0.0	0.0	0.0
(5400) EMS Quality Assurance	0	0	1,086	865	-221	0.0	0.0	9.0	9.0	0.0
(5600) Health Safety and Preparedness	0	0	1,836	1,847	11	0.0	0.0	8.0	8.0	0.0
SUBTOTAL (5000) EMS MEDICAL DIRECTOR	9,531	10,880	3,756	3,519	-237	55.5	50.3	23.0	22.0	-1.0
(6000) SUPPORT SERVICES BUREAU										
(6001) Administrative Office (Asst Chief SSB)	0	0	243	245	2	0.0	0.0	1.0	1.0	0.0
(6010) Office of Standards	876	866	0	0	0	5.8	6.5	0.0	0.0	0.0
(6020) Office of Compliance	696	776	0	0	0	3.9	3.7	0.0	0.0	0.0
(6030) Office of Equity and Diversity	123	178	0	0	0	2.0	0.9	0.0	0.0	0.0
(6040) Emergency Communications	2,133	1,723	0	0	0	16.6	15.8	0.0	0.0	0.0

Table FB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(6100) Apparatus (Fleet Management)	0	0	7,582	7,673	92	0.0	0.0	48.0	48.0	0.0
(6200) Property and Logistics (Deputy Chief PLD)	0	0	4,862	5,211	349	0.0	0.0	18.0	18.0	0.0
(6300) Training (Deputy Chief TA)	0	0	4,680	5,035	356	0.0	0.0	49.0	54.0	5.0
(6400) Risk Management (Deputy Chief RMD)	0	0	8,844	9,064	220	0.0	0.0	10.0	11.0	1.0
(6500) Professional Standards Office	0	0	894	795	-99	0.0	0.0	6.0	6.0	0.0
(6600) Compliance Review Office	0	0	117	127	10	0.0	0.0	1.0	1.0	0.0
SUBTOTAL (6000) SUPPORT SERVICES BUREAU	3,829	3,543	27,222	28,150	929	28.2	27.0	133.0	139.0	6.0
(7000) TECHNICAL SERVICES BUREAU										
(7001) Administrative Office (Asst Chief TSB)	0	0	679	702	23	0.0	0.0	5.0	5.0	0.0
(7100) State Safety Oversight Program	495	758	0	0	0	3.9	1.9	0.0	0.0	0.0
(7200) Fire Prevention (Deputy Chief FPD)	0	0	8,274	6,666	-1,609	0.0	0.0	63.0	63.0	0.0
(7300) Information Technology (IT Mgmt)	0	0	2,653	2,823	169	0.0	0.0	11.0	11.0	0.0
(7400) Emergency Communications Office	0	0	2,528	2,100	-428	0.0	0.0	17.0	17.0	0.0
SUBTOTAL (7000) TECHNICAL SERVICES BUREAU	495	758	14,135	12,290	-1,845	3.9	1.9	96.0	96.0	0.0
(9960) YR END CLOSE										
No Activity Assigned	0	-139	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-139	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	244,689	258,311	254,570	257,468	2,898	2,144.6	1,966.1	2,154.0	2,153.0	-1.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

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

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

This program contains the following 7 activities:

- **Administrative Office (Chief of Staff)** – provides management, administration, and coordination of executive office activities for the Fire and EMS Chief, along with other activities supporting Department emergency and business operations;
- **General Counsel Office** – provides administration and coordination of legal services to support Department emergency and business operations including legal review of policies, procedures, and employment activities, other legal affairs, Freedom of Information Act (FOIA) requests, and information privacy;

- **Human Resources Office** – provides administration and coordination of employment and personnel services activities to support Department emergency and business operations including compliance with policies, procedures, and standards for operational, civilian, and administrative personnel;
- **Communications Office** – provides administration and coordination of public information and outreach activities to support Department emergency and business operations including media communications, social media information, community engagement activities, and public-facing website content;
- **Program Analysis Office** – provides administration and coordination of planning activities to support Department emergency and business operations including data and analytics for evaluation and decision making, along with contract administration for the patient account management services contract;
- **EEO and Diversity Office** – provides administration and coordination of equal employment opportunity (EEO) activities and respect for racial, gender, and LGBT diversity by Department employees, respect for employee rights, and assuring compliance with laws, regulations, rules, policies and procedures published by the District and federal governments; and
- **Labor Relations Office** – provides administration and coordination of labor/management relationships and collective bargaining agreements to support Department emergency and business operations.

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

This program contains the following 5 activities:

- **Administrative Office (Assistant Fire Chief of Operations)** – provides management, administration, and coordination of Operations Bureau activities by the Assistant Fire Chief of Operations, along with other activities supporting Department emergency and business operations;
- **Operations (Deputy Fire Chief of Operations)** – provides across four platoons management, administration and coordination of emergency operations activities including command of emergency incidents and operational personnel, first response to EMS and fire suppression incidents, mitigation and management of EMS and fire suppression incidents, EMS response and transport of basic life support (BLS) patients, along with other activities supporting Department emergency and business operations;
- **Fire Rescue Operations** - provides fire suppression, fire rescue, property salvage and overhaul, and vehicle accident rescue and extraction;
- **Special Operations (Deputy Fire Chief of Special Operations)** – provides management, administration and coordination of special operations activities including command of special operations incidents and operational personnel; first response to technical rescue, special hazards, and marine incidents; mitigation and management of technical rescue, special hazards, and marine incidents; administration of Department grant activities; along with other activities supporting Department emergency and business operations; and
- **Homeland Security (Deputy Fire Chief of Homeland Security)** – provides management, administration and coordination of homeland security activities including pre-planning for natural disasters, chemical, biological, radiological and nuclear (CBRN) incidents, and other types of terror related incidents, along with other activities supporting Department emergency and business operations.

EMS Operations Bureau (EOB) – responsible for the management and administration of EMS emergency operations including EMS supervision of operational personnel, advanced life support (ALS) patient transport, and administration of third party provider (TPP) BLS patient transport services.

This program contains the following 2 activities:

- **Administrative Office (Assistant Fire Chief of EMS Operations)** – provides management, administration, and coordination of EMS Operations Bureau activities by the Assistant Fire Chief of EMS Operations, and contract administration of the TPP BLS patient transport contract, along with other activities supporting Department emergency and business operations; and

- **EMS Operations (Deputy Fire Chief of EMS Operations)** – provides management, administration and coordination of EMS operations activities including command of EMS incidents and ALS operational personnel, EMS supervision of operational personnel, EMS response and transport of ALS patients, along with other activities supporting Department emergency and business operations.

EMS Medical Director (EMD) – responsible for the medical direction of EMS operations including EMS delivery by operational personnel; training and development of EMS operational personnel; administration and management of controlled substances; contract administration of the nurse triage program; EMS quality assurance; and coordination with hospitals, other regional healthcare partners, and community health outreach resources.

This program contains the following 3 activities:

- **Administrative Office (Medical Director)** – provides management, administration, and coordination of EMS Medical Director activities for the Medical Director and Assistant Medical Director, along with other activities supporting Department EMS operations;
- **EMS Quality Assurance Office** – provides administration and coordination of EMS continuous quality improvement activities to support Department EMS operations including review of medical decision-making by operational personnel, review of patient treatment and patient care report documentation completed by operational personnel, and general compliance by operational personnel with Medical Protocol, policies, procedures, and other standards for patient care; and
- **Health Safety and Preparedness Office** – provides administration and coordination of public information and outreach activities to support community interest and participation in the EMS System including CPR and AED training efforts, “high-volume user” patient case management (“Street Calls”), and demand reduction strategies with other regional healthcare partners.

Support Services Bureau (SSB) – responsible for the management and administration of services supporting Department emergency and business operations including maintenance and repair of emergency apparatus, planning and coordination of facility maintenance and repair, procurement and distribution of supplies and equipment, administration of training and development for operational personnel, risk reduction for operational personnel, and the publication of Department rules, regulations, policies and procedures.

This program contains the following 7 activities:

- **Administrative Office (Assistant Fire Chief of Support Services)** – provides management, administration, and coordination of Support Services Bureau activities by the Assistant Fire Chief of Support Services, along with other activities supporting Department emergency and business operations;
- **Apparatus (Fleet Manager)** – provides management, administration and coordination of fleet support activities including procurement, maintenance, and repair of emergency apparatus and support vehicles, procurement and management of vehicle parts and supplies, administration of capital purchasing contracts with vendors, along with other activities supporting Department emergency and business operations;
- **Property and Logistics (Deputy Fire Chief of Property and Logistics)** – provides management, administration and coordination of planning and activities to support the maintenance and repair of fire stations and other facilities, including major capital improvements, procurement, storage, and distribution of supplies and equipment to support emergency operations, along with other activities supporting Department emergency and business operations;
- **Training (Deputy Fire Chief of Training)** – provides management, administration and coordination of employee training and development activities including recruit, cadet and leadership training programs, EMS continuing education programs for operational personnel, ALS and BLS training programs for operational personnel, fire suppression and special/technical hazards training for operational personnel, and other specialized training for Department employees, along with other activities supporting Department emergency and business operations;

- **Risk Management (Deputy Fire Chief of Risk Management)** – provides management, administration and coordination of employee risk reduction activities including command of safety officers during emergency incidents, investigation of Department vehicle accidents and employee injuries, safety and wellness employee education, self-contained breathing apparatus (SCBA) maintenance for operational personnel, administration of Police/Fire Clinic contractual (employee wellness) requirements, along with other activities supporting Department emergency and business operations;
- **Professional Standards Office** – provides administration and coordination for the publication of Department rules, regulations, policies and procedures for supporting safe and efficient Department emergency and business operations; and
- **Compliance Review Office** – provides administration and coordination for the assessment and analysis of determining compliance with rules, regulations, policies and procedures by Department Bureaus, Divisions, Offices and employees to support safe and efficient Department emergency and business operations.

Technical Services Bureau (TSB) – responsible for the management and administration of technical services supporting Department emergency and business operations including fire prevention and community risk reduction, fire investigations, 911 operations, internal affairs, State Safety Oversight (SSO) for the DC Streetcar rail transportation system, information technology applications and services supporting Department business operations, and radio/data communication activities supporting Department emergency operations.

This program contains the following 4 activities:

- **Administrative Office (Assistant Fire Chief of Technical Services)** – provides management, administration, and coordination of Technical Services Bureau activities by the Assistant Fire Chief of Technical Services, including Internal Affairs (IA), along with other activities supporting Department emergency and business operations;
- **Fire Prevention (Deputy Fire Chief of Fire Prevention)** – provides management, administration and coordination of community fire risk reduction activities including fire and technical inspection programs, permitting programs, code enforcement programs, public outreach programs for smoke alarms, children and senior adult education, after-fire investigation services, and State Safety Oversight (SSO) for the DC Streetcar rail transportation system, along with other activities supporting Department emergency and business operations;
- **Information Technology (Information Technology Manager)** – provides management, administration and coordination of information technology (IT) activities including technical support services for equipment, software applications, networks, mobile networks, inventory management services, and administration of IT contracts with vendors, along with other activities supporting Department emergency and business operations; and
- **Emergency Communications Office** – provides administration and coordination of radio and data communication activities including EMS and Fire Liaison Officers at the Office of Unified Communications (OUC) 911 call taking and communications center, support for the Advanced Quality Assurance (AQUA) automated 911 call taking case review software application, and technical support services for Department-operated radio equipment, along with other activities supporting Department emergency and business operations.

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

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

Program Structure Change

The Fire and Emergency Medical Services Department has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FB0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FB0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		249,681	2,111.0
Removal of One-Time Costs	Multiple Programs	-11,147	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		238,534	2,111.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	1,175	0.0
Agency Request-Increase: To adjust the Contractual Services budget	Multiple Programs	2,288	0.0
Agency Request-Decrease: To align Overtime Pay with projected costs	Multiple Programs	-210	0.0
Agency Request-Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-434	-4.0
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-1,643	0.0
Mayor's Policy-Enhance: To support the American Medical Response contract (one-time)	EMS Operations Bureau	10,962	0.0
Mayor's Policy-Enhance: To support the hiring of 42 firefighters paramedics	Operations Bureau	2,395	42.0
Mayor's Policy-Enhance: To support overtime costs (one-time)	Operations Bureau	2,000	0.0
Mayor's Policy-Enhance: To support the hiring of 3 academy instructors	Support Services Bureau	291	3.0
Mayor's Policy-Enhance: To support the purchase of 150 new air cylinders (one-time)	Support Services Bureau	180	0.0
Mayor's Policy-Reduce: To reflect projected legal settlements, cleaning supplies, and fleet uniform rental costs	Multiple Programs	-90	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		255,447	2,152.0
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		3,054	42.0
Agency Request-Decrease: To align budget with projected grant awards	Multiple Programs	-3,054	-42.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		1,836	1.0
Agency Request-Decrease: To align budget with projected revenues	Multiple Programs	-73	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		1,762	1.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		0	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	259	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		259	0.0
GROSS FOR FB0 - FIRE AND EMERGENCY MEDICAL SERVICES DEPARTMENT		257,468	2,153.0

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

FY 2019 Proposed Budget Changes

The Fire and Emergency Medical Services Department's (FEMS) proposed FY 2019 gross budget is \$257,468,380, which represents a 1.1 percent increase over its FY 2018 approved gross budget of \$254,570,122. The budget is comprised of \$255,446,742 in Local funds, \$1,762,425 in Special Purpose Revenue funds, and \$259,213 in Intra-District funds.

Recurring Budget

The FY 2019 budget for FEMS includes a reduction of \$11,147,000 to account for the removal of one-time funding appropriated in FY 2018. These adjustments included \$11,017,000 to support the contract with American Medical Response (AMR) for its third-party ambulance initiative to improve unit availability, reduce FEMS response times, improve the condition of the fleet, and allow providers for training hours, and \$130,000 to purchase 10 Medical Dispensing Units (MDUs) to improve efficient inventory management of pharmaceuticals for EMS units.

Mayor's Proposed Budget

Cost-of-Living Adjustment: FEMS' budget proposal includes a cost-of-living adjustment (COLA) of \$1,175,096 in Local funds.

Agency Request – Increase: FEMS' Local funds budget proposal includes a net increase of \$2,287,691 across multiple programs to reflect projected contractual costs for the Mask Room, Nurse Triage, Physio-Control, and AED Maintenance contracts.

FEMS' Intra-District's budget proposal reflects an increase of \$259,213, primarily in the Support Services Bureau program, to support the agency's training initiatives. FEMS' FY 2019 Intra-District funding is based on Memoranda of Understanding with the Department of Employment Services (DOES) and the Department of Corrections (DOC).

Agency Request – Decrease: FEMS' proposed Local funds budget includes a net decrease of \$210,471, primarily in the Operations Bureau program, to reflect projected overtime costs. The proposed Local funds budget also includes a reduction of \$433,999 to reflect the projected impact of a reduction of 4.0 Full-Time Equivalents (FTEs) positions that were associated with coordination of Emergency Medical Services (EMS) operational activities. Additionally, the Local funds budget proposal includes a net reduction of \$1,643,221 in nonpersonal services across multiple programs. This adjustment is comprised of a reduction of \$2,125,221 to align the budget with projected Telecommunication estimates and professional service fees, partially offset by an increase of \$482,000 for projected supply and equipment costs.

In Federal Grant funds, FEMS' budget proposal includes a reduction of \$3,053,770 and 42.0 FTEs for the Staffing For Adequate Fire and Emergency Response (SAFER) grant. This adjustment eliminates the agency's entire Federal Grant budget.

The budget proposal for Special Purpose Revenue funds includes a net decrease of \$73,259, primarily in the Operations Bureau program, to adjust the budget for projected overtime costs during special events within the District.

Mayor's Policy - Enhance: FEMS' proposed Local funds budget includes a one-time increase of \$10,962,269 in the EMS Operations Bureau program to support the costs associated with the third-party AMR contract. This contract assists the agency with unit availability, response times, condition of the fleet, and training. In the Operations Bureau program, the Local funds budget proposal includes an increase of \$2,394,798 to reflect the costs associated with hiring 42 firefighter paramedics that were previously funded by the SAFER grant, and a one-time increase of \$2,000,000 to support projected overtime costs. In the Support Services Bureau program, the proposed Local funds budget includes an increase of \$290,911 and 3.0 FTEs to support the hiring of three training academy instructors, and a one-time increase of \$180,000 to support the purchase of 150 new air cylinders.

Mayor's Policy - Reduce: FEMS' proposed Local funds budget includes a reduction of \$90,000 across multiple programs to reflect projected costs associated with legal settlements, cleaning supplies, and uniform rentals for fleet personnel.

Page left intentionally blank

Agency Performance Plan*

The Fire and Emergency Medical Services Department has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Embrace a supportive work environment focused on creating a safe, competent and professional workforce team.
2. Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements.
3. Build collaborative relationships within our community to improve service delivery.
4. Deliver timely, high quality and effective services to better serve the needs of our community.
5. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

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

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

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

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

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

Activity Title	Activity Description	Type of Activity
Field Infrastructure	Ensure that our emergency vehicles are reliably maintained, safely repaired and available for use.	Daily Service
Inventory Management	Ensure that our tools, equipment and supplies are reliably maintained, safely repaired and available for use.	Daily Service
Information Technology	Continually leverage technology to support our service delivery requirements.	Daily Service
Performance Management	Continually optimize resources to support our service delivery requirements.	Daily Service
Agency Financial Operations	Ensure that all resources supporting our service delivery requirements are fiscally sustainable.	Daily Service

3. Build collaborative relationships within our community to improve service delivery. (4 Activities)

Activity Title	Activity Description	Type of Activity
Public Outreach	Build and improve relationships within our community to better understand service delivery expectations.	Daily Service
Performance Management	Build and improve relationships with other District agencies to better integrate services for our customers.	Daily Service
Performance Management	Build and improve relationships within the region to better share resources with our partners.	Daily Service
Community Trust	Build and improve community trust by sharing information with the public and media.	Daily Service

4. Deliver timely, high quality and effective services to better serve the needs of our community. (15 Activities)

Activity Title	Activity Description	Type of Activity
Emergency Medical Services Operations	Compassionately care for our sick and injured patients.	Daily Service
Emergency Medical Services Operations	Improve services for our patients with time sensitive illnesses and injuries.	Daily Service
Public Outreach	Improve health safety awareness in our community through public outreach and education.	Daily Service
Fire/Rescue Operations	Quickly control and extinguish fires.	Daily Service
Special Operations	Rescue victims of fires and other emergencies.	Daily Service
Homeland Security	Prepare for natural disasters or other catastrophic events that may take place in our community.	Daily Service
Inspections	Reduce threats to the lives and property of our community residents by preventing fires.	Daily Service
Investigations	Reduce threats to the lives and property of our community residents by investigating the cause and origin of fires.	Daily Service
Public Outreach	Improve fire safety awareness in our community through public outreach and education.	Daily Service
State Safety Oversight Program	Reduce threats to lives and property in our community by providing safety and security oversight of the District Streetcar System.	Daily Service
Performance Management	Improve the timeliness of our services by monitoring and evaluating response time measures.	Daily Service
Performance Management	Improve the quality of our services by monitoring and evaluating the professional competence of our workforce team members.	Daily Service

4. Deliver timely, high quality and effective services to better serve the needs of our community. (15 Activities)

Activity Title	Activity Description	Type of Activity
Performance Management	Continually use information and analytics to guide decision making for improving our services.	Daily Service
Emergency Medical Services Operations	Identify alternatives for patients who routinely use our services for access to healthcare.	Daily Service
Performance Management	Build and improve public confidence in our services by exceeding customer expectations.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Embrace a supportive work environment focused on creating a safe, competent and professional workforce team. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of FEMS operated vehicles involved in accidents	No	337	400	276	200	200
Number of FEMS personnel injured while at work	No	402	300	388	300	300
Number of labor/management partnership meetings scheduled and attended by executive managers	No	22	24	88	24	60

2. Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of time ambulances in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	No	33.4%	25%	27.8%	25%	25%
Percent of time fire engines in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	No	38.2%	25%	35.7%	25%	25%
Percent of time fire ladder trucks in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	No	29.8%	25%	42.7%	25%	25%

3. Build collaborative relationships within our community to improve service delivery. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of times the FEMS web site was visited to access service, program or performance measurement content	No	131,260	180,000	237,963	300,000	300,000

**4. Deliver timely, high quality and effective services to better serve the needs of our community.
(28 Measures)**

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number home fire safety/smoke alarm installation visits completed for District residents	No	1,188	1,250	1,740	2,000	2,000
Number of civilian fire fatalities	No	2	10	4	10	10
Number of fire safety education presentations completed for pre-school/kindergarten age children	No	36	200	110	200	200
Number of participants who attended FEMS "hands only" CPR/AED familiarization training program events	No	10,960	10,000	26,959	25,000	25,000
Percent of structural arson fires cleared by arrest or exceptional means	No	16.7%	25%	24.5%	25%	25%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for Level 1 Criteria Trauma patients	No	86.4%	95%	82.3%	95%	95%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for cardiac arrest patients	No	Data Forthcoming	95%	93.8%	95%	95%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected STEMI patients	No	95.3%	95%	99.7%	95%	95%
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected stroke patients	No	99.2%	95%	96.7%	95%	95%
Percent of EMS patient transport calls when a FEMS transport unit returned to service in 30 minutes or less after arriving at a hospital with a patient	No	13.5%	50%	20.1%	50%	50%
Percent of Level 1 Criteria Trauma patients transported in 10 minutes or less after a first responding EMT or Paramedic arrived at an EMS call	No	Not Available	95%	50.5%	95%	95%
Percent of all patient transports for patients individually identified as being transported 10 or more times during a 12 month period by an FEMS transport unit	No	13.5%	10%	5.5%	10%	10%
Percent of all patients who were individually identified as being transported 10 or more times during a 12 month period by an FEMS transport unit	No	1.2%	1%	0.5%	1%	1%
Percent of high-rise structure fire calls when a first alarm assignment arrived in 11 minutes 30 seconds or less	No	Not Available	90%	78.5%	90%	90%

**4. Deliver timely, high quality and effective services to better serve the needs of our community.
(28 Measures)**

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of higher priority EMS calls when a FEMS transport unit arrived in 9 minutes or less	No	73.9%	90%	81.9%	90%	90%
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less	No	62.7%	90%	63.3%	90%	90%
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less and a Paramedic arrived in 9 minutes or less	No	52.1%	90%	50.6%	90%	90%
Percent of highest priority EMS calls when a first responding EMT arrived in 5 minutes or less and two Paramedics arrived in 9 minutes or less	No	60.2%	90%	63.7%	90%	90%
Percent of patients surveyed who indicated they were “satisfied” or “very satisfied” with the services they received during an EMS call	No	91.2%	95%	93.4%	95%	95%
Percent of patients surveyed who indicated they “agreed” or “strongly agreed” that FEMS personnel acted courteous and respectful during an EMS call	No	91.5%	95%	93.6%	95%	95%
Percent of patients who experienced a sudden cardiac arrest, witnessed by a bystander, with CPR performed by a bystander	No	40.6%	60%	38.1%	50%	50%
Percent of patients who survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander	No	7.1%	15%	13.1%	15%	17%
Percent of patients with suspected cardiac etiology who survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander with an initial rhythm of ventricular fibrillation	No	29.6%	30%	27.3%	30%	32%
Percent of residential structure fires where flame spread was confined to the room of origin	No	79.9%	80%	81%	80%	80%
Percent of residential structure fires where flame spread was confined to the room or structure of origin	No	97.3%	95%	96.2%	95%	95%
Percent of residential structure fires without a working smoke alarm	No	Not Available	1%	10.9%	1%	1%
Percent of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less	No	25.9%	90%	95%	90%	90%
Percent of structure fire calls when a first responding fire engine arrived in 5 minutes 20 seconds or less	No	95.4%	90%	96.6%	90%	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. Agency Financial Operations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
EMS patient transport revenue	No	22,893,986	23,342,752	26,388,175
Fire Prevention fee and permit revenue	No	505,093	528,539	485,498

2. Emergency Medical Services Operations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of “higher priority” (time-sensitive) EMS incidents	No	76,147	84,258	78,942
Number of “highest priority” (very time-sensitive) EMS incidents	No	7,185	5,421	5,631
Number of “lower priority” (not time-sensitive) EMS incidents	No	79,048	81,469	81,119
Number of EMS incidents	No	162,168	171,148	165,692
Number of FEMS patient transports	No	115,262	92,695	55,078
Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	No	Not Available	Not Available	1,115
Number of patient transports for individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	No	Not Available	Not Available	19,256

3. Fire/Rescue Operations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of “other fires” extinguished	No	909	831	1,138
Number of “residential structure fires” extinguished	No	617	512	557
Number of “structure fire” incidents	No	3,974	2,432	2,393
Number of “structure fires” extinguished	No	757	687	679
Number of fire incidents	No	33,186	33,597	34,652

4. Inspections

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of fire code complaints investigated	No	413	420	306
Number of fire code violations observed	No	12,336	14,548	14,888
Number of occupancies inspected	No	10,148	12,220	12,181

5. Investigations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of “arson” arrests	No	20	17	32
Number of fires classified as “arson	No	228	204	228

6. Performance Management

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of emergency incidents	No	197,092	205,988	201,404

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Police Officers' and Fire Fighters' Retirement System

www.dcrb.dc.gov

Telephone: 202-343-3200

Table FD0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$135,577,258	\$145,626,537	\$105,596,000	\$91,284,000	-13.6
FTEs	0.0	0.0	0.0	0.0	N/A

The mission of the Police Officers' and Fire Fighters' Retirement System is to provide the District's required contribution as the employer to these two pension funds, which are administered by the District of Columbia Retirement Board (DCRB).

Summary of Services

Under provisions of the Police Officers, Fire Fighters, and Teachers Retirement Benefit Replacement Plan Act of 1998 ("the Act"), the federal government assumed the District's unfunded pension liability for the retirement plans for teachers, police officers, fire fighters, and judges. Pursuant to the Act, the federal government will pay the retirement and death benefits, and a defined share of disability benefits, for employees for service accrued prior to July 1, 1997. The costs for benefits earned after June 30, 1997 are the responsibility of the Government of the District of Columbia. This budget reflects the required annual District contribution to fund these earned benefits. Pursuant to District Code section 1-907.02(a) (2006 Repl.), the District is required to budget the pension contribution at an amount equal to, or greater than, the amount certified by the DCRB on the basis of a prescribed actuarial study and formula calculation that is set forth in section 1-907.03. On December 14, 2017, DCRB transmitted the certified contribution for inclusion in the District's FY 2019 proposed budget, as reflected in this chapter.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FD0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FD0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	135,577	145,627	105,596	91,284	-14,312	-13.6	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR												
GENERAL FUND	135,577	145,627	105,596	91,284	-14,312	-13.6	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	135,577	145,627	105,596	91,284	-14,312	-13.6	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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FD0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FD0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
50 - Subsidies and Transfers	135,577	145,627	105,596	91,284	-14,312	-13.6
SUBTOTAL NONPERSONAL SERVICES (NPS)	135,577	145,627	105,596	91,284	-14,312	-13.6
GROSS FUNDS	135,577	145,627	105,596	91,284	-14,312	-13.6

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FD0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FD0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) POLICE / FIREFIGHTERS' RETIREMENT SYSTEM										
(1100) Police / Firefighters' Retirement System	135,577	145,627	105,596	91,284	-14,312	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) POLICE / FIREFIGHTERS' RETIREMENT SYSTEM	135,577	145,627	105,596	91,284	-14,312	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	135,577	145,627	105,596	91,284	-14,312	0.0	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Police Officers' and Fire Fighters' Retirement System operates through the following program:

Police/Fire Fighters' Retirement System – D.C. Code section 1-907.02(a) requires the District to appropriate funds that are equal to, or greater than, the actuarially determined amount certified by the DCRB on the basis of a prescribed actuarial study and formula calculation that is set forth in section 1-907.03.

Program Structure Change

The Police Officers' and Fire Fighters' Retirement System has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FD0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FD0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		105,596	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		105,596	0.0
Agency Request-Decrease: To align budget with certified actuarial projections	Police / Firefighters' Retirement System	-14,312	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		91,284	0.0
GROSS FOR FD0 - POLICE OFFICERS' AND FIRE FIGHTERS' RETIREMENT SYSTEM		91,284	0.0

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

FY 2019 Proposed Budget Changes

The Police Officers' and Fire Fighters' Retirement System's proposed FY 2019 gross budget is \$91,284,000, which represents a 13.6 percent decrease from its FY 2018 approved gross budget of \$105,596,000. The budget is comprised entirely of Local funds.

Recurring Budget

No Change: The Police Officers' and Fire Fighters' Retirement System's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Agency Request - Decrease: The Police Officers' and Fire Fighters' Retirement System's proposed budget reflects a decrease of \$14,312,000. This adjustment is based on the District of Columbia Retirement Board's (DCRB) approved actuarial certification that was transmitted by the DCRB Board of Trustees in a report dated December 14, 2017.

Department of Corrections

www.doc.dc.gov
Telephone: 202-673-7316

Table FL0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$141,390,325	\$155,201,408	\$145,615,296	\$166,125,640	14.1
FTEs	843.7	1,045.3	1,247.0	1,321.0	5.9

The mission of the District of Columbia Department of Corrections (DOC) is to provide a safe, secure, orderly, and humane environment for the confinement of pretrial detainees and sentenced inmates, while affording those in custody meaningful rehabilitative opportunities for successful community reintegration.

Summary of Services

DOC operates and maintains the Central Detention Facility (CDF) and the Correctional Treatment Facility (CTF). Both facilities are nationally accredited by the American Correctional Association (ACA). DOC also operates and maintains the District's Central Cellblock (CCB). The department has contracts with two private halfway houses: Fairview and Hope Village; these are often used as alternatives to incarceration. Like other municipal jails, 60 to 70 percent of inmates in DOC's custody have one or more outstanding legal matters that require detention. Most of the remaining 30 to 40 percent are sentenced inmates or parole violators, and small portions (generally 3 to 4 percent) are writs and holds. Median length of stay for released inmates is 31 days or less. Ninety percent of DOC's inmates are male. DOC also houses female inmates and a small number of juveniles charged as adults at the CTF.

DOC offers inmates a number of programs and services that support successful community re-entry. These include: Residential Substance Abuse Treatment; Re-entry preparation (Re-Entry); Institutional Work Details and Community Work Squads; Job-readiness Training and Certification; Special Education (through the District of Columbia Public Schools (DCPS)); Adult Education / GED Preparation and Post-Secondary Preparation; and the Portal of Entry. The Portal of Entry, a Mayor Bowser administration initiative, is designed to unite provision of services from several District agencies, including the Department of Human Services, the Department of Behavioral Health, the Department of Motor Vehicles, the Department of Employment Services, and the District of Columbia Housing Authority. The goal of the Portal is to immediately provide vital post-release services to returning citizens as an incorporated part of the release process from CDF and CTF. This minimizes the time to receive services that support successful re-entry, including housing, employment, education, health care, job training and placement, and substance use/mental health aftercare. ACA and National Commission on Correctional Health Care (NCCHC) accredited comprehensive health and mental health services are provided through Unity Health Care (contractually) and

the District's Department of Behavioral Health. In addition, DOC provides inmate personal adjustment and support services, such as case management, food services, laundry, religious programming, visitation, law library, and the inmate grievance process. DOC facilities operate 24 hours a day, 365 days a year.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FL0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FL0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	123,167	135,051	124,077	144,794	20,717	16.7	834.4	841.9	1,005.2	1,079.2	74.0	7.4
Special Purpose Revenue Funds	17,831	19,936	21,111	21,020	-91	-0.4	7.0	201.6	240.0	240.0	0.0	0.0
TOTAL FOR GENERAL FUND	140,999	154,987	145,188	165,814	20,626	14.2	841.5	1,043.5	1,245.2	1,319.2	74.0	5.9
FEDERAL RESOURCES												
Federal Grant Funds	0	-32	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR FEDERAL RESOURCES	0	-32	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
INTRA-DISTRICT FUNDS												
Intra-District Funds	391	246	428	312	-116	-27.1	2.3	1.8	1.8	1.8	0.0	0.0
TOTAL FOR INTRA-DISTRICT FUNDS	391	246	428	312	-116	-27.1	2.3	1.8	1.8	1.8	0.0	0.0
GROSS FUNDS	141,390	155,201	145,615	166,126	20,510	14.1	843.7	1,045.3	1,247.0	1,321.0	74.0	5.9

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FL0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FL0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	52,319	56,166	75,515	71,736	-3,780	-5.0
12 - Regular Pay - Other	988	6,921	812	10,714	9,902	1,219.6

Table FL0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
13 - Additional Gross Pay	4,632	5,139	4,300	4,872	572	13.3
14 - Fringe Benefits - Current Personnel	15,446	18,402	22,528	25,065	2,537	11.3
15 - Overtime Pay	9,746	15,888	2,728	8,622	5,893	216.0
SUBTOTAL PERSONAL SERVICES (PS)	83,132	102,516	105,883	121,009	15,125	14.3
20 - Supplies and Materials	6,432	9,121	7,454	9,406	1,952	26.2
31 - Telephone, Telegraph, Telegram, Etc.	70	155	81	81	0	0.0
32 - Rentals - Land and Structures	2,792	1,296	0	0	0	N/A
40 - Other Services and Charges	3,435	5,073	3,783	4,950	1,167	30.8
41 - Contractual Services - Other	43,368	34,559	27,315	29,073	1,759	6.4
50 - Subsidies and Transfers	284	391	483	505	22	4.6
70 - Equipment and Equipment Rental	2,027	2,091	616	1,102	486	79.0
91 - Expense Not Budgeted Others	-150	0	0	0	0	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	58,259	52,685	39,732	45,117	5,385	13.6
GROSS FUNDS	141,390	155,201	145,615	166,126	20,510	14.1

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FL0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FL0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) ADMINISTRATIVE SERVICES										
MODERNIZATION PR										
(1050) Financial Management	0	-3	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000)										
ADMINISTRATIVE SERVICES										
MODERNIZATION PR	0	-3	0	0	0	0.0	0.0	0.0	0.0	0.0
(100F) AGENCY FINANCIAL										
OPERATIONS										
(110F) Budget Operations	316	492	723	768	46	1.8	4.6	5.0	5.0	0.0
(120F) Accounting Operations	407	596	786	821	36	2.8	2.7	6.0	6.0	0.0
(130F) ACFO	242	215	229	217	-12	3.7	2.7	3.0	3.0	0.0
SUBTOTAL (100F) AGENCY										
FINANCIAL OPERATIONS	964	1,303	1,737	1,807	69	8.3	10.0	14.0	14.0	0.0
(1100) AGENCY MANAGEMENT										
(1110) Executive Direction and Support	3,447	3,189	3,781	3,916	134	28.5	29.3	30.0	30.0	0.0
(1120) Human Resources Management	2,132	1,999	2,373	2,418	44	18.4	21.0	20.0	20.0	0.0
(1130) Management Control	2,017	2,461	2,232	2,393	161	15.6	21.9	21.0	21.0	0.0
(1145) Technology Support	3,072	3,123	3,155	3,790	635	13.8	12.8	16.0	16.0	0.0

Table FL0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1150) Agency Operations Support	2,361	2,255	2,147	1,479	-668	6.4	6.4	7.0	7.0	0.0
(1160) Facility Services	4,854	6,087	4,959	6,099	1,140	32.2	32.9	35.0	36.0	1.0
SUBTOTAL (1100) AGENCY MANAGEMENT	17,883	19,115	18,647	20,094	1,447	115.1	124.4	129.0	130.0	1.0
(2500) INMATE SERVICES										
(2510) Inmate Personal Services	8,138	6,713	6,886	11,014	4,127	19.3	19.2	19.0	20.0	1.0
(2520) Inmate Adjustment/Developmental Support	7,037	7,460	9,355	9,527	171	70.9	70.5	92.0	87.0	-5.0
(2530) Inmate Health Services	25,925	19,589	17,302	27,834	10,531	29.5	28.4	30.0	30.0	0.0
SUBTOTAL (2500) INMATE SERVICES	41,100	33,762	33,544	48,374	14,830	119.7	118.0	141.0	137.0	-4.0
(3600) INMATE CUSTODY										
(3605) Institutional Security and Control	78,587	98,331	88,750	92,990	4,240	582.5	779.8	949.0	1,026.0	77.0
(3615) Security Enhancement	370	372	445	456	11	5.5	5.5	6.0	6.0	0.0
(3630) Community Corrections	2,141	2,318	2,492	2,405	-87	8.9	7.4	8.0	8.0	0.0
SUBTOTAL (3600) INMATE CUSTODY	81,098	101,020	91,687	95,851	4,164	596.9	792.7	963.0	1,040.0	77.0
(4900) COMMUNITY AFFAIRS										
(4901) Office of Returning Citizens	345	61	0	0	0	3.7	0.0	0.0	0.0	0.0
SUBTOTAL (4900) COMMUNITY AFFAIRS	345	61	0	0	0	3.7	0.0	0.0	0.0	0.0
(9960) YR END CLOSE										
(9961) Yr End Close	0	-57	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-57	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	141,390	155,201	145,615	166,126	20,510	843.7	1,045.1	1,247.0	1,321.0	74.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Corrections operates through the following 4 divisions:

Inmate Services – provides services necessary to ensure humane, hygienic, and constitutionally mandated care of inmates.

This division contains the following 3 activities:

- **Inmate Personal Services** – provides for inmates' personal needs and ensures that each service is provided in a timely, accurate, and economical manner;
- **Inmate Adjustment and Development Support** – provides inmates with opportunities for personal development and facilitates adjustment to institutional custody; and

- **Inmate Health Services** – provides constitutionally mandated levels of health care to inmates in DOC custody.

Inmate Custody – provides facilities and technology to detain pretrial defendants and sentenced misdemeanants safely and securely, and in accordance with constitutional requirements.

This division contains the following 3 activities:

- **Institutional Security and Control** – provides effective management of arrestee and inmate populations and ensures safe and secure DOC-administered detention environments, inmate transportation, and off-site security such as medical outposts;
- **Security Enhancement** – provides operational technologies that improve institutional security; and
- **Community Corrections** – provides community support and involvement for sentenced misdemeanants and pretrial inmates awaiting adjudication of charges.

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

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

Division Structure Change

The Department of Corrections has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FL0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FL0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		124,077	1,005.2
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		124,077	1,005.2
COLA: FY 2019 COLA Adjustment	Multiple Programs	3,889	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	1,036	0.0
Agency Request-Decrease: To align Overtime Pay with projected costs	Multiple Programs	-228	0.0
Agency Request-Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-755	-6.0
Agency Request-Decrease: To adjust the Contractual Services budget	Multiple Programs	-3,042	0.0
Mayor's Policy-Enhance: To support healthcare contract increases	Multiple Programs	9,402	0.0
Mayor's Policy-Enhance: To support additional FTEs	Inmate Custody	4,659	80.0
Mayor's Policy-Enhance: To adjust Overtime Pay	Inmate Custody	3,500	0.0
Mayor's Policy-Enhance: To adjust Overtime Pay (one-time)	Inmate Custody	2,622	0.0
Mayor's Policy-Reduce: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-367	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		144,794	1,079.2

Table FL0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		21,111	240.0
COLA: FY 2019 COLA Adjustment	Inmate Custody	770	0.0
Agency Request-Decrease: To align budget with projected revenues	Multiple Programs	-861	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		21,020	240.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		428	1.8
COLA: FY 2019 COLA Adjustment	Multiple Programs	6	0.0
Agency Request-Decrease: To align budget with projected revenues	Multiple Programs	-122	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		312	1.8
GROSS FOR FL0 - DEPARTMENT OF CORRECTIONS		166,126	1,321.0

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

FY 2019 Proposed Budget Changes

The Department of Corrections' (DOC) proposed FY 2019 gross budget is \$166,125,640, which represents a 14.1 percent increase over its FY 2018 approved gross budget of \$145,615,296. The budget is comprised of \$144,793,594 in Local funds, \$21,020,425 in Special Purpose Revenue funds, and \$311,621 in Intra-District funds.

Recurring Budget

No Change: DOC's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget..

Mayor's Proposed Budget

Cost-of-Living Adjustment: The DOC budget proposal includes cost-of-living adjustments (COLA) of \$3,889,487 in Local funds, \$770,425 in Special Purpose Revenue funds, and \$5,717 in Intra-District funds.

Agency Request-Increase: In Local funds, DOC's proposed budget reflects a net increase of \$1,036,403 in nonpersonal services, primarily in Other Services and Charges and Equipment and Equipment Rentals, across multiple divisions. This change is comprised of an increase of \$1,326,398 in the Agency Management division and \$74,355 in the Inmate Custody division, and a partially offsetting decrease of \$364,350 in the Inmate Services division.

Agency Request-Decrease: DOC's FY 2019 proposed Local funds budget includes a decrease of \$228,472 in overtime cost across multiple divisions. Similarly, the proposed budget includes a net reduction of \$755,190 and 6.0 Full-Time Equivalents (FTEs) related to the Portal of Entry program, which will be supported by other agencies. The budget for contractual services reflects a decrease of \$3,041,696 across multiple divisions to align the proposed budget with operational goals.

The proposed budget in Special Purpose Revenue funds reflects a net decrease of \$861,206 across multiple divisions due to projections from the Corrections Trustee Reimbursement fund. Also, the proposed budget in Intra-District funds declined by \$121,654 across multiple division due to a projected revenue reduction from the Inmate Work Squad project.

Mayor's Policy-Enhance: The proposed FY 2019 budget includes an enhancement of \$9,402,285 to support an inmate healthcare initiative across multiple divisions. Of this amount, \$8,957,285 is allocated to the Inmate Services division and \$445,000 to the Inmate Custody division. Specifically, this amount provides \$4,902,285 for inmate healthcare contracts and \$4,500,000 for additional pharmacy supplies. The FY 2019 proposed budget provided \$8,159,290 and 80.0 FTEs to support the Inmate Custody division. Of this amount, a total of \$4,659,290 supports the hiring of 80 correctional officers with the aim of reducing overtime in future years, and \$3,500,000 is added for overtime pay to cover projected costs in the proposed budget year. Finally, the proposed budget includes a one-time enhancement of \$2,621,956 in the Inmate Custody division to support overtime pay.

Mayor's Policy-Reduce: The FY 2019 proposed budget reflects a reduction of \$367,000 to account for programmatic cost savings in nonpersonal services across the Inmate Services, Agency Management, and Inmate Custody divisions.

Page left intentionally blank

Agency Performance Plan*

The Department of Corrections (DOC) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Upgrade Workforce to Better Serve District's Public Safety Needs.
2. Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.
3. Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration.
4. Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry.
5. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Upgrade Workforce to Better Serve District's Public Safety Needs. (1 Activity)

Activity Title	Activity Description	Type of Activity
Personnel Services	Human resources management, EEO and diversity management, and training ensure that DOC operates with an adequately staffed, well trained, and diverse workforce. The goal is to support a work-force well capable of providing service delivery for a city-within-a-city that strives to be a benchmark corrections agency.	Daily Service

2. Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (9 Activities)

Activity Title	Activity Description	Type of Activity
Inmate Work Release Programs	DOC provides opportunities for inmates to serve in community work-squads that provide services such as landscaping for other government agencies such as DGS.	Daily Service
Community Corrections Administration	Provides oversight of inmates placed in privately operated 100% PREA compliant community halfway houses in bed-spaces under contract with DOC. Conducts electronic monitoring where required as a condition of placement. Processes documents for abscond and halfway house escape notifications and subsequent apprehension.	Daily Service
Facility Security	Facility areas not occupied by inmates 100% of the time also require supervision to ensure safety, security and order for DOC's city within a city. Facility security operations include the command center, relief pool, emergency response team, canine support, key and tool control, rules and discipline, and movement control.	Daily Service

2. Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (9 Activities)

Activity Title	Activity Description	Type of Activity
Central Cell Block Operations	DOC uniformed staff execute 24x7x365 operations of the Central Cell Block, which houses arrestees charged with non-citationable offenses prior to arraignment at court. On-site triage and clinical services and meals are provided. They ensure safe, secure and orderly operations.	Daily Service
Inmate Records	Inmate Records receives, processes, records, files and archives all legal records for inmates committed to DOC custody. Inmate Records computes official release dates associated with all misdemeanor sentences under District code, jail credits, and good time credits.	Daily Service
Housing Unit Supervision	Most of DOC's Correctional Officers provide 24x7x365 supervision of inmates to ensure safety, security and order in housing units and conducting rounds according to DOC policy. They inspect cells and other areas to detect and remove contraband. Delivery of meals, commissary, linen exchanges, and mail; recreation, and out-of-cell time are supervised. This supports safe, secure and orderly operation of a humane detention environment.	Daily Service
Correctional Surveillance Center	Correctional Surveillance Center operations monitors and reviews surveillance collected from over 650 cameras and other devices to support DOC, and responds to official requests for surveillance to support internal DOC needs as well as law enforcement and criminal justice agencies.	Daily Service
Inmate Receiving and Discharge	DOC receives daily intakes, processes daily release transactions, and provides daily inmate transport to hearings and appointments from the Inmate Reception Center (IRC) at the CDF. Information required to maintain safe, secure, orderly and humane operating environment is recorded there. Initial health and mental health screening and Medicaid enrollment occur at the IRC. Inmate property is received, searched, and stored for 15 days (after which unclaimed property is destroyed). Initial clothing and linens are issued. Initial intake screening by Case Management is performed at the IRC.	Daily Service
Inmate Transport	The uniformed staff in the Inmate Transportation Unit provide daily secure transport to and from courts; and, medical and other appointments for DOC inmates. They operate under contract (Inter-Governmental Agreement) with the US Marshals Service.	Daily Service

3. Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (3 Activities)

Activity Title	Activity Description	Type of Activity
Inmate Finance and Financial Assistance	These operations supported by the Office of the Chief Financial Officer (OCFO) ensure that inmates receive funds deposited by loved ones so that they can make purchases from the commissary and meet any restorations required as conditions of confinement.	Daily Service

3. Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (3 Activities)

Activity Title	Activity Description	Type of Activity
Inmate Personal Services	These include laundry, commissary, mail, property, clothing and linens, and food services that support continuous operations at DOC facilities that house inmates. Many of these operations are carried out by inmates in institutional work-squads supervised by DOC Correctional Officers.	Daily Service
Inmate Programs and Services	DOC offers programs and services to support connections with the community and community reentry. They include education, recreation, visitation, law library, mobile library services (with DC Public Library), employment readiness unit (with DC Department of Employment Services), religious and volunteer services, women's program and services, juvenile program and services, Residential Substance Abuse Treatment (RSAT), and ReEntry services.	Daily Service

4. Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (1 Activity)

Activity Title	Activity Description	Type of Activity
Health and Mental Health Services	Dually ACA and NCCHC accredited comprehensive health and mental health services are provided at the CDF and CTF. Medical outpost security required to provide supervision for DOC inmates and CCB arrestees requiring outpatient or inpatient care; and, takeovers for any St. Elizabeths' residents requiring hospital care and any MPD arrestee requiring over two (2) hours of care at an area hospital are provided by DOC Correctional Officers. Typically 40-50 full time employees (FTE) are required over and above the 25 FTE officially authorized for this service; the majority are required to supervise MPD arrestees.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Executive Direction and Support	The Department of Corrections is a small city within a city that operates 24x7x365. Services that support the DOC executive functions on a daily basis include legal services, federal billing, public affairs, and strategic planning and analysis.	Daily Service
Agency Operations Support	A city-within-a-city that operates 24x7x365 to care for persons under its custody requires fleet management, procurement, contract administration and supply chain management to ensure that people are transported; materials and supplies are provided in a timely manner; and services are provided in accordance with the District's requirements, so that the DOC can deliver high quality services to those it serves.	Daily Service
Facility Services	Ensuring a safe, secure and functional physical operating environment for over 450,000 sq. ft. of detention space in a 40 year old city-within-a-city that operates 24x7x365 requires daily facility	Daily Service

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

Activity Title	Activity Description	Type of Activity
	maintenance and repair, facility inspection, construction crew escort, and environmental and sanitation services.	
Management Control	Risk Management, Policy and Procedures, Accreditation and Compliance, Prison Rape Elimination Act Compliance, and Investigative Services together document and support agency accreditation and compliance with laws, audits, standards, and promote implementation of best practices.	Daily Service
Technology Support	It takes a considerable amount of technology, project management, and business process re-engineering to support the daily operations for a city-within-a-city. Together these services assess, plan, implement, and maintain DOC's communication and technology infrastructure; conduct business process assessment; and, implement approved business process re-engineering projects.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Upgrade Workforce to Better Serve District's Public Safety Needs. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of DOC FTE Completing Specialized Training	No	Not Available	Not Available	Not Available	Not Available	85%
Percent of DOC FTE Compliant with In-Service Training Requirements	No	Not Available	Not Available	Not Available	Not Available	80%

2. Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (8 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Delayed Release Rate	No	0%	0.1%	0%	0.1%	0.1%
Erroneous Release Rate	No	0%	0%	0%	0%	0%
Inmate on Inmate Assault Rate per 10,000 Inmate-Days	No	1.3	1.1	3.8	1.1	3
Inmate on Staff Assault Rate per 10,000 Inmate-Days	No	1.3	0.3	1.9	0.3	1.5
Percent of Contraband Seizures Resulting in Requests for Criminal Prosecution Annually	No	81.8%	45%	73.9%	75%	70%
Percent of Disciplinary Reports Adjudicated as Charged	No	65.5%	70%	64%	70%	65%
Percent of Inmate on Staff Assaults Resulting in Requests for Criminal Prosecution Annually	No	70.1%	65%	66.7%	67.5%	65%

2. Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (8 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of inmates served by video-visitation program (CDF)	No	54.2%	50%	51.9%	50%	50%

3. Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Inmates Served by Re-entry Program Annually	No	438	300	735	300	800
Inmates Served by Residential Substance Abuse Treatment (RSAT) Annually	No	328	300	543	300	300
Number of Unresolved Inmate Grievances Outstanding More Than 30 Days	No	3	15	0	15	5
Percent of Inmates Who Passed GED Exams	No	8.7%	50%	17.4%	50%	25%
Re-Entry Program Effectiveness (Percent Reduction in 12-month Recarceration Rate Compared to That for Misdemeanants)	No	Not Available	Not Available	37.6%	15%	30%
Residential Substance Abuse Treatment (RSAT) Program Effectiveness (Percent Reduction in 12-month Recarceration Rate Compared to That for DOC Inmates)	No	Not Available	Not Available	38.8%	40%	40%

4. Maintain/Improve Inmate Physical and Mental Health to Support Successful Community Re-Entry. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Inmate Pharmaceuticals Expenditure Variance	No	38.4%	15%	28.4%	15%	20%
Percent of inmates released to community with required medications	No	94.8%	90%	96.5%	90%	95%

5. Create and maintain a highly efficient, transparent and responsive District government.** (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Federal Revenue Reimbursement Rate	No	99.2%	95%	99.9%	95%	95%
Percent of Priority 1 Maintenance and Repair Requests Completed within 8 Hours	No	79.1%	87%	54.3%	87%	80%

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. Executive Direction and Support

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
DOC Per-Inmate Per Day Incarceration Cost	No	Not Available	\$228.4	\$218.3
FOIA Requests Processed	No	Not Available	Not Available	459

2. Agency Operations Support

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Procurements Processed	No	Not Available	Not Available	285
Requisitions Submitted	No	Not Available	Not Available	306
Total Dollar Value of Supply Chain Managed through DOC Warehouse	No	Not Available	Not Available	\$5,015,789.4
Vehicle Inspections Conducted	No	Not Available	Not Available	345

3. Facility Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Facility Inspections Conducted	No	Not Available	12,812	8,062
Total Workorders Recorded	No	Not Available	Not Available	10,667

4. Management Control

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
ACA Compliance Audits Conducted	No	Not Available	Not Available	123
Background Investigations Conducted	No	Not Available	Not Available	161
Policies and procedures reviewed and approved	No	Not Available	Not Available	72

5. Technology Support

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
All Other IT Devices Supported	No	Not Available	Not Available	7,961
Communication Devices Supported	No	Not Available	Not Available	907
Helpdesk Requests Processed	No	Not Available	3484	4,127

6. Personnel Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Training Classes Conducted	No	Not Available	Not Available	112
Number Trained	No	Not Available	Not Available	1,369
Personnel Actions Processed	No	Not Available	Not Available	2,935

7. Inmate Work Release Programs

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Dollar Value of Service Provided	No	Not Available	Not Available	\$241,035

7. Inmate Work Release Programs

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Inmates who Benefited from Work Release	No	Not Available	Not Available	162

8. Community Corrections Administration

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Inmates Reviewed for Placement	No	Not Available	Not Available	254
Number of Inmates Placed in Halfway Houses	No	Not Available	Not Available	321

9. Facility Security

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Contraband Seized	No	Not Available	Not Available	2,407
Hearings Conducted	No	Not Available	1,624	9,776

10. Central Cell Block Operations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Arrestees Processed	No	Not Available	Not Available	8,034
Arrestees Served by Central Cell Block Clinic	No	Not Available	Not Available	795

11. Inmate Records

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Documents Processed	No	Not Available	Not Available	68,585
Sentences Computed	No	Not Available	Not Available	5,907

12. Housing Unit Supervision

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Average Daily Population	No	Not Available	Not Available	7,219
Hours of Overtime (OT) Required	No	Not Available	Not Available	269,475
Median LOS in Custody	No	Not Available	Not Available	97
Percent of Inmates Charged with Violent or Dangerous Offenses	No	Not Available	Not Available	29.7%

13. Correctional Surveillance Center

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
External Requests Processed	No	Not Available	Not Available	665
Internal Requests Processed	No	Not Available	Not Available	1,121

14. Inmate Receiving and Discharge

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Annual Intakes	No	Not Available	11,277	11,974
Annual Releases	No	Not Available	11,020	11,852
Average Daily Population for DOC	No	Not Available	1,747	1,999

14. Inmate Receiving and Discharge

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Median Length of Stay	No	Not Available	18	17

15. Inmate Transport

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Hours of Service Provided by Court Transport	No	Not Available	Not Available	34,100

16. Inmate Finance and Financial Assistance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Dollar Value of Transactions Processed	No	Not Available	Not Available	\$2,966,148.4
Number of Inmates Provided Financial Assistance	No	Not Available	Not Available	4,496
Transactions Processed	No	Not Available	Not Available	490,921

17. Inmate Personal Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Dollars of Inmate Commissary Items Delivered	No	Not Available	Not Available	\$1,611,152.5
Meals Served	No	Not Available	Not Available	2,234,365
Number of articles of clothing issued	No	Not Available	Not Available	17,862

18. Inmate Programs and Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Face-to-Face Visits Conducted	No	Not Available	Not Available	1,828
Inmates between 16 and 22 years of age served by DCPS	No	Not Available	Not Available	Not Available
Inmates Served by Law Library	No	Not Available	Not Available	4,672
Library Books Issued by Mobile Library	No	Not Available	Not Available	13,134
Number of inmates served by College Education Programs	No	Not Available	New Measure	Not Available
Number of inmates served by Vocational Education Programs	No	Not Available	Not Available	New Measure
Video Visits Conducted	No	Not Available	Not Available	42,585

19. Health and Mental Health Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Hours of Overtime (OT) Required for Takeovers and Medical Outposts	No	Not Available	Not Available	55,393.1
Inmates served by Acute Mental Health Unit	No	Not Available	Not Available	984
Inmates Served by the Mental Health Step Down Unit	No	Not Available	Not Available	116
Intakes with Active Diagnoses of Mental Illness	No	Not Available	Not Available	1,884
Intakes with Active Substance Abuse Disorder Diagnoses	No	Not Available	Not Available	5,744

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

District of Columbia National Guard

<http://dc.ng.mil>
Telephone: 202-685-9693

Table FK0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$12,293,872	\$12,575,547	\$13,908,035	\$14,424,537	3.7
FTEs	110.6	128.4	131.0	131.0	0.0

Joint Force Headquarters – District of Columbia (JFHQ-DC) maintains and provides trained and ready D.C. National Guard (DCNG) units, personnel, and equipment to achieve the federal war-fighting mission, to support the District of Columbia Emergency Response Plan, and to add value to the community through local programs. JFHQ-DC facilitates the integration of federal and state activities to provide expertise and situational awareness to the District of Columbia and the Department of Defense.

Summary of Services

Federal Mission: Support the readiness of D.C. National Guard (DCNG) units to perform federally assigned missions, both at home and abroad. District of Columbia personnel provide direct support to key functional areas including operations, training, and readiness, to ensure DCNG units can defend the nation and the capital. District Mission – Emergency Preparedness/Emergency Response: Prepare for and respond to requests for National Guard support from the Mayor, lead federal agencies within the National Capital Region, and Joint Force Headquarters – National Capital Region (JFHQ - NCR). Community Mission: Maximize the use of available Department of Defense family and youth programs to support the citizens of the District of Columbia.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FK0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FK0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	4,651	5,088	5,188	4,810	-378	-7.3	32.8	46.0	37.2	36.5	-0.8	-2.0
TOTAL FOR GENERAL FUND	4,651	5,088	5,188	4,810	-378	-7.3	32.8	46.0	37.2	36.5	-0.8	-2.0
FEDERAL RESOURCES												
Federal Payments	472	465	435	435	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
Federal Grant Funds	7,171	7,022	8,285	9,179	894	10.8	77.8	82.4	93.8	94.5	0.8	0.8
TOTAL FOR FEDERAL RESOURCES	7,643	7,487	8,720	9,614	894	10.3	77.8	82.4	93.8	94.5	0.8	0.8
GROSS FUNDS	12,294	12,576	13,908	14,425	517	3.7	110.6	128.4	131.0	131.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FK0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FK0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	3,205	3,175	3,935	4,093	158	4.0
12 - Regular Pay - Other	2,761	3,429	3,297	3,567	270	8.2
13 - Additional Gross Pay	91	90	47	83	36	75.2
14 - Fringe Benefits - Current Personnel	1,417	1,631	1,700	1,884	185	10.9
15 - Overtime Pay	230	149	338	715	377	111.6
SUBTOTAL PERSONAL SERVICES (PS)	7,704	8,475	9,317	10,342	1,025	11.0
20 - Supplies and Materials	212	182	205	213	8	3.9
31 - Telephone, Telegraph, Telegram, Etc.	27	24	29	34	5	17.4
40 - Other Services and Charges	2,867	2,733	3,719	3,128	-591	-15.9
41 - Contractual Services - Other	586	503	0	0	0	N/A
50 - Subsidies and Transfers	568	595	562	617	54	9.7
70 - Equipment and Equipment Rental	329	64	75	90	15	19.7
SUBTOTAL NONPERSONAL SERVICES (NPS)	4,590	4,101	4,591	4,082	-509	-11.1
GROSS FUNDS	12,294	12,576	13,908	14,425	517	3.7

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FK0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FK0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Administrative Service	414	454	463	519	56	4.2	5.8	5.0	5.0	0.0
(1015) Training and Employee Dev.	514	427	483	483	0	0.0	0.0	0.0	0.0	0.0
(1020) Contracting and Procurement	226	270	290	313	24	1.7	2.3	2.0	2.0	0.0
(1030) Property Management	2,004	2,026	2,393	1,916	-476	0.0	0.0	0.0	0.0	0.0
(1050) Financial Services	73	77	84	96	12	0.8	1.2	1.0	1.0	0.0
(1070) Risk Management	32	32	58	68	10	0.8	1.2	1.0	1.0	0.0
(110F) Agency Financial Operations	192	203	240	277	37	0.8	2.3	2.0	2.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	3,455	3,489	4,011	3,673	-338	8.3	12.8	11.0	11.0	0.0
(4000) YOUTH PROGRAMS										
(4010) Challenge	4,629	4,494	4,448	4,537	89	50.7	56.9	49.0	46.0	-3.0
(4030) Youth Leaders Camp	64	64	70	77	7	0.8	1.2	1.0	1.0	0.0
SUBTOTAL (4000) YOUTH PROGRAMS	4,693	4,558	4,518	4,614	96	51.5	58.1	50.0	47.0	-3.0
(6000) JOINT FORCE HEADQUARTERS, DC										
(6010) Command Element	69	73	81	85	3	0.8	1.2	1.0	1.0	0.0
(6012) US Property and Fiscal Office	311	310	340	366	26	3.3	5.8	5.0	5.0	0.0
(6020) Army Aviation Support Facility	60	62	63	70	7	0.8	1.2	1.0	1.0	0.0
(6030) J1 Personnel/HR Office	188	193	205	217	12	2.5	3.5	3.0	3.0	0.0
(6060) Department of Engineering	1,989	1,856	2,296	2,451	155	22.2	21.2	34.0	34.0	0.0
(6061) Department of Engineering - Air	337	364	474	539	66	12.4	5.5	6.0	6.0	0.0
(6062) Sustainable Restoration Maintenance	239	289	474	586	112	0.0	3.7	4.0	6.0	2.0
(6063) Environmental Program Management	80	79	84	89	6	0.0	0.9	1.0	1.0	0.0
(6064) Security Cooperative Agreement	66	68	69	73	4	0.0	0.9	1.0	1.0	0.0
(6065) Environmental Prgm Resources Mgmt Army	98	307	295	340	45	0.0	3.7	4.0	4.0	0.0
(6080) J3/Operations	368	381	413	433	20	3.4	4.4	4.0	4.0	0.0
(6081) J3/Electronic Security Systems	187	201	210	229	19	1.8	1.8	2.0	2.0	0.0
(6090) J6/IT	20	216	220	459	239	1.7	1.8	2.0	3.0	1.0
(6091) J6/IT - Distance Learning	2	-4	0	0	0	1.8	0.0	0.0	0.0	0.0
(6092) J6/IT - Admin. Svs Activities	132	138	154	200	45	0.0	1.8	2.0	2.0	0.0
SUBTOTAL (6000) JOINT FORCE HEADQUARTERS, DC	4,146	4,530	5,379	6,137	758	50.7	57.5	70.0	73.0	3.0

Table FK0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(9960) YR END CLOSE										
No Activity Assigned	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED										
OPERATING BUDGET	12,294	12,576	13,908	14,425	517	110.6	128.4	131.0	131.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The District of Columbia National Guard operates through the following 3 programs:

Youth Programs – sponsors a variety of programs for youth, including the National Guard Youth ChalleNGe program and a Youth Leaders' Camp.

This program contains the following 2 activities:

- **ChalleNGe** – is a voluntary community-based program that leads, trains, and mentors at-risk youth; and
- **Youth Leaders' Camp** – is a free, annual 14-day residential camp that provides youth an opportunity to learn and implement principles of leadership, citizenship, and sportsmanship.

Joint Force Headquarters, D.C. – maintains trained and equipped forces in a state of readiness, prepared to respond to Presidential orders to support federal and District government agencies. DCNG also provides continuous assistance to District public safety agencies. Non-deployable personnel are required to maintain continuity of operations under Title 49, Military, of the D.C. Official Code.

This program contains the following 14 activities:

- **Command Element** – provides leadership and direction to agency command staff in all matters pertaining to military support, training, Joint Air, and Joint Counter Drug Operations;
- **U.S. Property and Fiscal Office** – provides comprehensive and efficient financial management services, including contract administration, appropriate federal billings, and the transfer of federal funds;
- **Army Aviation Support Facility (AASF)** – supports the military aviation unit within the command;
- **J1 Personnel/Human Resource Office** – is the military personnel branch of the agency;
- **Department of Engineering and Department of Engineering - Air** – provides agency facilities planning, maintenance, and repair services;
- **Sustainable Restoration Maintenance** – provides agency repair services;
- **Environmental Program Management** – provides environmental resource management within the command;
- **Security Cooperative Agreement** – provides agency security services;
- **Environmental Programs Resources Management Army** – provides program management for agency environmental issues;

- **J3/Operations and J3/Electronics Security Systems** – is the planning, operations, and training branch, which ensures that troops are combat ready;
- **J6/IT** – maintains secure technologies to produce and communicate information within and between the various military command elements; and
- **J6/IT – Administrative Services Activity** – provides administrative support services for the D.C. Armory.

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

Program Structure Change

The District of Columbia National Guard has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FK0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FK0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		5,188	37.2
Removal of One-Time Costs	Agency Management	-344	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		4,844	37.2
COLA: FY 2019 COLA Adjustment	Multiple Programs	86	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	150	-0.8
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-270	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		4,810	36.5
FEDERAL PAYMENTS: FY 2018 Approved Budget and FTE		435	0.0
No Change		0	0.0
FEDERAL PAYMENTS: FY 2019 Mayor's Proposed Budget		435	0.0
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		8,285	93.8
COLA: FY 2019 COLA Adjustment	Multiple Programs	191	0.0
Agency Request-Increase: To align budget with projected grant awards	Multiple Programs	703	0.8
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		9,179	94.5
GROSS FOR FK0 - DISTRICT OF COLUMBIA NATIONAL GUARD		14,425	131.0

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

FY 2019 Proposed Budget Changes

The District of Columbia National Guard's (DCNG) proposed FY 2019 gross budget is \$14,424,537, which represents a 3.7 percent increase over its FY 2018 approved gross budget of \$13,908,035. The budget is comprised of \$4,810,037 in Local funds, \$435,000 in Federal Payments, and \$9,179,500 in Federal Grant funds.

Recurring Budget

The FY 2019 budget for DCNG includes a reduction of \$344,000 to account for the removal of one-time funding appropriated in FY 2018 to support improvements to the National Guard's Camp Schwartz facility.

Mayor's Proposed Budget

Cost-of-Living Adjustment: DCNG's budget proposal includes cost-of-living adjustments (COLA) of \$86,311 in Local funds and \$190,683 in Federal Grant funds.

Agency Request – Increase: DCNG's proposed Local funds budget includes a net increase of \$149,977, primarily in the Agency Management program, to reflect costs associated with administrative services, financial operations, and employee development; this adjustment also includes a net reduction of 0.8 Continuing Full-Time Equivalent (FTE).

In Federal Grant funds, DCNG's budget proposal includes an increase of \$703,455 and 0.8 FTE. This increase is comprised of \$565,983 and 3.0 FTEs, primarily from the Federal Operation Maintenance grant; \$131,351 from the Security Cooperative Agreement grant; and \$6,121, with a decrease of 2.2 FTEs, from the DC Youth ChalleNGe grant.

Agency Request – Decrease: DCNG's budget proposal for Local funds includes a net decrease of \$269,924, primarily in the Agency Management program to reflect projected maintenance contracts for the Camp Schwartz facility.

Homeland Security and Emergency Management Agency

www.hsema.dc.gov
Telephone: 202-727-6161

Table BN0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$60,787,878	\$98,035,932	\$136,570,261	\$142,171,948	4.1
FTEs	88.5	117.9	112.0	119.1	6.3

The mission of the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) is to lead the planning and coordination of homeland security and emergency management efforts to ensure that the District of Columbia is prepared to prevent, protect against, respond to, mitigate, and recover from all threats and hazards.

Summary of Services

HSEMA plans and prepares for emergencies; coordinates emergency response and recovery efforts; provides training and conducts exercises for emergency first responders, employees, and the public; provides emergency preparedness information to the public; and disseminates emergency information.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table BN0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table BN0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	4,550	4,665	4,827	5,103	276	5.7	27.0	30.0	28.0	28.2	0.2	0.9
TOTAL FOR GENERAL FUND	4,550	4,665	4,827	5,103	276	5.7	27.0	30.0	28.0	28.2	0.2	0.9

Table BN0-2

(dollars in thousands)

Dollars in Thousands							Full-Time Equivalents					
Appropriated Fund	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
FEDERAL RESOURCES												
Federal Grant Funds	56,189	93,332	131,743	137,069	5,326	4.0	61.5	87.9	84.0	90.8	6.8	8.1
TOTAL FOR FEDERAL RESOURCES	56,189	93,332	131,743	137,069	5,326	4.0	61.5	87.9	84.0	90.8	6.8	8.1
INTRA-DISTRICT FUNDS												
Intra-District Funds	49	38	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	49	38	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	60,788	98,036	136,570	142,172	5,602	4.1	88.5	117.9	112.0	119.1	7.0	6.3

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table BN0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table BN0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	5,975	6,876	7,824	8,723	899	11.5
12 - Regular Pay - Other	1,681	2,058	2,470	3,131	661	26.8
13 - Additional Gross Pay	204	245	157	207	51	32.4
14 - Fringe Benefits - Current Personnel	1,581	1,819	2,398	2,726	328	13.7
15 - Overtime Pay	330	251	220	294	74	33.4
SUBTOTAL PERSONAL SERVICES (PS)	9,771	11,250	13,069	15,082	2,013	15.4
20 - Supplies and Materials	60	106	167	202	35	21.2
31 - Telephone, Telegraph, Telegram, Etc.	12	2	30	31	1	4.3
40 - Other Services and Charges	1,715	1,903	3,297	3,798	501	15.2
41 - Contractual Services - Other	1,206	581	2,765	2,783	18	0.6
50 - Subsidies and Transfers	47,634	83,985	116,693	118,966	2,272	1.9
70 - Equipment and Equipment Rental	390	210	549	1,311	761	138.6
SUBTOTAL NONPERSONAL SERVICES (NPS)	51,017	86,786	123,501	127,090	3,589	2.9
GROSS FUNDS	60,788	98,036	136,570	142,172	5,602	4.1

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table BN0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table BN0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1030) Property Management	31	36	27	39	12	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	381	132	413	456	43	0.0	0.0	0.0	0.0	0.0
(1301) Accounts Payable Technician	18	-2	0	0	0	0.0	0.0	0.0	0.0	0.0
(1302) Hsema Attorney-Advisor (Continuation)	0	0	0	0	0	0.9	0.0	0.0	0.0	0.0
(1304) Community Outreach and Media Preparedness	0	19	248	879	632	0.0	0.0	0.0	3.0	3.0
(1305) IT Support for HSEMA Operations (DC 5%)	512	211	223	549	326	0.0	1.1	2.0	4.0	2.0
(1306) Community Outreach and Media Prepared.	87	90	78	101	24	0.0	1.1	1.0	1.0	0.0
(1308) Access and Functional Needs Emerg. Plan	109	128	256	265	9	0.9	1.1	1.0	1.0	0.0
(1309) Policy and Emerg. Preparedness Council	91	119	108	127	19	0.9	1.1	1.0	1.0	0.0
(1310) Special Events	0	0	0	248	248	0.0	0.0	0.0	2.0	2.0
(1313) Regional Planning Coordinaton (Cont.)	0	193	1	256	255	0.0	0.0	0.0	2.0	2.0
(1320) All Hazards Emergency Support Services	2,561	22,937	3,028	1,863	-1,165	15.7	21.1	16.5	7.5	-9.0
(1337) GIS Support (DC 5%)	102	110	113	122	9	0.0	1.1	1.0	1.0	0.0
(1362) CCTV / EOC / JAHOC Systems Maint	325	206	400	400	0	0.0	0.0	0.0	0.0	0.0
(1363) Statewide Interoperability Coordinator	47	95	143	175	32	0.9	1.1	1.0	1.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	4,264	24,274	5,038	5,481	443	19.4	27.9	23.5	23.5	0.0
(2000) PLANS AND PREPAREDNESS										
(2100) Planning	1,270	932	5,262	9,067	3,805	9.8	6.7	7.0	6.0	-1.0
(2103) Regional Planning - DC	317	130	541	530	-10	0.0	2.3	3.0	3.0	0.0
(2105) DCERS PMO Manager	0	88	129	173	44	0.0	0.0	1.0	1.0	0.0
(2113) District Planning (Continuation)	240	518	536	824	289	0.0	3.4	2.0	5.0	3.0
(2115) District Preparedness Sys Plan Toolkit	0	0	90	0	-90	0.0	0.0	0.0	0.0	0.0
(2116) Fatality Mgmt Planning Support (Dcers)	0	73	260	115	-145	0.0	0.0	0.0	0.0	0.0
(2136) Hazardous Materials Reporting (DC 5%)	53	32	63	32	-31	0.0	0.0	0.0	0.0	0.0
(2400) Training	491	598	725	715	-10	4.8	5.6	5.0	5.0	0.0
(2414) NIMS Compliance Officer - DC	120	122	149	153	5	0.9	1.1	1.0	1.0	0.0
SUBTOTAL (2000) PLANS AND PREPAREDNESS	2,491	2,493	7,754	11,610	3,856	15.5	19.1	19.0	21.0	2.0

Table BN0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(3000) OPERATIONS										
(3100) Incident Command and Disaster	2,267	2,790	3,312	3,576	264	17.6	25.5	22.0	24.0	2.0
(3101) IC3 Program Mgr/Incident Review Spec	25	308	765	897	132	0.0	1.1	4.0	7.0	3.0
(3102) District Logistics Coordinator	0	18	102	152	50	0.0	0.0	1.0	1.0	0.0
(3114) Credentialing (PIV-I/PAC) Pub Safety Per	0	42	299	550	251	0.0	0.0	0.0	1.0	1.0
SUBTOTAL (3000) OPERATIONS	2,291	3,157	4,478	5,174	696	17.6	26.6	27.0	33.0	6.0
(4000) HOMELAND SECURITY GRANTS										
(4100) Homeland Security/State	49,189	65,377	115,123	114,604	-520	11.3	13.7	12.0	12.0	0.0
(4102) Homeland Security/State	0	89	129	172	43	0.0	0.0	1.0	1.0	0.0
(4124) Admin Finance	0	141	278	289	11	0.0	0.0	2.5	2.5	0.0
(4182) Intelligence Analysts (DC)	-20	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(4300) Homeland Security/Regional	-9	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(4FA0) All Hazards Administration	1,109	1,043	1,622	1,556	-66	6.9	8.9	8.0	8.0	0.0
SUBTOTAL (4000) HOMELAND SECURITY GRANTS	50,270	66,651	117,153	116,621	-532	18.1	22.6	23.5	23.5	0.0
(5000) FUSION CENTER										
(5132) Operational and Administrative Support	198	289	259	295	36	1.9	2.3	2.0	2.0	0.0
(5182) Intelligence Analysis - DC (Continuous)	1,274	1,172	1,889	2,990	1,102	16.0	19.4	17.0	16.0	-1.0
SUBTOTAL (5000) FUSION CENTER	1,472	1,462	2,148	3,286	1,138	17.8	21.7	19.0	18.0	-1.0
(9960) YR END CLOSE										
No Activity Assigned	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	60,788	98,036	136,570	142,172	5,602	88.5	117.9	112.0	119.1	7.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Homeland Security and Emergency Management Agency operates through the following 5 divisions:

Plans and Preparedness – coordinates comprehensive planning, training and exercising, and disaster recovery to promote resiliency in government agencies, our communities, and critical infrastructure. The division is responsible for the creation, implementation, and revision of plans dictating the operational alignment and tempo of steady-state, threat-initiated, and incident-state scenarios.

This division contains the following 8 activities:

- **Planning** – utilizes a "whole community" approach to engage key stakeholders in developing plans and processes that support a robust emergency management system;

- **Regional Planning** – the District is an integral part of the National Capital Region (NCR). Due to the geographic proximity and economic link to the NCR, all preparedness actions across all mission areas affect, impact, and include all jurisdictions in the NCR. Therefore, District planners are involved with the planning efforts to ensure appropriate coordination and integration of District preparedness processes;
- **DCERS PMO Manager**– is responsible for coordination, outreach, and reporting for the DC EPC, District of Columbia Emergency Response System (DCERS) Steering Committee, and the District projects it oversees. Develops and maintains the Strategic Plan, as well as a corresponding Playbook for the District. Coordinates with regional ERS counterparts to ensure cohesive development of regional capabilities;
- **District Planning** – utilizes a “whole community” approach to engage key stakeholders in developing plans and processes that support a robust emergency management system. The Planning division coordinates the development, socialization, and institutionalization of District-wide preparedness plans that include, but are not limited to, Emergency Operation Plans (EOP), standard operating procedures/guidelines (SOP/SOG), and any supplemental contingency plans, annexes, or appendices;
- **Fatality Management Planning and Support** – is the District Mass Fatality Management Planner and the NCR Mass Fatality Management Planner. Addresses terrorism risks including but not limited to the following: Bio-Terrorism, Weapons of Mass Destruction, and complex coordinated attacks. Each terrorism risk will be analyzed to determine if it is a risk to the District. The context of the risk, the impact of the risk to affect core capabilities, and the response to the risk will be analyzed;
- **Hazardous Materials Reporting** – this tool ensures the District maintains a systematic approach for fulfilling SARA Title III, Emergency Planning and Community Right-to-Know (EPCRA) reporting, oversight, and emergency response needs;
- **Training** – offers emergency management training courses, hazard and capabilities-based exercises, and plan validations that test and bolster individual and institutional readiness, in accordance with local, District, and national standards, including the National Incident Management System (NIMS) and Incident Command System to first responders, citizens, businesses and regional partners; and
- **NIMS Compliance Officer** – manages the District’s Incident Command System Training Program to ensure emergency personnel possess incident management capabilities for addressing planned and no-notice events associated with natural or man-made hazards.

Operations – serves as the central hub of information within HSEMA, processing and analyzing information from a myriad of sources and disseminating it to create situational awareness, and provides well-coordinated critical and essential services during and immediately after emergencies and disasters within the District of Columbia and surrounding jurisdictions. The goals of these services are to protect health and property, to expedite the return to a state of normality, and to guard against the effects of future disasters.

This division contains the following 4 activities:

- **Incident Command and Disaster** – is the main operational and control center for consequence management during an emergency, disaster, major special event, and national security events in the District;
- **IC3 Program Manager/Incident Review Spec** – is the Incident Review Specialist for the Emergency Operations Center (EOC);
- **District Logistics Coordinator** – is responsible for developing, implementing and improving the District's logistical and resource tracking plans to improve response and recovery operations during an emergency. Develops, reviews and improves current resource lists and plans. Coordinates the program with both District emergency response agencies and our regional counterparts. Agency's lead for resource management within the District in ensuring compliance with the National Incident Management System (NIMS) and Emergency Management Accreditation Program (EMAP) requirements; and
- **Credentialing (PIC-I/PAC) Pub Safety Per** – Backend Attribute Exchange (BAE) and event adaptive policies.

Finance/Administration and Homeland Security Grants – serves as the State Administrative Agent (SAA) for the Federal Homeland Security Grant programs that are awarded to the District of Columbia, and for grant programs awarded to the NCR, which encompasses neighboring counties in Maryland and Virginia.

This division contains the following 3 activities:

- **Homeland Security/State** – identifies and mitigates threats, risks, and vulnerabilities within the District of Columbia;
- **Admin Finance** – provides financial support for the Department of Homeland Security grants awarded to the District; and
- **All Hazards Administration** – provide fiscal management of the daily all-hazard incidents to achieve operational objectives.

Fusion Center – the Washington Regional Threat Analysis Center (WRTAC) is an “all-threats, all-hazards” fusion center serving the District of Columbia and the NCR. Its mission is “to facilitate the full integration of available data in the region to detect, prevent, and respond to terrorist and other criminal activity, as well as to facilitate information sharing during any catastrophic event within the city of DC and the NCR.”

This division contains the following 2 activities:

- **Operational and Administrative Support** – involves the provision of supervisory and administrative support to all fusion center operations; and
- **Intelligence Analysis** – involves the core fusion center work performed by staff who perform intelligence analysis roles, including the gathering, analysis, sharing, and production of intelligence.

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

Division Structure Change

The Homeland Security and Emergency Management Agency has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table BN0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table BN0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		4,827	28.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		4,827	28.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	132	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	142	0.2
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-142	0.0
Mayor's Policy-Enhance: To support federal grant match requirements (one-time)	Multiple Programs	145	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		5,103	28.2

Table BN0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		131,743	84.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	449	0.0
Agency Request-Increase: To align budget with projected grant awards	Multiple Programs	3,586	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,290	6.8
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		137,069	90.8

GROSS FOR BN0 - HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY

142,172 119.1

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

FY 2019 Proposed Budget Changes

The Homeland Security and Emergency Management Agency's (HSEMA) proposed FY 2019 gross budget is \$142,171,948, which represents a 4.1 percent increase over its FY 2018 approved gross budget of \$136,570,261. The budget is comprised of \$5,103,405 in Local funds and \$137,068,542 in Federal Grant funds.

Recurring Budget

No Change: The Homeland Security and Emergency Management Agency's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: HSEMA's budget proposal includes cost-of-living adjustments (COLA) of \$131,517 in Local funds and \$449,404 in Federal Grant Funds.

Agency Request – Increase: HSEMA's Local funds budget proposal includes a net personal services increase of \$141,628 and 0.2 Full-Time Equivalent (FTE) position across multiple divisions, to reflect costs associated primarily with Incident Command and Disaster Management.

In Federal Grant funds, the proposed budget includes a net increase of \$3,585,846 across multiple divisions, to reflect anticipated funding for FEMA grants that support the District's emergency management and homeland security operations and projects. Additionally, the proposed Federal grant budget includes a net increase of \$1,290,257 and 6.8 FTEs, primarily for Homeland Security grants, to reflect projected costs associated with increased positions, as well as, salary steps, Fringe Benefits, and Overtime Pay.

Agency Request – Decrease: HSEMA's proposed Local funds budget includes a reduction of \$141,628 to reflect projected costs associated with professional service fees and also to offset increases in personal services costs.

Mayor's Policy - Enhance: The proposed Local funds budget includes a one-time increase of \$144,662 in the Plans and Preparedness division, which will fulfill federal grant match requirements for Emergency Management Performance and Hazard Mitigation grants.

Page left intentionally blank

Agency Performance Plan*

The Homeland Security and Emergency Management Agency (HSEMA) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Emergency Operations – Provide situational awareness, logistical and resource support, and a field command operation to coordinate critical incident response, mitigation, and recovery to emergencies and other major events impacting the District of Columbia.
2. Intelligence and Analysis – Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards.
3. District Preparedness System (DPS) – The DPS is a comprehensive approach to building capabilities related to homeland security and emergency management. It includes the personnel, processes, plans, and resources necessary to build each preparedness capability to target levels. Once built, these capabilities enable the District to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that affect the city.
4. Agency Management – Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled.
5. Create and maintain a highly efficient, transparent and responsive District government.**

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. Emergency Operations – Provide situational awareness, logistical and resource support, and a field command operation to coordinate critical incident response, mitigation, and recovery to emergencies and other major events impacting the District of Columbia. (3 Activities)

Activity Title	Activity Description	Type of Activity
Emergency Operations Center (EOC)	Manage the EOC, a central facility for command and control of emergency operations, which coordinates interagency response to and recovery from major emergencies and works closely with supporting District agencies before and during EOC activations. On a daily basis, the EOC level 1 activation is the Joint All Hazards Operations Center (JAHOC). The JAHOC serves as the 24/7 central hub of communications, processing information from multiple sources to keep District agencies, regional and Federal partners, businesses, and the public informed and create a common operation picture.	Daily Service
Implementation of an agency-wide Personal Identity Verification Interoperable (PIV-I) program.	Over the next few years, the agency will implement a PIV-I program for HSEMA, and other District agencies in the emergency management and public safety cluster. The establishment of a PIV-I program for HSEMA will enhance physical and	Key Project

1. Emergency Operations – Provide situational awareness, logistical and resource support, and a field command operation to coordinate critical incident response, mitigation, and recovery to emergencies and other major events impacting the District of Columbia. (3 Activities)

Activity Title	Activity Description	Type of Activity
	digital security, reduce cybersecurity risks and augment interoperability with Federal, State, and other Local agencies with regards to agency operations, planned, and unplanned emergency events.	
Deploy HSEMA personnel through EMAC in support of emergency or special event operations in other jurisdictions	HSEMA emergency operations center personnel deploy to other states and localities to assist with emergency response or special events.	Daily Service

2. Intelligence and Analysis – Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards. (4 Activities)

Activity Title	Activity Description	Type of Activity
Information Sharing	Ensure timely, relevant, and vetted intelligence information and analysis related to the safety and security of District citizens and first responders is provided to local, regional, and national public safety partners.	Daily Service
Strategic Analysis	Provide strategic analysis and assessments of threats and hazards for public safety partners and decision makers by researching, analyzing, and synthesizing regional patterns and trends.	Daily Service
Training/Outreach	Provide general fusion center and sector-specific intelligence briefings, as well as intelligence analysis and suspicious activity trainings, workshops, and seminars to public and private sector partners in the public safety community. Participate in discussion and operations-based exercises with public and private sector partners in the public safety community.	Daily Service
Tactical Analysis	Provide tactical intelligence support and open source research, both in response to requests as well as on an ad hoc basis, to public and private sector partners in the public safety community in a timely manner.	Daily Service

3. District Preparedness System (DPS) – The DPS is a comprehensive approach to building capabilities related to homeland security and emergency management. It includes the personnel, processes, plans, and resources necessary to build each preparedness capability to target levels. Once built, these capabilities enable the District to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that affect the city. (6 Activities)

Activity Title	Activity Description	Type of Activity
Capability Building	Identify and implement projects to build priority preparedness capabilities to target levels.	Daily Service
UASI Funding	Continue to drive the District's competitiveness in receiving Urban Area Security Initiative (UASI) grant funds by ensuring District priorities are represented in regional strategies, and identifying projects to move priority regional capabilities towards target levels.	Daily Service
Project Management Support	Ensure successful project execution by providing technical support for the management and implementation of all projects in the DCERS portfolio.	Daily Service

3. District Preparedness System (DPS) – The DPS is a comprehensive approach to building capabilities related to homeland security and emergency management. It includes the personnel, processes, plans, and resources necessary to build each preparedness capability to target levels. Once built, these capabilities enable the District to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that affect the city. (6 Activities)

Activity Title	Activity Description	Type of Activity
Continuity of Operations (COOP) Planning	Support the District agencies responsible for updating their COOP plans annually with exercising, evaluating, and, if necessary, revising their COOP plans.	Daily Service
Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities	Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities.	Daily Service
Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities	Maintain the District's training and exercise plan in alignment with identified District Preparedness System capability priorities.	Daily Service

4. Agency Management – Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled. (4 Activities)

Activity Title	Activity Description	Type of Activity
Regional Support	Provides leadership to the NCR as members of regional homeland security and emergency management leadership teams and supporting governance groups.	Daily Service
Mayor's Special Event Task Group (MSETG)	Manage the administration of the MSETG, a body responsible for organizing the City's public safety planning efforts for events requiring interagency coordination.	Daily Service
Community Outreach and Media Prepare	Maintain a strong outreach program designed to educate and equip community residents and businesses to prepare for and recover from all hazards and the potential for disasters.	Daily Service
Serves as the State Administrative Agent for the federal homeland security grant programs that are awarded to the District of Columbia, and the National Capital Region (NCR)	Provides financial and programmatic oversight to the numerous individual grant-funded homeland security projects in the District of Columbia and the NCR.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Emergency Operations – Provide situational awareness, logistical and resource support, and a field command operation to coordinate critical incident response, mitigation, and recovery to emergencies and other major events impacting the District of Columbia. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Incident Action Plans completed within two hours of EOC activation	No	Not Available	75%	100%	75%	75%
Percent of activated HSEMA personnel on site and ready within two hours of notification of EOC activation	No	Not Available	90%	96.4%	90%	90%

1. Emergency Operations – Provide situational awareness, logistical and resource support, and a field command operation to coordinate critical incident response, mitigation, and recovery to emergencies and other major events impacting the District of Columbia. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of employees with activation responsibilities certified in their EOC activation role	No	Not Available	75%	82.9%	75%	75%

2. Intelligence and Analysis – Improve information sharing among public and private sector partners by providing strategic analysis of regional threats and hazards. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent increase in subscribers to WRTAC situational and analytic product distribution lists	No	Not Available	10%	14.8%	10%	10%
Percent of distributable analytic products co-authored with one or more federal, state or local partners	No	Not Available	10%	39.4%	10%	20%

3. District Preparedness System (DPS) – The DPS is a comprehensive approach to building capabilities related to homeland security and emergency management. It includes the personnel, processes, plans, and resources necessary to build each preparedness capability to target levels. Once built, these capabilities enable the District to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that affect the city. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of DC ERS grant funding expended on portfolio (goal of reducing reprogramming below 10 percent)	No	Not Available	90%	94.3%	90%	90%
Percent of employees funded through the FEMA Emergency Management Performance Grants (EMPG) program that have completed the EMPG training requirements	No	Not Available	95%	95.9%	95%	95%
Percent of planning processes completed in accordance with Emergency Management Accreditation Program requirements	No	Not Available	95%	100%	95%	95%

4. Agency Management – Ensure that HSEMA provides its divisions with sufficient resources while ensuring that all fiscal requirements are fulfilled. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent increase of recipients of AlertDC	No	6.6%	3%	3.9%	3%	3%
Percent of federal subgrants issued within 45 days of award receipt	No	82%	90%	93.5%	90%	90%
Percent of grant dollars spent within the timeframe of the grants	No	99.9%	98%	80.5%	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. Emergency Operations Center (EOC)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of level 2 or higher Emergency Operations Center activations	No	8	5	4

2. Project Management Support

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of active grant funded projects in the DC ERS portfolio	No	Not Available	Not Available	232

3. Develop a suite of all hazard District preparedness plans in alignment with identified District Preparedness System capability priorities

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of District plans created, reviewed, updated, trained and/or exercised annually	No	Not Available	Not Available	179

4. Maintain the District’s training and exercise plan in alignment with identified District Preparedness System capability priorities

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of executive level staff completing an emergency senior/cabinet level training within 60 days of onboarding	No	Not Available	Not Available	0
Number of individuals trained by HSEMA	No	1,078	1,336	2,179
Number of trainings provided to first responders, District employees, and the public by HSEMA	No	38	50	44
Percent of District agencies with lead and support roles that participated in HSEMA led exercises	No	Not Available	Not Available	96.2%

5. Training/Outreach

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of fusion center training or outreach events attended by WRTAC staff	No	Not Available	Not Available	101

6. Tactical Analysis

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of raw suspicious activity reports (SARs) processed	No	Not Available	Not Available	706
Number of requests for information (RFIs) processed	No	Not Available	Not Available	968

7. Mayor's Special Event Task Group (MSETG)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of special events that have been processed by the Mayor's Special Events Task Group	No	116	111	107

8. Community Outreach and Media Prepare

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of community outreach events attended or conducted by HSEMA	No	190	203	187

9. Serves as the State Administrative Agent for the federal homeland security grant programs that are awarded to the District of Columbia, and the National Capital Region (NCR)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of reimbursements processed for subrecipients annually	No	Not Available	Not Available	3,665

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Commission on Judicial Disabilities and Tenure

www.cjdt.dc.gov
Telephone: 202-727-1363

Table DQ0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$290,181	\$306,039	\$295,000	\$295,000	0.0
FTEs	2.0	2.0	2.0	2.0	0.0

The mission of the Commission on Judicial Disabilities and Tenure (CJDT) is to maintain public confidence in an independent, impartial, fair, and qualified judiciary, and to enforce the high standards of conduct judges must adhere to both on and off the bench.

Summary of Services

The services provided by the CJDT are as follows: review complaints concerning the misconduct of judges; conduct performance evaluations of associate judges eligible for reappointment; conduct fitness and qualification reviews of retiring and senior judges; and process the involuntary retirement of judges for health reasons.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DQ0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table DQ0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
FEDERAL RESOURCES												
Federal Payments	290	306	295	295	0	0.0	2.0	2.0	2.0	2.0	0.0	0.0
TOTAL FOR FEDERAL RESOURCES	290	306	295	295	0	0.0	2.0	2.0	2.0	2.0	0.0	0.0
GROSS FUNDS	290	306	295	295	0	0.0	2.0	2.0	2.0	2.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table DQ0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table DQ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	210	218	216	225	9	4.2
13 - Additional Gross Pay	4	5	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	24	25	15	27	12	78.2
SUBTOTAL PERSONAL SERVICES (PS)	239	248	231	252	21	9.0
20 - Supplies and Materials	2	3	2	0	-2	-100.0
31 - Telephone, Telegraph, Telegram, Etc.	7	3	7	7	0	-2.0
40 - Other Services and Charges	20	25	26	16	-10	-37.6
41 - Contractual Services - Other	20	25	26	20	-6	-23.2
70 - Equipment And Equipment Rental	2	2	2	0	-2	-100.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	52	58	64	43	-21	-32.7
GROSS FUNDS	290	306	295	295	0	0.0

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table DQ0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table DQ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(2000) JUDICIAL DISABILITIES AND TENURE										
(2100) Commission Administration and Support	290	306	295	295	0	2.0	2.0	2.0	2.0	0.0
SUBTOTAL (2000) JUDICIAL DISABILITIES AND TENURE	290	306	295	295	0	2.0	2.0	2.0	2.0	0.0
TOTAL PROPOSED OPERATING BUDGET	290	306	295	295	0	2.0	2.0	2.0	2.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Commission on Judicial Disabilities and Tenure operates through the following program:

Judicial Disabilities and Tenure – provides administrative support to the Judicial Disabilities and Tenure Commission to ensure the Commission fulfills its mission, pursuant to section 11-1521 of the D.C. Official Code.

Program Structure Change

The Commission on Judicial Disabilities and Tenure has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table DQ0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table DQ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
FEDERAL PAYMENTS: FY 2018 Approved Budget and FTE		295	2.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Judicial Disabilities and Tenure	21	0.0
Agency Request-Decrease: To offset projected adjustments in personal services costs	Judicial Disabilities and Tenure	-21	0.0
FEDERAL PAYMENTS: FY 2019 Mayor's Proposed Budget		295	2.0
GROSS FOR DQ0 - COMMISSION ON JUDICIAL DISABILITIES AND TENURE		295	2.0

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

FY 2019 Proposed Budget Changes

The Commission on Judicial Disabilities and Tenure's (CJDT) proposed FY 2019 gross budget is \$295,000, which is same as its FY 2018 approved gross budget of \$295,000. The budget is comprised entirely of Federal Payments.

Mayor's Proposed Budget

Agency Request – Increase: CJDT's budget proposal includes an increase in personal services of \$20,840 to cover projected salary and Fringe Benefits costs.

Agency Request – Decrease: The agency proposed budget includes a decrease of \$20,840 in nonpersonal services to offset the projected increase in personal services. This adjustment is comprised of \$9,867 in Other Services and Charges, \$6,037 in Contractual Services, \$2,500 in Supplies, \$2,300 in Equipment, and \$136 in Telecommunication costs.

Page left intentionally blank

Agency Performance Plan*

Commission on Judicial Disabilities and Tenure (CJDT) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Review and Investigate Judicial Misconduct Complaints.
2. Conduct Reappointment Evaluations of Eligible Associate Judges of the D.C. Courts.
3. Conduct Performance and Fitness Reviews of Retiring and Senior Judges.
4. Conduct Involuntary Retirement Proceedings.
5. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Review and Investigate Judicial Misconduct Complaints. (2 Activities)

Activity Title	Activity Description	Type of Activity
Commission Administration and Support	Review complaints arising during monthly meetings.	Daily Service
Commission Administration and Support	Misconduct investigations.	Daily Service

2. Conduct Reappointment Evaluations of Eligible Associate Judges of the D.C. Courts. (4 Activities)

Activity Title	Activity Description	Type of Activity
Commission Administration and Support	Interview attorneys in the public and private sectors who have appeared before the judge.	Daily Service
Commission Administration and Support	Interview Court personnel who have worked with the judge.	Daily Service
Commission Administration and Support	Interview the Chief Judge of the judge’s Court.	Daily Service
Commission Administration and Support	Solicit comments concerning a judge’s qualifications from the legal community and the general public.	Daily Service

3. Conduct Performance and Fitness Reviews of Retiring and Senior Judges. (4 Activities)

Activity Title	Activity Description	Type of Activity
Commission Administration and Support	Interview attorneys in the public and private sectors who have appeared before the senior judge.	Daily Service
Commission Administration and Support	Interview Court personnel who have worked with the senior judge.	Daily Service
Commission Administration and Support	Interview the Chief Judge of the judge’s Court.	Daily Service
Commission Administration and Support	Solicit comments concerning a senior judge’s qualifications to continue judicial service from the legal community and the general public.	Daily Service

4. Conduct Involuntary Retirement Proceedings. (4 Activities)

Activity Title	Activity Description	Type of Activity
Commission Administration and Support	Receive information concerning a judge's health/disability and commence an investigation.	Daily Service
Commission Administration and Support	Determine if an involuntary retirement hearing is warranted.	Daily Service
Commission Administration and Support	Make findings of fact and a determination regarding the judge's health.	Daily Service
Commission Administration and Support	File Orders of Involuntary Retirement.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Review and Investigate Judicial Misconduct Complaints. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of complaints received	No	55	65	Data Forthcoming	50	50
Percent of Complaints resolved within 60 days	No	24%	21%	Data Forthcoming	40%	40%
Percent of complaints leading to misconduct investigations	No	49.1%	38%	Data Forthcoming	38%	38%
Percent of complaints resolved within 30 days	No	58%	73%	Data Forthcoming	50%	50%

2. Conduct Reappointment Evaluations of Eligible Associate Judges of the D.C. Courts. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of reappointment evaluations	No	4	2	Data Forthcoming	4	4
Percent of reappointment evaluation reports submitted before 60 days of term expiration	No	100%	100%	Data Forthcoming	100%	100%

3. Conduct Performance and Fitness Reviews of Retiring and Senior Judges. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of fitness and performance reviews	No	19	8	Data Forthcoming	9	9
Percent of fitness and performance reviews submitted within 180 days of judge's request	No	100%	100%	Data Forthcoming	100%	100%

4. Conduct Involuntary Retirement Proceedings. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of involuntary retirements handled	No	0	0	Data Forthcoming	0	0

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Judicial Nomination Commission

www.jnc.dc.gov

Telephone: 202-879-0478

Table DV0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$250,962	\$266,118	\$270,000	\$270,000	0.0
FTEs	1.7	2.0	2.0	2.0	0.0

The mission of the District of Columbia Judicial Nomination Commission (JNC) is to screen, select, and recommend candidates to the President of the United States for his consideration in appointing judges to the District of Columbia Court of Appeals and Superior Court of the District of Columbia. JNC also appoints the chief judges of both courts.

Summary of Services

JNC advertises judicial vacancies; solicits applications; conducts background investigations; carefully reviews investigative materials; reads briefs and other application materials; interviews applicants; solicits and considers input from the bench, bar, and public regarding applicants' fitness to serve; and carefully evaluates each candidate's application and background. JNC also appoints the chief judges of the District of Columbia Court of Appeals and Superior Court of the District of Columbia.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table DV0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table DV0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
FEDERAL RESOURCES												
Federal Payments	251	266	270	270	0	0.0	1.7	2.0	2.0	2.0	0.0	0.0
TOTAL FOR FEDERAL RESOURCES	251	266	270	270	0	0.0	1.7	2.0	2.0	2.0	0.0	0.0
GROSS FUNDS	251	266	270	270	0	0.0	1.7	2.0	2.0	2.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table DV0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table DV0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	189	192	198	206	8	4.1
13 - Additional Gross Pay	0	0	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	39	48	36	43	7	20.9
15 - Overtime Pay	0	0	0	0	0	-100.0
SUBTOTAL PERSONAL SERVICES (PS)	228	240	234	250	15	6.5
20 - Supplies and Materials	6	4	6	1	-6	-88.3
31 - Telephone, Telegraph, Telegram, Etc.	6	5	6	6	0	3.0
40 - Other Services and Charges	8	3	15	14	-1	-6.5
41 - Contractual Services - Other	0	11	5	0	-5	-96.7
70 - Equipment and Equipment Rental	3	2	4	0	-4	-100.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	23	26	36	20	-15	-42.5
GROSS FUNDS	251	266	270	270	0	0.0

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table DV0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table DV0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(2000) JUDICIAL NOMINATION										
(2500) Commission Admin. and Support	251	266	270	270	0	1.7	2.0	2.0	2.0	0.0
SUBTOTAL (2000) JUDICIAL NOMINATION	251	266	270	270	0	1.7	2.0	2.0	2.0	0.0
TOTAL PROPOSED OPERATING BUDGET	251	266	270	270	0	1.7	2.0	2.0	2.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Judicial Nomination Commission operates through the following program:

Judicial Nomination Commission – solicits, screens, and recommends candidates to the President of the United States for judicial vacancies on the District of Columbia Court of Appeals and the Superior Court of the District of Columbia. This includes providing administration and support to ensure that applications are complete, applicant background investigations are conducted, public comments are sought, and applicant materials are readily available for Commission members' review.

Program Structure Change

The Judicial Nomination Commission has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table DV0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table DV0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
FEDERAL PAYMENTS: FY 2018 Approved Budget and FTE		270	2.0
COLA: FY 2019 COLA Adjustment	Judicial Nomination	7	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Judicial Nomination	8	0.0

Table DV0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Agency Request-Decrease: To align with the President's FY 2019 Budget Request	Judicial Nomination	-15	0.0
FEDERAL PAYMENTS: FY 2019 Mayor's Proposed Budget		270	2.0

GROSS FOR DV0 - JUDICIAL NOMINATION COMMISSION	270	2.0
---	------------	------------

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

FY 2019 Proposed Budget Changes

The Judicial Nomination Commission's (JNC) proposed FY 2019 gross budget is \$270,000, which represents no change from its FY 2018 approved gross budget. The budget is comprised entirely of Federal Payment funds.

Mayor's Proposed Budget

Cost-of-Living Adjustment: JNC's budget proposal includes a cost-of-living adjustment (COLA) of \$7,268 in Federal Payments.

Agency Request – Increase: JNC's budget proposal reflects an increase of \$7,880 to align the budget with projected salary step increases and Fringe Benefit costs.

Agency Request – Decrease: The FY 2019 Federal Payment request for JNC decreased by \$15,148 in nonpersonal services to cover projected increases within the personal services budget.

Page left intentionally blank

Agency Performance Plan*

The Judicial Nomination Commission (JNC) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Increase the pool of highly qualified applicants to fill each judicial vacancy within the required 60- day period either prior to or following the occurrence of a vacancy in accordance with the agency's governing statute.
2. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Increase the pool of highly qualified applicants to fill each judicial vacancy within the required 60-day period either prior to or following the occurrence of a vacancy in accordance with the agency's governing statute. (1 Activity)

Activity Title	Activity Description	Type of Activity
Screen, select, and recommend candidates to the President of the United States for consideration in appointing judges to the District of Columbia Court of Appeals and Superior Court of the District of Columbia	The JNC advertises judicial vacancies, solicits applications, conducts background investigations, carefully reviews investigative materials, reads briefs and other application materials, interviews applicants, solicits and considers input from the bench, bar, and public regarding applicants' fitness to serve, and carefully evaluates each candidate's application and background.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Increase the pool of highly qualified applicants to fill each judicial vacancy within the required 60-day period either prior to or following the occurrence of a vacancy in accordance with the agency's governing statute. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of candidate panels for judicial vacancies presented within statutory time frames	No	100%	100%	100%	100%	100%
Percent of required background investigations on judicial vacancy applicants conducted and completed within statutory time frames	No	100%	100%	100%	100%	100%

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. Screen, select, and recommend candidates to the President of the United States for consideration in appointing judges to the District of Columbia Court of Appeals and Superior Court of the District of Columbia

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Court of Appeals Chief Judge Designations	No	0	0	1
Number of Court of Appeals Judicial Vacancies	No	0	0	1
Number of Superior Court Chief Judge Designations	No	0	1	0
Number of Superior Court Judicial Vacancies	No	2	6	6

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective “Create and maintain a highly efficient, transparent and responsive District government”. New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of Police Complaints

www.policecomplaints.dc.gov
Telephone: 202-727-3838

Table FH0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$2,110,187	\$2,276,146	\$2,600,802	\$2,538,132	-2.4
FTEs	20.5	22.4	24.2	24.2	0.0

The mission of the Office of Police Complaints (OPC) is to increase public confidence in the police and promote positive community-police interactions.

Summary of Services

OPC receives, investigates, adjudicates, and mediates police misconduct complaints filed by the public against the Metropolitan Police Department (MPD) and the D.C. Housing Authority (DCHA) police officers. In addition to these responsibilities, the agency issues policy recommendations to the Mayor, the Council of the District of Columbia, and the Chiefs of Police of MPD and DCHA's Office of Public Safety (OPS) proposing reforms that will promote greater police accountability by reducing the level of police misconduct or improving the citizen complaint process.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FH0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FH0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	2,110	2,276	2,601	2,538	-63	-2.4	20.5	22.4	24.2	24.2	0.0	0.0
TOTAL FOR GENERAL FUND	2,110	2,276	2,601	2,538	-63	-2.4	20.5	22.4	24.2	24.2	0.0	0.0
GROSS FUNDS	2,110	2,276	2,601	2,538	-63	-2.4	20.5	22.4	24.2	24.2	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FH0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FH0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	1,156	1,530	1,658	1,719	61	3.7
12 - Regular Pay - Other	403	238	244	260	15	6.3
13 - Additional Gross Pay	14	5	7	7	0	0.0
14 - Fringe Benefits - Current Personnel	322	342	357	417	60	16.8
15 - Overtime Pay	7	3	5	5	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	1,902	2,118	2,271	2,407	136	6.0
20 - Supplies and Materials	71	20	40	49	9	22.2
31 - Telephone, Telegraph, Telegram, Etc.	4	1	1	1	0	0.0
40 - Other Services and Charges	28	67	48	16	-32	-66.1
41 - Contractual Services - Other	93	65	234	65	-169	-72.3
70 - Equipment and Equipment Rental	12	5	7	0	-7	-100.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	208	158	330	131	-199	-60.3
GROSS FUNDS	2,110	2,276	2,601	2,538	-63	-2.4

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FH0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1015) Training and Employee Development	13	12	12	2	-10	0.0	0.0	0.0	0.0	0.0
(1020) Contracting and Procurement	0	0	0	49	49	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	7	7	14	10	-4	0.0	0.0	0.0	0.0	0.0
(1070) Fleet Management	0	0	1	2	1	0.0	0.0	0.0	0.0	0.0
(1085) Customer Service	62	64	64	55	-9	0.9	0.9	1.0	1.0	0.0
(1090) Performance Management	622	623	764	616	-148	3.5	3.7	4.0	4.0	0.0
No Activity Assigned	2	8	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	705	714	855	734	-122	4.4	4.6	5.0	5.0	0.0

Table FH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(2000) COMPLAINT RESOLUTION										
(2010) Investigation	1,165	1,216	1,347	1,400	53	13.7	14.3	15.5	15.5	0.0
(2020) Adjudication	28	21	28	15	-13	0.0	0.0	0.0	0.0	0.0
(2030) Mediation	36	21	30	30	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) COMPLAINT RESOLUTION	1,229	1,258	1,405	1,445	40	13.7	14.3	15.5	15.5	0.0
(3000) PUBLIC RELATIONS										
(3010) Outreach	92	95	95	99	4	1.1	1.2	1.2	1.2	0.0
SUBTOTAL (3000) PUBLIC RELATIONS	92	95	95	99	4	1.1	1.2	1.2	1.2	0.0
(4000) POLICY RECOMMENDATION										
(4010) Policy Recommendation	85	210	245	260	15	1.3	2.3	2.5	2.5	0.0
SUBTOTAL (4000) POLICY RECOMMENDATION	85	210	245	260	15	1.3	2.3	2.5	2.5	0.0
(9960) YR END CLOSE										
No Activity Assigned	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	2,110	2,276	2,601	2,538	-63	20.5	22.4	24.2	24.2	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Police Complaints (OPC) operates through the following 4 programs:

Complaint Resolution – investigates, adjudicates, and mediates misconduct complaints against sworn officers of the Metropolitan Police Department (MPD) and the Office of Public Safety (OPS) in a fair, impartial, and timely manner.

This program includes the following 3 activities:

- **Investigation** – investigates and produces reports related to complaints of misconduct against sworn MPD and OPS officers;
- **Adjudication** – renders final determinations of police misconduct complaints against sworn officers of MPD and OPS; and
- **Mediation** – provides a forum for complainants and subject officers to interact and develop a better awareness and understanding of the incident that led to the filing of a misconduct complaint and, if possible, reach an agreement to resolve the conflict.

Public Relations – informs and educates the public through outreach concerning OPC's mission, authority, and processes to ensure that the agency's services can be fully accessed; and performs liaison functions between the office, other District agencies, and the public.

Policy Recommendation – proposes to the Mayor, Council of the District of Columbia, and Chiefs of Police for MPD and OPS improvements concerning the citizen complaint process and the elements of management of the covered law enforcement agencies that have a bearing on police misconduct, such as recruitment, training, evaluation, discipline, and supervision of police officers.

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

Program Structure Change

The Office of Police Complaints has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FH0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		2,601	24.2
Removal of One-Time Costs	Agency Management	-150	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		2,451	24.2
COLA: FY 2019 COLA Adjustment	Multiple Programs	70	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	67	0.0
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-49	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		2,538	24.2

GROSS FOR FH0 - OFFICE OF POLICE COMPLAINTS	2,538	24.2
--	--------------	-------------

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

FY 2019 Proposed Budget Changes

The Office of Police Complaints' (OPC) proposed FY 2019 gross budget is \$2,538,132, which represents a 2.4 percent decrease from its FY 2018 approved gross budget of \$2,600,802. The budget is comprised entirely of Local funds.

Recurring Budget

The FY 2019 budget for OPC includes a reduction of \$150,000 to account for the removal of one-time funding appropriated in FY 2018 for an independent review of MPD's actions during the 2017 Presidential Inauguration weekend.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OPC's budget proposal includes a cost-of-living adjustment (COLA) of \$69,946 in Local funds.

Agency Request - Increase: The Office of Police Complaints' budget proposal reflects an increase of \$66,549, primarily in the Agency Management program, to align the budget with projected personal services cost for activities related to performance management.

Agency Request - Decrease: The Office of Police Complaints' budget proposal reflects a net decrease of \$49,165 in the Agency Management and Complaint Resolution programs. This action was necessary to partially offset increases in personal services, and it reflects savings associated with out-of-town conference attendance.

Page left intentionally blank

Agency Performance Plan*

Office of Police Complaints (OPC) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Resolve police misconduct complaints in an impartial, timely, and professional manner.
2. Promote positive community-police interactions through public education and awareness.
3. Enhance OPC's mission to improve public confidence and community trust.
4. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Resolve police misconduct complaints in an impartial, timely, and professional manner. (4 Activities)

Activity Title	Activity Description	Type of Activity
Conduct management meetings	Investigation managers meet to ensure that the cases are being investigated with the best techniques and best practices and that they are timely.	Daily Service
Manage and monitor complaint examiner compliance	Ensure through continuous review and communication that the complaint examiners are complying with the review and analysis requirements and timeline.	Daily Service
Conduct complaint examiner In-Service Training	Complaint examiners should be trained each fiscal year on any updates to the program and any new requirements.	Key Project
Investigator participating in continual professional development	Each investigator participate in continuous professional development trainings, workshops, outreach opportunities, or mentoring to develop their technical and industry investigating skills as well as best practices.	Key Project

2. Promote positive community-police interactions through public education and awareness. (2 Activities)

Activity Title	Activity Description	Type of Activity
Communicate with civic groups, government organizations, schools, advisory boards, etc. to schedule outreach events	Employ outreach activities to ensure that the community knows about the Office of Police Complaints and its services.	Daily Service
Communicate with a wide range of organizations, government agencies, social service providers, neighborhood associations, and advocacy groups to create partnerships	Employ effective communication strategies through social media, contacts, and media relations to build community partnerships.	Daily Service

3. Enhance OPC's mission to improve public confidence and community trust. (3 Activities)

Activity Title	Activity Description	Type of Activity
Review all OPC complaints received to determine trends and/or patterns	Continuously review the trends and patterns that our complaint data reveals to ensure we are reporting any policy recommendations that could improve MPD or DCHAPD practices and procedures in an effort to best serve the community.	Daily Service
Research policing best practices	Research policing best practices to remain up-to-date on national civilian police oversight of law enforcement trends, police practices, updated legal impacts to better serve the community in ensuring the District police forces are operating with the best practices and procedures.	Daily Service
Conduct regular meetings with MPD leadership to discuss policy change recommendations	With the cooperation of MPD, conduct regular meetings with MPD leadership to discuss the implementation status of OPC's policy recommendations.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Resolve police misconduct complaints in an impartial, timely, and professional manner. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of complaint examiner decisions completed within 120 days	No	100%	80%	100%	80%	80%
Percent of investigations completed within 180 days	No	69.5%	60%	84.3%	60%	60%

2. Promote positive community-police interactions through public education and awareness. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of complaints resolved through mediation program	No	12.9%	9%	11.4%	10%	10%

3. Enhance OPC's mission to improve public confidence and community trust. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of policy recommendation reports published	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. Conduct management meetings

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of management meetings held	No	Not Available	Not Available	31

2. Manage and monitor complaint examiner compliance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of complaint examiner decisions processed	No	Not Available	30	14

3. Conduct complaint examiner In-Service Training

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of complaint examiners attended required training	No	Not Available	10	6

4. Investigator participating in continual professional development

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of investigators attending annual MPD professional development training	No	Not Available	Not Available	100
Number of investigators attending at least 2 external training sessions	No	Not Available	10	16
Number of new investigators attending Reid Training	No	Not Available	2	4
Number of presentations completed	No	Not Available	Not Available	40

5. Communicate with civic groups, government organizations, schools, advisory boards, etc. to schedule outreach events

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of outreach events held	No	Not Available	32	50

6. Communicate with a wide range of organizations, government agencies, social service providers, neighborhood associations, and advocacy groups to create partnerships

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of community partnerships created	No	Not Available	15	17

7. Review all OPC complaints received to determine trends and/or patterns

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of complaints received	No	Not Available	438	791
Number of contacts	No	Not Available	1448	1522

8. Research policing best practices

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of policy recommendations issued	No	Not Available	1	18

9. Conduct regular meetings with MPD leadership to discuss policy change recommendations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of meetings held with MPD	No	Not Available	Not Available	3

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

District of Columbia Sentencing Commission

www.scdc.dc.gov
Telephone: 202-727-8822

Table FZ0-1

					% Change
	FY 2016	FY 2017	FY 2018	FY 2019	from
Description	Actual	Actual	Approved	Proposed	FY 2018
OPERATING BUDGET	\$1,498,290	\$947,750	\$1,178,839	\$1,185,927	0.6
FTEs	10.7	5.4	6.0	6.0	0.0

The mission of the District of Columbia Sentencing Commission (the Commission) is to implement, monitor, and support the District's voluntary sentencing guidelines; promote fair and consistent sentencing policies; increase public understanding of sentencing policies and practices; and evaluate the effectiveness of the guidelines system in order to recommend changes based on actual sentencing and corrections practice and research.

Summary of Services

The Commission advises the District of Columbia on policy matters related to criminal law, sentencing, and corrections policy. The Sentencing and Criminal Code Revision Commission Amendment Act of 2007 established permanent voluntary felony sentencing guidelines and requires the Commission to monitor and make adjustments as needed to promote sentencing policies that limit unwarranted disparity, while allowing adequate judicial discretion and proportionality. The sentencing guidelines provide recommended sentences that enhance fairness so that offenders, victims, the community, and all parties will understand the sentence, and sentences will be both more predictable and consistent. The Commission provides analysis of sentencing trends and guideline compliance to the public and its representatives to assist in identifying sentencing patterns for felony convictions.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FZ0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FZ0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	1,498	948	1,179	1,186	7	0.6	10.7	5.4	6.0	6.0	0.0	0.0
TOTAL FOR GENERAL FUND	1,498	948	1,179	1,186	7	0.6	10.7	5.4	6.0	6.0	0.0	0.0
GROSS FUNDS	1,498	948	1,179	1,186	7	0.6	10.7	5.4	6.0	6.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FZ0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FZ0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	940	471	552	583	31	5.6
13 - Additional Gross Pay	0	0	10	0	-10	-100.0
14 - Fringe Benefits - Current Personnel	185	95	114	124	9	8.1
SUBTOTAL PERSONAL SERVICES (PS)	1,125	567	676	707	30	4.5
20 - Supplies and Materials	10	0	9	10	1	10.6
31 - Telephone, Telegraph, Telegram, Etc.	0	0	4	4	0	-8.9
40 - Other Services and Charges	66	68	83	79	-4	-4.6
41 - Contractual Services - Other	290	307	403	386	-17	-4.3
70 - Equipment and Equipment Rental	6	6	3	0	-3	-100.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	373	381	502	479	-23	-4.6
GROSS FUNDS	1,498	948	1,179	1,186	7	0.6

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FZ0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FZ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) MANAGEMENT										
(1010) Personnel	75	83	79	111	32	1.0	0.9	1.0	1.0	0.0
(1015) Training	12	0	4	2	-1	0.0	0.0	0.0	0.0	0.0
(1030) Property Management	1	1	9	9	0	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	29	42	62	46	-16	0.0	0.0	0.0	0.0	0.0
(1060) Legal Services	588	-19	21	5	-16	4.9	0.0	0.0	0.0	0.0
SUBTOTAL (1000) MANAGEMENT	705	108	175	173	-2	5.9	0.9	1.0	1.0	0.0
(2000) DATA COLLECTION (AIP)										
(2010) ACS Offense and Offender Database	181	154	215	224	9	2.0	1.8	2.0	2.0	0.0
(2020) Sentencing Guidelines Monitoring	282	300	396	379	-17	0.0	0.0	0.0	0.0	0.0
(2040) Policy Reports and Proposals	181	180	186	198	12	1.0	0.9	1.0	1.0	0.0
(2050) Sentencing Guidelines Training	108	118	133	134	1	1.0	0.9	1.0	1.0	0.0
(2060) Prep Sentencing Guidelines Materials	41	89	74	78	4	1.0	0.9	1.0	1.0	0.0
SUBTOTAL (2000) DATA COLLECTION (AIP)	793	840	1,004	1,013	9	4.9	4.5	5.0	5.0	0.0
TOTAL PROPOSED OPERATING BUDGET	1,498	948	1,179	1,186	7	10.8	5.4	6.0	6.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The District of Columbia Sentencing Commission operates through the following 2 programs:

Data Collection, Analysis, and Implementation – undertakes sentencing-related research for the Commission and the Council; monitors and evaluates sentencing practices and trends in the District; and provides the sentencing guideline manual, assistance with the application of the guidelines, and training for criminal justice professional to effectively and efficiently work within a structured sentencing system.

This program contains the following 5 activities:

- **ACS Offense and Offender Sentencing Database** – transfers data electronically from the court into the agency's database, which includes both historic and real-time sentencing information. Criminal history information provided by Court Services and Offender Supervision Agency (CSOSA) is integrated into

the agency database and matched with court sentencing information, enabling offender and offense-based analysis of the application of the sentencing guidelines and sentencing trends in the District;

- **Sentencing Guidelines Monitoring** – monitors compliance with the recommended sentencing guidelines by using the agency's database. Departures from the sentencing guidelines are examined to determine if the guidelines may require modification or revision by the Commission to ensure their effectiveness;
- **Policy Reports and Proposals** – develops reports and recommendations for the Commission to improve and modify criminal justice programs focused on sentencing policy. In addition, revises and proposes recommendations to the D.C. Criminal Code to ensure clarity and consistency in the District's criminal laws making their application more fair and efficient;
- **Sentencing Guidelines Training** – provides training to criminal justice professionals focusing on the calculation of criminal history, proper application of the guidelines, determination of the recommended guideline sentence, and recent revisions or modification to the sentencing guidelines. The Commission also monitors both Appellate and Supreme Court sentencing-related decisions and provides training on the impact of these rulings on the D.C. Sentencing Guidelines; and
- **Prep Sentencing Guidelines Materials** – develops and updates yearly the D.C. Sentencing Guideline manual, which contains offense rankings, sentencing protocol, special sentencing provisions, and other guideline related information. The Guideline manual is used by practitioners on a daily basis when applying the guidelines to felony convictions.

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

Program Structure Change

The District of Columbia Sentencing Commission has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FZ0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FZ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		1,179	6.0
Removal of One-Time Costs	Data Collection (AIP)	-85	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		1,094	6.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	21	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	10	0.0
Agency Request-Decrease: To offset projected adjustments in personal services costs	Multiple Programs	-10	0.0
Mayor's Policy-Enhance: To provide analysis on sentencing guidelines (one-time)	Data Collection (AIP)	72	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		1,186	6.0
GROSS FOR FZ0 - DC SENTENCING COMMISSION		1,186	6.0

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

FY 2019 Proposed Budget Changes

The District of Columbia Sentencing Commission's (the Commission) proposed FY 2019 gross budget is \$1,185,927, which represents a less than 1.0 percent increase over its FY 2018 approved gross budget of \$1,178,839. The budget is comprised entirely of Local funds.

Recurring Budget

The FY 2019 budget for the Commission includes a reduction of \$85,000 to account for the removal of one-time funding appropriated in FY 2018 to support a software upgrade to the agency's Guideline Reporting Information Data (GRID) system.

Mayor's Proposed Budget

Cost of Living Adjustment: The Commission's budget proposal includes a cost-of-living adjustment (COLA) of \$20,588 in Local Funds.

Agency Request – Increase: The Commission's proposed Local funds budget includes a net increase of \$9,787 to align the budget with projected salary, step, and Fringe Benefit costs.

Agency Request – Decrease: The Commission's proposed Local funds budget reflects a reduction of \$9,786, primarily in contractual services, equipment, and Other Services and Charges across the Agency Management and the Data Collection, Analysis, and Implementation programs. This adjustment offsets the projected increases in personal services.

Mayor's Policy – Enhance: The proposed Local funds budget includes a one-time increase of \$71,500 in the Data Collection (AIP) program to provide analysis on the agency's sentencing guidelines. This will help the agency ensure that there is no disproportionate impact on specific populations, requiring modifications to be made to criminal history score calculations. Modifications will require logic and algorithm changes to the Guideline Reporting Information Data (GRID) score system. Related training seminars will be offered to key stakeholders, along with a one-time reprinting of reference material.

Page left intentionally blank

Agency Performance Plan*

The District of Columbia Sentencing Commission (the Commission) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Provide fair, consistent and transparent sentencing policy for felony sentences imposed in the District of Columbia to ensure that similar offenders who are convicted of similar offenses receive similar sentences.
2. Provide effective education and support to improve understanding and awareness of the District's Voluntary Sentencing Guidelines to ensure citizens of the District have a clear understanding of the sentencing process.
3. Provide high quality analysis and evaluation of sentencing data to inform the development of effective sentencing policy in the District of Columbia that increases public safety while decreasing unwarranted disparity in sentences.
4. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Provide fair, consistent and transparent sentencing policy for felony sentences imposed in the District of Columbia to ensure that similar offenders who are convicted of similar offenses receive similar sentences. (2 Activities)

Activity Title	Activity Description	Type of Activity
Identify Irregularities and Inconsistencies in Felony Sentences Imposed	Review sentencing data received from the D.C. Superior Court to identify data quality issues to be resolved; identify sentences that are outside the recommended guideline sentence; and identify emerging sentencing trends that may require review by the Commission and potential policy modifications.	Daily Service
Review and Verify All Felony Sentences	Review and verify each felony sentence imposed by the D.C. Superior Court is accurate, legal; and complete. Once the verification process is completed, calculate whether the sentence imposed matches the recommended guideline sentence in an accurate and timely manner.	Daily Service

2. Provide effective education and support to improve understanding and awareness of the District's Voluntary Sentencing Guidelines to ensure citizens of the District have a clear understanding of the sentencing process. (3 Activities)

Activity Title	Activity Description	Type of Activity
Maintain and Update Agency Website	Update the agency's website with Guideline Alerts to ensure the public and criminal justice	Daily Service

2. Provide effective education and support to improve understanding and awareness of the District's Voluntary Sentencing Guidelines to ensure citizens of the District have a clear understanding of the sentencing process. (3 Activities)

Activity Title	Activity Description	Type of Activity
	community are notified of changes to sentencing policy or practices under the sentencing guidelines. Monthly update training and other guideline related materials to ensure public access to accurate and timely information about sentencing in the District of Columbia.	
Provide Sentencing Guideline Training	Provide Sentencing Guideline training to criminal justice professional that will increase their understanding of sentencing practices under the Guidelines and ensure proper application of the Guidelines thus reducing potential sentencing errors.	Daily Service
Respond to Guideline Questions	On an ongoing basis the agency responds to questions from a number of sources including, Court Services and Offender Supervision Agency, judges, attorneys, and the public regarding criminal history scoring, sentence options, and offense rankings. Responding to these questions in an accurate and timely manner avoids procedural delays and ensure that the parties understand the sentencing options available under the Sentencing Guidelines.	Daily Service

3. Provide high quality analysis and evaluation of sentencing data to inform the development of effective sentencing policy in the District of Columbia that increases public safety while decreasing unwarranted disparity in sentences. (2 Activities)

Activity Title	Activity Description	Type of Activity
Respond to Data Requests	Effectively and efficiently respond to data requests from legislators, criminal justice professionals, and the public by providing accurate and timely sentencing information.	Daily Service
Monitor and Maintain the GRID System	Monitor and maintain the data analysis module of the agency's data system (GRID) used to identify and evaluate sentencing trends throughout the year to inform the development of effective sentencing policy for the District. Technical and operational issues identified will be reported to the vendor for resolution within 14 days.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Provide fair, consistent and transparent sentencing policy for felony sentences imposed in the District of Columbia to ensure that similar offenders who are convicted of similar offenses receive similar sentences. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Compliant Departures	No	88.7%	93%	91.1%	93.2%	93%
Compliant In-The-Box Sentences Imposed	No	89.3%	86.5%	87.8%	87%	87.5%

1. Provide fair, consistent and transparent sentencing policy for felony sentences imposed in the District of Columbia to ensure that similar offenders who are convicted of similar offenses receive similar sentences. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Compliant Guideline Sentences	No	95.8%	96.5%	96.4%	96.7%	96.5%

2. Provide effective education and support to improve understanding and awareness of the District's Voluntary Sentencing Guidelines to ensure citizens of the District have a clear understanding of the sentencing process. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Effective Guideline Trainings	No	Not Available	80%	90.6%	82%	83%
Guideline Questions Answered	No	99.5%	99.5%	98.2%	99.5%	98.5%

3. Provide high quality analysis and evaluation of sentencing data to inform the development of effective sentencing policy in the District of Columbia that increases public safety while decreasing unwarranted disparity in sentences. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Data Request Response Time	No	Not Available	75%	95%	75.5%	76%
GRID/GSS tickets resolved within 14 days	No	Not Available	60%	74.4%	65%	68%

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. Identify Irregularities and Inconsistencies in Felony Sentences Imposed

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Sealed Cases	No	3,441	1,690	2,144

2. Review and Verify All Felony Sentences

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Departure Letter Responses	No	84.4	71.7%	79.1%
Number of Court Services and Offender Supervision Agency for the District of Columbia (CSOSA) Criminal History Scores Submitted	No	2,730	1,656	2,004
Number of Departure Letters Sent	No	96	60	124
Number of Felony Cases Sentenced	No	1,891	1,843	2,182
Number of Felony Counts Sentenced	No	2,611	2,388	2,658
Number of Probation Revocations Sentenced	No	Not Available	Not Available	Not Available

3. Maintain and Update Agency Website

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Agency Website Hits	No	14,050	23,424	14,495

4. Provide Sentencing Guideline Training

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Agency Website Updates Completed	No	38	42	64
Number of Sentencing Guideline Trainings Provided	No	10	20	15

5. Respond to Data Requests

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Data Requests Received	No	49	47	38

6. Monitor and Maintain the GRID System

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number Hours required to complete data requests	No	525	826	1,688
Number of GRID Tickets Entered	No	121	67	45
Number of new charge codes mapped in GRID	No	Not Available	Not Available	Not Available

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Criminal Code Reform Commission

<https://ccrc.dc.gov>
Telephone: 202-442-8715

Table MA0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$0	\$659,248	\$700,905	\$723,873	3.3
FTEs	0.0	5.0	5.0	5.0	0.0

The mission of the Criminal Code Reform Commission (CCRC) is to develop comprehensive recommendations to reform the District's criminal offenses and to enable the adoption of Title 22 as an enacted title of the D.C. Code.

Summary of Services

The Commission is an independent agency that provides recommendations on legislative changes to criminal statutes to the Council and Mayor. Pursuant to legislation, the CCRC is a temporary agency.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table MA0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table MA0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	0	659	701	724	23	3.3	0.0	5.0	5.0	5.0	0.0	0.0
TOTAL FOR												
GENERAL FUND	0	659	701	724	23	3.3	0.0	5.0	5.0	5.0	0.0	0.0
GROSS FUNDS	0	659	701	724	23	3.3	0.0	5.0	5.0	5.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

Table MA0-2

(dollars in thousands)

Dollars in Thousands							Full-Time Equivalents					
Appropriated Fund	Actual	Actual	Approved	Proposed	Change		Actual	Actual	Approved	Proposed	Change	
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2018	Change*	FY 2016	FY 2017	FY 2018	FY 2019	FY 2018	Change

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table MA0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table MA0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	0	-2	521	536	16	3.0
12 - Regular Pay - Other	0	536	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	0	106	120	114	-6	-5.1
SUBTOTAL PERSONAL SERVICES (PS)	0	639	640	650	10	1.5
20 - Supplies and Materials	0	14	4	2	-2	-54.9
31 - Telephone, Telegraph, Telegram, Etc.	0	6	0	7	6	1,220.0
40 - Other Services and Charges	0	0	56	66	9	16.8
SUBTOTAL NONPERSONAL SERVICES (NPS)	0	20	61	74	13	22.1
GROSS FUNDS	0	659	701	724	23	3.3

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table MA0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table MA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) CRIMINAL CODE REFORM COMMISSION										
(1001) Criminal Code Reform Commission	0	660	701	724	23	0.0	5.0	5.0	5.0	0.0
SUBTOTAL (1000) CRIMINAL CODE REFORM COMMISSION	0	660	701	724	23	0.0	5.0	5.0	5.0	0.0
TOTAL PROPOSED OPERATING BUDGET	0	660	701	724	23	0.0	5.0	5.0	5.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Criminal Code Reform Commission operates through the following program:

Criminal Code Reform Commission – conducts research into criminal code reforms in other jurisdictions, model legislative proposals, and best practices recommended by criminal code experts; prepares comprehensive recommendations to improve the organization, language, and proportionality of the District’s criminal statutes; and consults with the Criminal Code Revisions Advisory Group in the development of recommended changes to the criminal code.

Program Structure Change

The Criminal Code Reform Commission has no program structure changes in FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table MA0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table MA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		701	5.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		701	5.0
COLA: FY 2019 COLA Adjustment	Criminal Code Reform Commission	19	0.0
Agency Request-Increase: To align resources with operational spending goals	Criminal Code Reform Commission	7	0.0
Agency Request-Increase: To align Fixed Costs with proposed estimates	Criminal Code Reform Commission	6	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Criminal Code Reform Commission	-9	0.0
LOCAL FUNDS: FY 2019 Mayor’s Proposed Budget		724	5.0
GROSS FOR MA0 - CRIMINAL CODE REFORM COMMISSION		724	5.0

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

FY 2019 Proposed Budget Changes

The Criminal Code Revision Commission’s (CCRC) proposed FY 2019 gross budget is \$723,873, which represents a 3.3 percent increase over its FY 2018 approved gross budget of \$700,905. The budget is comprised entirely of Local funds.

Recurring Budget

No Change: The Criminal Code Reform Commission’s budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: CCRC's budget proposal includes cost-of-living adjustments (COLA) of \$18,928 in Local funds.

Agency Request – Increase: CCRC's proposed Local funds budget includes an increase of \$7,311 to the Criminal Code Reform program to provide analysis to show the level of consistency related to judgments determined by a court of law. Additionally, the proposed Local funds budget includes an increase of \$6,100 in Fixed Costs to align the budget with Telecommunication estimates.

Agency Request – Decrease: CCRC's proposed Local funds budget includes a decrease of \$9,370 in personal services to align the budget with projected costs.

Office of Neighborhood Safety and Engagement

<https://onse.dc.gov/>
Telephone: 202-807-0440

Table NS0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from
					FY 2018
OPERATING BUDGET	\$0	\$0	\$2,129,416	\$4,731,411	122.2
FTEs	0.0	0.0	16.0	26.0	62.5

The mission of the Office of Neighborhood Safety and Engagement is to foster a community-oriented model of violence prevention and public safety that is rooted in a public health approach, recognizing that reducing crime is not accomplished solely through law enforcement.

Summary of Services

The Office of Neighborhood Safety and Engagement was created in June 2016 to coordinate and oversee the Community Stabilization Program and the Safer, Stronger DC Community Partnerships Programs.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table NS0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table NS0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	0	0	2,129	4,731	2,602	122.2	0.0	0.0	16.0	26.0	10.0	62.5
TOTAL FOR GENERAL FUND	0	0	2,129	4,731	2,602	122.2	0.0	0.0	16.0	26.0	10.0	62.5
GROSS FUNDS	0	0	2,129	4,731	2,602	122.2	0.0	0.0	16.0	26.0	10.0	62.5

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table NS0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table NS0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	0	0	1,014	1,812	798	78.7
12 - Regular Pay - Other	0	0	49	0	-49	-100.0
13 - Additional Gross Pay	0	0	25	76	51	202.5
14 - Fringe Benefits - Current Personnel	0	0	209	360	150	71.6
15 - Overtime Pay	0	0	25	25	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	0	0	1,323	2,273	950	71.8
20 - Supplies and Materials	0	0	0	50	50	10,000.0
31 - Telephone, Telegraph, Telegram, Etc.	0	0	15	15	0	0.0
40 - Other Services and Charges	0	0	41	258	217	525.1
50 - Subsidies and Transfers	0	0	750	2,075	1,325	176.7
70 - Equipment and Equipment Rental	0	0	0	60	60	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	0	0	807	2,459	1,652	204.8
GROSS FUNDS	0	0	2,129	4,731	2,602	122.2

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table NS0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table NS0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1090) Performance Management	0	0	1,230	2,951	1,721	0.0	0.0	6.0	4.0	-2.0
SUBTOTAL (1000) AGENCY MANAGEMENT	0	0	1,230	2,951	1,721	0.0	0.0	6.0	4.0	-2.0
(2000) NEIGHBORHOOD SAFETY AND ENGAGEMENT										
(2010) Safer Stronger DC	0	0	564	542	-22	0.0	0.0	6.0	6.0	0.0
(2020) Community Stabilization	0	0	335	508	173	0.0	0.0	4.0	6.0	2.0
(2030) Roving Leaders	0	0	0	730	730	0.0	0.0	0.0	10.0	10.0
SUBTOTAL (2000) NEIGHBORHOOD SAFETY AND ENGAGEMENT	0	0	899	1,780	881	0.0	0.0	10.0	22.0	12.0
TOTAL PROPOSED OPERATING BUDGET	0	0	2,129	4,731	2,602	0.0	0.0	16.0	26.0	10.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Neighborhood Safety and Engagement operates through the following 2 programs:

Neighborhood Safety and Engagement – coordinates the District's overall violence prevention strategy and programs, with a focus on utilizing public health approaches to respond to and prevent violence; identifies, recruits, and engages individuals determined to be at high risk of participating in, or being a victim of, violent crime; collaborates with other District agencies and nonprofit organizations to provide immediate wrap-around services to victims and families affected by violent crime; identifies priority neighborhoods and Metropolitan Police Department Police Service Areas ("PSAs") with high trends of violent crime, and connects residents in those neighborhoods and PSAs to services through a streamlined approach; develops positive relationships with youth and young adults using recreational and other positive behavior reinforcement activities; and coordinates with District agencies and community-based organizations to develop programs that focus on employment and job training opportunities for individuals residing in priority neighborhoods or PSAs or who are most at risk of participating in, or being a victim of, violent crime, including through the use of financial incentives for participation.

This program contains the following 3 activities:

- **Safer, Stronger DC** – executes a comprehensive public safety agenda designed to combat violent crime in the District and make the city safer and stronger;
- **Community Stabilization** – collaborates with Deputy Mayor for Health and Human Services and public safety and justice Daily Service agencies to provide immediate wrap-around services to victims and families affected by homicide and violent crime; and
- **Roving Leaders** – works on a city-wide strategy to curtail violent behaviors in young adults by building lasting relationships and providing place-based services and support in communities most impacted by violence. Collaborates with intervention specialists, community partners, and sister government agencies to provide pro-social alternatives to antisocial behaviors.

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

Program Structure Change

The Office of Neighborhood Safety and Engagement has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table NS0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table NS0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		2,129	16.0
Removal of One-Time Costs	Agency Management	-750	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		1,379	16.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	37	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Neighborhood Safety and Engagement	177	2.0
Agency Request-Increase: To support operational requirements	Agency Management	55	-2.0
Mayor's Policy-Enhance: To support grant funding for the Pathways program for at-risk individuals, and for community grants for violence intervention and outreach (one-time)	Agency Management	2,075	0.0
Mayor's Policy-Enhance: To support nonpersonal services costs	Agency Management	327	0.0
Mayor's Policy-Enhance: To support Roving Leaders' salaries	Neighborhood Safety and Engagement	52	0.0
Mayor's Policy-Transfer-In/Enhance: From DPR to reflect the reassignment of Roving Leaders	Neighborhood Safety and Engagement	630	10.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		4,731	26.0
GROSS FOR NS0 - NEIGHBORHOOD SAFETY AND ENGAGEMENT		4,731	26.0

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

FY 2019 Proposed Budget Changes

The Office of the Neighborhood Safety and Engagement's (ONSE) proposed FY 2019 gross budget is \$4,731,411, which represents a 122.2 percent increase over its FY 2018 approved gross budget of \$2,129,416. The budget is comprised entirely of Local funds.

Recurring Budget

The FY 2019 budget for ONSE includes a reduction of \$750,000 to account for the removal of one-time funding appropriated in FY 2018 for the establishment of the Safe Way Home grant for youth violence prevention.

Mayor's Proposed Budget

Cost-of-Living Adjustment: ONSE's budget proposal includes a cost-of-living adjustment (COLA) of \$36,923 in Local funds.

Agency Request – Increase: ONSE's FY 2019 Local funds budget proposal includes an increase of \$176,889 and two Full-Time Equivalents (FTEs) in the Neighborhood Safety and Engagement program to support outreach and community intervention efforts in the community. Additionally, ONSE's proposed Local budget includes a net increase of \$54,636, which also includes a reduction of 2.0 FTEs, in the Agency Management program to reflect adjustments for projected salary step increases and Fringe Benefit costs.

Mayor's Policy – Enhance: In Local funds, ONSE's budget proposal includes a one-time increase in nonpersonal services of \$2,075,000 in the Agency Management program. This adjustment includes \$1,500,000 in support for grant-making to organizations that discourage violent criminal activity through intensive street outreach and violence intervention teams, and \$575,000 for the Pathways program, in collaboration with DYRS Credible Messenger program, including funding to expand the age range of access to wrap-around services to individuals who are most at-risk in the community. The proposed budget also includes an increase of \$327,000 in multiple nonpersonal services categories in the Agency Management program to support the operational needs of the agency, such as transportation, office supplies, and training. Additionally, the budget proposal includes an increase of \$52,000 to supplement Roving Leaders' salaries.

Mayor's Policy – Transfer-In/Enhance: ONSE's proposed budget includes a personal services increase of \$629,547 and 10.0 FTEs in the Neighborhood Safety and Engagement program that were transferred from the Department of Parks and Recreation to serve as Roving Leaders for community outreach.

Office of the Chief Medical Examiner

www.ocme.dc.gov

Telephone: 202-698-9000

Table FX0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from
					FY 2018
OPERATING BUDGET	\$11,286,408	\$12,537,287	\$12,160,208	\$12,833,449	5.5
FTEs	69.6	94.6	92.0	93.0	1.1

The mission of the Office of the Chief Medical Examiner (OCME) is to ensure that justice is served and that the health and safety of the public is improved by conducting quality death investigations and certification and providing forensic services for government agencies, health care entities, and grieving families.

Summary of Services

OCME provides forensic services to local and federal government agencies, health care providers, institutions of higher learning, and citizens in the District and metropolitan area. Forensic services include: forensic investigation and certification of certain deaths (i.e., deaths occurring as a result of violence (injury) as well as those that occur unexpectedly, without medical attention, in custody, or pose a threat to public health); review of deaths of specific populations; grief counseling; performance of a full range of toxicological examinations; cremation approvals; and public dispositions of unclaimed remains.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FX0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FX0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	10,849	11,316	11,445	12,154	709	6.2	67.8	88.7	86.0	89.0	3.0	3.5
TOTAL FOR GENERAL FUND	10,849	11,316	11,445	12,154	709	6.2	67.8	88.7	86.0	89.0	3.0	3.5
INTRA-DISTRICT FUNDS												
Intra-District Funds	437	1,221	715	679	-36	-5.0	1.8	5.9	6.0	4.0	-2.0	-33.3
TOTAL FOR INTRA-DISTRICT FUNDS	437	1,221	715	679	-36	-5.0	1.8	5.9	6.0	4.0	-2.0	-33.3
GROSS FUNDS	11,286	12,537	12,160	12,833	673	5.5	69.6	94.6	92.0	93.0	1.0	1.1

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FX0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FX0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	6,045	6,483	7,595	8,237	642	8.4
12 - Regular Pay - Other	675	893	812	554	-258	-31.8
13 - Additional Gross Pay	301	368	305	305	0	0.0
14 - Fringe Benefits - Current Personnel	1,391	1,539	1,766	1,908	142	8.0
15 - Overtime Pay	183	199	149	149	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	8,594	9,482	10,627	11,152	525	4.9
20 - Supplies and Materials	636	757	633	694	61	9.6
31 - Telephone, Telegraph, Telegram, Etc.	14	6	10	10	0	0.0
40 - Other Services and Charges	1,465	1,016	224	281	57	25.3
41 - Contractual Services - Other	374	402	666	696	30	4.5
70 - Equipment and Equipment Rental	203	875	0	0	0	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	2,693	3,055	1,533	1,681	148	9.6
GROSS FUNDS	11,286	12,537	12,160	12,833	673	5.5

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FX0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FX0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) ADMINISTRATIVE MANAGEMENT PROGRAM										
(1010) Personnel	111	123	114	119	5	0.9	1.1	1.0	1.0	0.0
(1020) Contracting and Procurement	169	251	276	383	107	1.9	3.2	3.0	3.0	0.0
(1040) Information Technology	436	412	326	342	16	2.8	2.2	2.0	2.0	0.0
(1041) Data Fusion Center	0	118	123	132	8	0.0	1.1	1.0	1.0	0.0
(1056) Emergency Preparedness/Safety	0	234	163	169	6	0.0	1.1	1.0	1.0	0.0
(1060) Legal	152	168	173	179	6	0.9	1.1	1.0	1.0	0.0
(1070) Fleet Management	73	87	33	45	12	0.0	0.0	0.0	0.0	0.0
(1085) Customer Service	498	3	0	0	0	3.7	0.0	0.0	0.0	0.0
(1086) Records Management	0	426	431	456	25	0.0	5.4	5.0	5.0	0.0
(1090) Performance Management	1,316	1,403	1,031	1,150	119	4.6	5.4	5.0	5.0	0.0
SUBTOTAL (1000) ADMINISTRATIVE MANAGEMENT PROGRAM	2,755	3,225	2,671	2,976	305	14.8	20.6	19.0	19.0	0.0
(100F) AGENCY FINANCIAL OPERATION										
(110F) Budget Operations	147	150	162	167	6	0.9	1.1	1.0	1.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATION	147	150	162	167	6	0.9	1.1	1.0	1.0	0.0
(2000) DEATH INVESTIGATIONS/ CERTIFICATIONS										
(2100) Forensic Pathology	1,594	923	1,411	1,270	-141	7.4	6.5	6.0	5.0	-1.0
(2200) Forensic Investigations	2,413	1,804	1,774	1,977	203	18.6	14.1	13.0	14.0	1.0
(2202) Anthropology/Identification	0	661	680	852	172	0.0	7.6	7.0	7.0	0.0
(2300) Mortuary Services	-7	2,171	2,336	2,423	87	0.0	19.5	22.0	24.0	2.0
(2301) Forensic Support Services	1,818	79	67	63	-4	12.1	0.0	0.0	0.0	0.0
(2302) Histology	0	136	125	134	9	0.0	1.1	1.0	1.0	0.0
(2400) Laboratory Services	0	7	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) DEATH INVESTIGATIONS/ CERTIFICATIONS	5,817	5,782	6,393	6,719	325	38.1	48.7	49.0	51.0	2.0
(3000) FATALITY REVIEW COMMITTEES										
(3100) Child Fatality Review Committee	518	651	682	585	-97	3.7	5.8	6.0	5.0	-1.0
SUBTOTAL (3000) FATALITY REVIEW COMMITTEES	518	651	682	585	-97	3.7	5.8	6.0	5.0	-1.0
(4000) FORENSIC TOXICOLOGY										
(4100) Forensic Toxicology Lab	2,050	2,733	2,253	2,387	134	12.0	18.5	17.0	17.0	0.0
SUBTOTAL (4000) FORENSIC TOXICOLOGY	2,050	2,733	2,253	2,387	134	12.0	18.5	17.0	17.0	0.0

Table FX0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(9960) YR END CLOSE										
(9961) Yr End Close	0	-4	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-4	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED										
OPERATING BUDGET	11,286	12,537	12,160	12,833	673	69.6	94.6	92.0	93.0	1.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Office of the Chief Medical Examiner operates through the following 5 divisions:

Death Investigations and Certifications – is responsible for forensic pathology, forensic investigation, and forensic support services. Forensic pathology involves conducting decedent examination, determining the cause and manner of death, and providing that information to next of kin, law enforcement, designated government entities, and interested parties. Forensic investigation includes evidence-gathering, medical interpretation, and provision of information to aid in the determination of the cause and manner of death. The purpose of forensic support services is to provide services in the form of consultations and testing services to support the forensic pathology staff in the determination of the cause and manner of death.

This division contains the following 6 activities:

- **Forensic Pathology** – provides, in a timely manner, decedent external and/or internal examination, documentation (i.e., medical transcription), and analysis services to law enforcement, government agencies, interested parties, and families to determine and understand the cause and manner of death;
- **Forensic Investigations** – provides information, evidence gathering, and medical interpretation services to OCME, law enforcement agencies, legal counsel, and the community to identify decedents and aid in the determining the cause and manner of death;
- **Anthropology and Identification** – ensures that decedent identification is made in an accurate and efficient manner and manages the caseload of unidentified decedents for public disposition;
- **Mortuary Services** – provides body transport and autopsy support to forensic pathology staff and the funeral industry;
- **Forensic Support Services** – provides forensic support services in the form of consultations and testing services to support the forensic pathology staff in the determination of the cause and manner of death; and
- **Histology** – provides real-time forensic histology support services consisting of preparation, processing, and embedding of tissue as well as staining and development of histology slides for microscopic analysis for the purpose of establishing cause and manner of death.

Fatality Review Committees – reviews the circumstances of the deaths of individuals within certain populations, including their interaction with District government services. The purpose of the reviews is to provide analysis and recommendations to the public and District entities serving defined populations so that they can address systemic problems and provide better services.

Forensic Toxicology – maintains standards of practice for the detection, identification, and quantitation of alcohol, drugs, and other toxins in biological specimens. The laboratory provides scientific support services to OCME so that the agency may provide accurate death investigation information in a timely manner to the next of kin, law enforcement agencies, legal counsel, and the community, when required. It also provides services to various external government entities regarding specified types of testing.

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

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

Division Structure Change

The Office of the Chief Medical Examiner has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FX0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FX0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		11,445	86.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		11,445	86.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	340	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	239	2.0
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-329	0.0
Mayor's Policy-Enhance: To adjust the Contractual Services budget	Multiple Programs	231	0.0
Mayor's Policy-Enhance: To support a new vendor contract for public disposition	Multiple Programs	121	0.0
Mayor's Policy-Enhance: To establish a Maternal Mortality Review Committee	Fatality Review Committees	107	1.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		12,154	89.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		715	6.0
COLA: FY 2019 COLA Adjustment	Forensic Toxicology	10	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	125	0.0
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-170	-2.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		679	4.0
GROSS FOR FX0 - OFFICE OF THE CHIEF MEDICAL EXAMINER		12,833	93.0

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

FY 2019 Proposed Budget Changes

The Office of the Chief Medical Examiner's (OCME) proposed FY 2019 gross budget is \$12,833,449 which represents a 5.5 percent increase over its FY 2018 approved gross budget of \$12,160,208. The budget is comprised of \$12,154,153 in Local funds and \$679,296 in Intra-District funds.

Recurring Budget

The Office of the Chief Medical Examiner's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: The Office of the Chief Medical Examiner's budget proposal includes cost-of-living adjustments (COLA) of \$340,008 in Local funds and \$9,829 in Intra-District funds.

Agency Request – Increase: In Local funds, the Office of the Chief Medical Examiner's FY 2019 budget proposal reflects an increase of \$238,733 and 2.0 Full-Time Equivalent (FTE), primarily to support anticipated salary and Fringe Benefits costs. In addition, the increase reflects a shift of two Autopsy Assistance (Mortuary) positions from Intra-District funds to Local funds, where the staffing resources will support critical activities, such as forensic pathology, forensic investigation, and forensic support services in the Death Investigations and Certification division.

In Intra-District funds, OCME's budget proposal includes a net increase of \$124,777 in nonpersonal services primarily resulting from an increase in supplies in the Forensic Toxicology division and an increase in the Agency Management division to support local travel and professional services and fees.

Agency Request - Decrease: In Local funds, the budget proposal reflects a net decrease of \$328,732 across multiple divisions, primarily due to contractual services savings to help offset increases in other operational areas.

In Intra-District funds, the budget proposal includes a decrease of \$170,000 and 2.0 Full-Time Equivalent due to a shift of 2.0 FTEs to Local funds.

Mayor's Policy - Enhance: In Local funds, the Office of the Chief Medical Examiner' budget proposal reflects an enhancement of \$351,841 to support program activities across multiple agency programs. The enhancement includes \$231,141 to support the purchase of supplies and contractual services in multiple programs within the agency and \$120,700 in the Death Investigation and Certifications program to support a new vendor contract for public disposition of remains of decedents whose families cannot afford burial costs. Additionally, an enhancement of \$107,096 and 1.0 FTE to support the establishment of a Maternal Mortality Review Committee. The committee would conduct comprehensive evaluations of maternal deaths and provide recommendations for improving maternal health and safety for women in the District.

Page left intentionally blank

Agency Performance Plan*

The Office of the Chief Medical Examiner (OCME) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Provide efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions, and other stakeholders.
2. Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training, and best practices.
3. Serve as a public health and safety surveillance organization providing statistical data to law enforcement, health care entities and social service entities tasked with prevention, detection and deterrence, and ultimately preventing deaths.
4. Provide sound expertise as the District's fatality management authority maintaining a comprehensive District-wide plan to respond to all types of fatality incidents and ensure decedent disposition, family assistance, and continuity of operations.
5. Create and maintain a highly efficient, transparent, and responsive District government.**

ACTIVITIES

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

1. Provide efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions, and other stakeholders. (5 Activities)

Activity Title	Activity Description	Type of Activity
Toxicology Analysis	Provides toxicological analyses, interpretive services and expert testimony. Provides toxicological testing on postmortem cases, as well as, testing on a variety of drug and alcohol related matters for law enforcement entities, other District agencies and federal entities, as well as, administers the District's District's Breath Alcohol Testing Program.	Daily Service
Forensic Analytic Testing	Provide scientific support services in the form of analytic testing for OCME and law enforcement agencies. Provide support toward the timely determination of cause and manner of death determinations via testing of specimens at forensic laboratories.	Daily Service
Decedent Handling/Postmortem Examination	Provide body transport, body release and postmortem examination support services. Support	Daily Service

1. Provide efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions, and other stakeholders. (5 Activities)

Activity Title	Activity Description	Type of Activity
	forensic pathologists in postmortem examination toward the determination of the cause and manner of death; release of bodies to the funeral industry in a timely manner; and transport of bodies from public spaces, homes, hospitals and other facilities.	
Forensic Pathology Services	Provide timely decedent examination and cause and manner of death determination. Investigation and analysis services performed by forensic pathologists resulting in certification of cause and manner of death provided to next of kin, law enforcement, government agencies, and other interested parties.	Daily Service
Medicolegal Death Investigations	Gather information and collect evidence and perform medical interpretation services for agency forensic pathologists, law enforcement agencies, and legal counsel. Utilize information obtained from investigations toward identification of decedents and to aid in the determination of the cause and manner of death by forensic pathologists.	Daily Service

2. Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training, and best practices. (4 Activities)

Activity Title	Activity Description	Type of Activity
Standard Operating Procedures	Manage agency operational documents providing effective and detailed tracking, auditing, and reporting. Maintain and update standard operating procedures, work processes and instructions, and other related documentation utilizing document management and control systems and process automations to ensure compliance with industry standards.	Daily Service
Case Management System	Utilize system to manage death investigation and toxicology documents and data, as well as, for decedent tracking. Maintain and continue development of case management databases utilized to track: a) all relevant case types from case initiation through disposition; b) testing and analysis toxicology data; c) inventory; d) decedents; and e) other key documents and resources.	Daily Service
Records Management	Serve as the custodian of agency records providing premier customer service to all parties requesting records the agency is entrusted to secure. Process, maintain, and secure error-free quality records for the District to include autopsy reports, photographs, and other documents as requested by next of kin, the legal community, insurance companies, courts, and other entities.	Daily Service
Professional Training/Career Development	Provide training and career development services to agency staff so they can maintain licensure and certifications, meet accrediting guidelines, and adhere to best practices. Establish innovative ways	Daily Service

2. Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training, and best practices. (4 Activities)

Activity Title	Activity Description	Type of Activity
	to obtain training opportunities for staff through District, university, industry-specific, web-based, and internal programs.	

3. Serve as a public health and safety surveillance organization providing statistical data to law enforcement, health care entities and social service entities tasked with prevention, detection and deterrence, and ultimately preventing deaths. (2 Activities)

Activity Title	Activity Description	Type of Activity
Data Analysis Fusion Center	Provide data collection, surveillance, and analysis resulting in the promotion of public safety and health. Establish scientific and technical methods and practices to identify and evaluate data in order to determine outcomes and trends in mortality statistics to improve the quality of life of District residents.	Daily Service
Committee Recommendations	Review circumstances of the deaths of individuals within certain populations, including their interaction with District government services. Conduct fatality reviews to provide recommendations to District entities serving defined populations, so they can address systemic problems, provide better services, and be held accountable.	Daily Service

4. Provide sound expertise as the District's fatality management authority maintaining a comprehensive District-wide plan to respond to all types of fatality incidents and ensure decedent disposition, family assistance, and continuity of operations. (3 Activities)

Activity Title	Activity Description	Type of Activity
Mass Fatality Training and Education	Provide training and education to agency staff and District stakeholders in order to ensure preparedness for mass fatality incident. Develop and coordinate emergency response/incident training and exercise programs amongst District, regional, and federal stakeholders to ensure the appropriate implementation of incident plans and standard operating procedures, availability and use of equipment and resources, and interoperability.	Daily Service
Medical Surveillance Program	Provide a safe and healthy workplace for all employees and visitors. Implement an employee medical surveillance program involving a formal safety program that involves management, supervisors, and employees in identifying and eliminating hazards that exist or may develop during work processes and testing.	Daily Service
Vehicle Operations and Accountability	Implement and maintain a system for managing the use of agency vehicles and accountability for agency drivers. Work throughout the year to manage, maintain, and purchase new vehicles utilized for death scene investigation, transport of decedents, emergency incident management, and administrative functions.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Human Resources	Recruitment and retention of a highly skilled, professional, and diverse workforce. Focus on staff development, hiring candidates with requisite qualifications, licenses and certifications, maintaining a low vacancy rate, and an efficient onboarding time.	Daily Service
Procurement Process Management	Support the District's contracts and procurements process through adherence to the District's rules and regulations, particularly percentage of budget spent on CBEs. Provision of contracts management, purchasing, and technical assistance to agency staff to obtain products and services within budget, in a timely manner, and according to customer specifications.	Daily Service
Customer Service	Provide service information and responses to internal and external customers to have their needs met in a courteous, reliable, and timely manner. Engage next of kin, the funeral industry, law enforcement, health care providers, legal entities, educational institutions, emergency response entities, the public health entities, elected officials, other agencies and residents in the: a) dissemination of requested information; and b) the awareness of agency programs, issues, and challenges.	Daily Service
Performance Management	Provide support to overall organizational performance via agency leadership, administrative support services, and employee performance management. Develop short and long term strategic plan for the agency, manage agency and employee performance planning, reporting and evaluating, and provide the administrative support necessary to operate.	Daily Service

KEY PERFORMANCE INDICATORS

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

**1. Provide efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions, and other stakeholders.
(7 Measures)**

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Determination of agency jurisdiction of death cases within 24 hours of the initial death report in hospital cases	No	New Measure	New Measure	New Measure	New Measure	New Measure
Percent of all reports of postmortem examinations completed within 90 calendar days from the time of autopsy in all cases	No	89.1%	90%	72.6%	90%	90%

1. Provide efficient and quality forensic services related to: a) the medicolegal investigation and certification of the cause and manner of death; b) toxicological analyses and interpretations; c) family assistance in understanding the cause and manner of death; d) expert testimony; and e) education and training of law enforcement, health care providers, academic institutions, and other stakeholders. (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of decedent cases scientifically identified within five days	No	Not Available	Not Available	Not Available	30%	30%
Percent of mortuary/transport service scene response within one hour of transport notification by an investigator or medical examiner of an accepted case	No	89.9%	95%	97.1%	95%	95%
Percent of public dispositions ready for release within 45 days of the date of decedent receipt	No	24.3%	90%	58.3%	75%	80%
Percent of toxicology examinations completed within 60 calendar days of case submission	No	Not Available	40%	72.5%	40%	40%
Percent of toxicology examinations completed within 90 calendar days of case submission	No	Not Available	75%	91.4%	75%	80%

2. Provide efficient and effective service through a quality management system supported by continuous process improvement, quality control measures, adherence to accrediting body guidelines, training, and best practices. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of all death certificate amendments processed within 3 business days of completion/signature	No	Not Available	90%	87.1%	90%	90%
Percent of employees completing and maintaining licensure, certification, industry-specific, web-based, internal agency training	No	Not Available	90%	82.6%	90%	90%
Percent of external autopsy requests responded to within 2 business days of receipt	No	Not Available	90%	92.1%	90%	90%
Percent of forensic pathologists (medical examiners) that are board certified or board eligible	No	Not Available	90%	100%	90%	90%

3. Serve as a public health and safety surveillance organization providing statistical data to law enforcement, health care entities and social service entities tasked with prevention, detection and deterrence, and ultimately preventing deaths. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of CFRC case summary reports that will be uploaded to the web portal three days prior to the scheduled case review meetings	No	Not Available	Not Available	Not Available	80%	80%
Percent of Child Fatality Review Committee (CFRC) fatality reviews	No	97.1%	70%	96.5%	70%	70%

3. Serve as a public health and safety surveillance organization providing statistical data to law enforcement, health care entities and social service entities tasked with prevention, detection and deterrence, and ultimately preventing deaths. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
held within six months of notification of the death						
Percent of Developmental Disabilities Fatality Review Committee (DDS FRC) fatality reviews held within three months of receipt of the investigative report from DHS/DDS and determination of the cause and manner of death	No	100%	80%	80.5%	90%	90%
Percent of FOIA requests responded to within fifteen (15) days	No	Not Available	90%	95.5%	90%	90%

4. Provide sound expertise as the District's fatality management authority maintaining a comprehensive District-wide plan to respond to all types of fatality incidents and ensure decedent disposition, family assistance, and continuity of operations. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of agency employees completing a mass fatality training annually	No	Not Available	95%	100%	95%	95%

5. Create and maintain a highly efficient, transparent, and responsive District government. (2 Measures)**

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of positions posted and filled within 30 days	No	Not Available	80%	88%	80%	80%
Percent of requisitions submitted by the timeframe as prescribed by the District's contracting authority's acquisition planning	No	Not Available	98%	100%	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. Toxicology Analysis

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of DUI cases performed	No	Not Available	122	439

2. Forensic Pathology Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Anthropologic Analyses Performed	No	Not Available	107	123
Number of child deaths due to inappropriate bedding/SUID (with or without crib in the	No	Not Available	7	0

2. Forensic Pathology Services

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
dwelling)				
Number of deaths due to hypertensive cardiovascular disease/obesity	No	Not Available	290	288
Number of Deaths Due to Traffic Accidents (i.e., cars, Metro, motorcycles, pedestrian, bicycle)	No	Not Available	Not Available	64
Number of drug deaths (illicit/rxn) diagnosed	No	Not Available	170	153
Number of elder deaths due to falls (age 65 and over)	No	Not Available	88	68
Number of Infant deaths (1 year and under)	No	Not Available	31	47
Number of Postmortem Examinations performed: Full/Partial (Not including External Exams)	No	Not Available	1185	1406
Number of youth (ages 10-19) homicides where gun violence is a factor	No	Not Available	2	11

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of Administrative Hearings

www.oah.dc.gov
Telephone: 202-442-9094

Table FS0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$9,826,586	\$10,763,819	\$11,739,058	\$12,375,842	5.4
FTEs	76.2	84.4	83.2	81.2	-2.4

The mission of the Office of Administrative Hearings (OAH) is to provide the District of Columbia's citizens and government agencies with a fair, efficient, and effective forum to manage and resolve administrative disputes.

Summary of Services

OAH is an impartial, independent agency that adjudicates cases for over 40 District of Columbia agencies, boards, and commissions. OAH holds hearings, conducts mediations, and provides other adjudication services to resolve disputes arising under the District's laws and regulations.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FS0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FS0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	8,312	9,060	10,009	10,135	126	1.3	67.0	74.4	73.2	71.2	-2.0	-2.7
TOTAL FOR GENERAL FUND	8,312	9,060	10,009	10,135	126	1.3	67.0	74.4	73.2	71.2	-2.0	-2.7

Table FS0-2

(dollars in thousands)

Dollars in Thousands							Full-Time Equivalents					
Appropriated Fund	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
FEDERAL RESOURCES												
Federal Medicaid Payments	70	150	80	150	70	87.5	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR FEDERAL RESOURCES	70	150	80	150	70	87.5	0.0	0.0	0.0	0.0	0.0	N/A
INTRA-DISTRICT FUNDS												
Intra-District Funds	1,444	1,554	1,650	2,091	441	26.7	9.1	10.0	10.0	10.0	0.0	0.0
TOTAL FOR INTRA-DISTRICT FUNDS	1,444	1,554	1,650	2,091	441	26.7	9.1	10.0	10.0	10.0	0.0	0.0
GROSS FUNDS	9,827	10,764	11,739	12,376	637	5.4	76.2	84.4	83.2	81.2	-2.0	-2.4

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FS0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FS0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	7,506	8,498	8,480	8,600	120	1.4
12 - Regular Pay - Other	72	6	351	466	115	32.9
13 - Additional Gross Pay	64	57	27	27	0	0.0
14 - Fringe Benefits - Current Personnel	1,378	1,519	1,650	1,696	46	2.8
15 - Overtime Pay	0	0	211	211	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	9,020	10,079	10,719	11,000	281	2.6
20 - Supplies and Materials	23	66	84	86	2	2.3
31 - Telephone, Telegraph, Telegram, Etc.	6	1	79	5	-74	-93.7
40 - Other Services and Charges	388	183	155	552	397	255.7
41 - Contractual Services - Other	347	379	641	617	-24	-3.7
70 - Equipment and Equipment Rental	44	55	61	116	55	90.6
SUBTOTAL NONPERSONAL SERVICES (NPS)	807	685	1,020	1,376	356	34.9
GROSS FUNDS	9,827	10,764	11,739	12,376	637	5.4

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FS0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FS0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(100A) AGENCY MANAGEMENT										
(1010) Personnel-Master	112	101	93	97	4	0.9	1.0	2.0	1.0	-1.0
(1040) Information Technology	158	269	284	312	28	0.9	1.0	1.0	2.0	1.0
SUBTOTAL (100A) AGENCY MANAGEMENT	270	370	376	409	32	1.8	2.0	3.0	3.0	0.0
(100F) AGENCY FINANCIAL OPERATION										
(110F) Budget Operations	140	160	148	155	8	0.9	1.0	1.0	1.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATION	140	160	148	155	8	0.9	1.0	1.0	1.0	0.0
(200A) JUDICIAL										
(020A) Trials/Appeals and Justice Management	5,991	6,485	6,929	7,244	315	36.2	39.5	33.0	33.0	0.0
SUBTOTAL (200A) JUDICIAL	5,991	6,485	6,929	7,244	315	36.2	39.5	33.0	33.0	0.0
(300A) COURT COUNSEL										
(030A) Judicial Assistance and Legal Counsel	1,326	1,483	1,985	2,085	99	10.9	12.2	15.0	14.0	-1.0
SUBTOTAL (300A) COURT COUNSEL	1,326	1,483	1,985	2,085	99	10.9	12.2	15.0	14.0	-1.0
(400A) CLERK OF COURT										
(040A) Case Management and Judicial Support Services	1,633	1,782	1,728	1,861	134	22.7	25.6	27.2	26.2	-1.0
SUBTOTAL (400A) CLERK OF COURT	1,633	1,782	1,728	1,861	134	22.7	25.6	27.2	26.2	-1.0
(500A) EXECUTIVE										
(050A) Program Direction and Oversight	465	488	573	622	49	3.6	4.1	4.0	4.0	0.0
SUBTOTAL (500A) EXECUTIVE	465	488	573	622	49	3.6	4.1	4.0	4.0	0.0
(9960) YR END CLOSE										
No Activity Assigned	0	-4	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-4	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	9,827	10,764	11,739	12,376	637	76.2	84.4	83.2	81.2	-2.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Administrative Hearings operates through the following 6 programs:

Judicial – ensures due process while working to improve the quality, efficiency, and efficacy of justice management. This program provides pretrial management, hearings, appeals, and mediations.

Court Counsel – supports the administrative court’s judicial function by assisting judges in legal analysis, research, and drafting orders and notices; ensures agency compliance with applicable laws; assists with the tracking of legislative and regulatory initiatives; and maintains the law library.

Clerk of Court – provides an efficient intake of cases and supports the agency’s case management system and caseload reporting, maintains forms and documentation, and serves as the primary customer service interface.

Executive – provides agency direction and performance oversight, including administering the agency’s infrastructure and related support services and functions.

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

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

Program Structure Change

The Office of Administrative Hearings has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FS0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FS0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		10,009	73.2
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		10,009	73.2
COLA: FY 2019 COLA Adjustment	Multiple Programs	311	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	153	-2.0
Agency Request-Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-75	0.0
Mayor's Policy-Enhance: To support the costs of pre-existing programmatic initiatives	Court Counsel	15	0.0
Mayor's Policy-Reduce: To align personal services and Fringe Benefits with projected costs	Judicial	-277	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		10,135	71.2

Table FS0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
FEDERAL MEDICAID PAYMENTS: FY 2018 Approved Budget and FTE		80	0.0
Agency Request-Increase: To align budget with projected revenues	Multiple Programs	70	0.0
FEDERAL MEDICAID PAYMENTS: FY 2019 Mayor's Proposed Budget		150	0.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		1,650	10.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	49	0.0
Agency Request-Increase: To support the costs of pre-existing programmatic initiatives	Multiple Programs	392	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		2,091	10.0
GROSS FOR FS0 - OFFICE OF ADMINISTRATIVE HEARINGS		12,376	81.2

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

FY 2019 Proposed Budget Changes

The Office of Administrative Hearings' (OAH) proposed FY 2019 gross budget is \$12,375,842, which represents a 5.4 percent increase over its FY 2018 approved gross budget of \$11,739,058. The budget is comprised of \$10,135,220 in Local funds, \$150,000 in Federal Medicaid Payments, and \$2,090,622 in Intra-District funds.

Recurring Budget

No Change: The Office of Administrative Hearings' budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OAH's budget proposal includes a cost-of-living adjustment (COLA) of \$310,760 in Local funds and \$48,865 in Intra-District funds.

Agency Request – Increase: The proposed Local funds budget includes a net increase of \$152,608 across multiple programs to reflect the Collective Bargaining Agreement for the Administrative Law Judges' impact on the personal services budget. This adjustment also includes a decrease of 2.0 Full-Time Equivalents that were deactivated in the Court Counsel program to further support projected increases in the personal services budget.

Furthermore, a proposed increase of \$70,000 in Federal Medicaid payments aligns the budget with anticipated costs to reflect an increased negotiated rate. In Intra-District funds, the proposed budget reflects an increase of \$391,952, which is based on revised agreements with administrative hearing services, also impacted by the Collective Bargaining Agreement.

Agency Request – Decrease: OAH's proposed Local funds budget is decreased by \$74,918 to reflect projected savings, primarily in contractual services and Fixed Costs.

Mayor's Policy – Enhance: In nonpersonal services, the proposed Local funds budget includes an increase of \$14,518 to support the eCourt Management System.

Mayor's Policy - Reduce: OAH's proposed Local funds budget reflects a decrease of \$277,000 in the Judicial program to align the personal services budget with anticipated salary and Fringe Benefits costs throughout the fiscal year.

Page left intentionally blank

Agency Performance Plan*

The Office of Administrative Hearings (OAH) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Increase operational efficiency and the public confidence in OAH's resolution of administrative disputes.
2. Increase use of mediation to settle cases in certain jurisdictions.
3. Facilitate the flow of information to and from agencies whose cases are heard at OAH.
4. Improve the OAH data management system to support a highly-efficient, transparent and responsive OAH.
5. Reduce Fraud, Waste, and Abuse in Supply/Asset Management.
6. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Increase operational efficiency and the public confidence in OAH's resolution of administrative disputes. (3 Activities)

Activity Title	Activity Description	Type of Activity
Reduce the number of open cases that are more than four months old	Reduce the number of cases greater than four months old.	Daily Service
Customer Service Survey	Track litigant feedback and commentary on level of service received by the agency.	Daily Service
Establish Intake/Check-in Registration System	Procure kiosks and check-in registration software system for customers to check in for hearings.	Key Project

3. Facilitate the flow of information to and from agencies whose cases are heard at OAH. (1 Activity)

Activity Title	Activity Description	Type of Activity
Exchange information with agencies	Reassess MOU/MOAs to better reflect the program goals and objectives, scope of services, compensation, and claiming between agencies.	Key Project

4. Improve the OAH data management system to support a highly-efficient, transparent and responsive OAH. (1 Activity)

Activity Title	Activity Description	Type of Activity
Allowing remote public access	Identifying elements in each jurisdiction to be available to litigants and elements in each jurisdiction to be available for searching by the general public.	Key Project

5. Reduce Fraud, Waste, and Abuse in Supply/Asset Management. (1 Activity)

Activity Title	Activity Description	Type of Activity
Supply and Asset Management	Establish a supply/asset management system.	Key Project

KEY PERFORMANCE INDICATORS

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

1. Increase operational efficiency and the public confidence in OAH’s resolution of administrative disputes. (8 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Average number days between the end of a hearing and the issuance of a final order	No	Not Available	140	103	130	130
Case closure rate at or over 100 percent at the end of the fiscal year	No	Not Available	90%	98%	90%	90%
Percent of all cases filed within the fiscal year entered into the database within 3 days of filing	No	Not Available	70%	69.4%	75%	75%
Percent of all cases open without approval more than 120 days at the end of the fiscal year	No	Not Available	15%	18.1%	15%	15%
Percent of all non-unemployment insurance cases closed within the fiscal year that were closed within 120 days	No	77.2%	70%	86.7%	75%	75%
Percent of all records requested that were timely certified to the D.C. Court of Appeals and to the Rental Housing Commission within the calendar year	No	Not Available	70%	Not Available	70%	70%
Percent of all unemployment insurance cases closed within the fiscal year that were closed within 90 days of filing	No	98.9%	95%	99.4%	95%	95%
Percent of cases entered into eCourt in two or fewer business days of receipt at OAH	No	Not Available	Not Available	Not Available	80%	80%

2. Increase use of mediation to settle cases in certain jurisdictions. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of cases in target jurisdiction which are totally resolved through mediation	No	Not Available	20%	8.8%	20%	20%
Percent of cases in target jurisdictions in which mediations occurred	No	Not Available	40%	27.9%	40%	40%
Percent of jurisdictions reviewed for increased focus on mediation	No	Not Available	75%	75%	80%	80%

4. Improve the OAH data management system to support a highly-efficient, transparent and responsive OAH. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Average number of unique hits through the public portal	No	Not Available	10	Not Available	15	15
Percent of jurisdictions in which cases are available for remote access	No	Not Available	50%	Not Available	50%	50%
The average number of cases entered into eCourt in two or fewer days of receipt at OAH	No	Not Available	Not Available	Not Available	Not Available	Data Forthcoming

WORKLOAD MEASURES

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

1. Reduce the number of open cases that are more than four months old

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Cases with AWE and no pleas open after 120 days of assignment to an ALJ	No	Not Available	Not Available	0
Length of time to adjudication	No	Not Available	Not Available	86
Number of cases closed	No	Not Available	19,223	19,966
Number of cases filed	No	Not Available	18,184	19,691
Open cases in jurisdictions without deadlines, older than 120 days	No	Not Available	Not Available	2662

2. Exchange information with agencies

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of cases newly filed in each jurisdiction	No	Not Available	Not Available	415.4
Number of filings in each jurisdiction	No	Not Available	Not Available	Not Available
Number of jurisdictions in which OGC meet annually with agency counterparts	No	Not Available	Not Available	2
Number of jurisdictions in which OGC meet quarterly with agency counterparts	No	Not Available	Not Available	31
Number of jurisdictions in which PALJs meet annually with agency counterparts	No	Not Available	Not Available	0
Number of jurisdictions in which PALJs meet quarterly with agency counterparts	No	Not Available	Not Available	37

3. Allowing remote public access

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of jurisdictions in which general access to portal is available	No	Not Available	Not Available	Not Available
Number of jurisdictions in which individual access to portal is available	No	Not Available	Not Available	Not Available

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective “Create and maintain a highly efficient, transparent and responsive District government”. New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Criminal Justice Coordinating Council

www.cjcc.dc.gov

Telephone: 202-442-9283

Table FJ0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$3,286,545	\$3,048,536	\$3,387,191	\$3,173,827	-6.3
FTEs	16.7	18.0	19.0	19.0	0.0

The mission of the Criminal Justice Coordinating Council (CJCC) is to serve as the forum for identifying issues and their solutions, proposing actions, and facilitating cooperation that will improve public safety and the criminal and juvenile justice system of the District of Columbia for its residents, visitors, victims, and offenders.

Summary of Services

Provide a forum for effective collaboration and problem solving among criminal and juvenile justice agencies. Identify, develop, and coordinate innovative inter-agency solutions to address District of Columbia public safety challenges. Research and analyze critical issues identified by the criminal and juvenile justice system. Facilitate and provide long-term performance monitoring of collaborative solutions to public safety and criminal justice challenges.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FJ0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FJ0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	896	558	1,238	1,018	-219	-17.7	2.4	2.5	3.3	3.3	0.0	0.0
TOTAL FOR GENERAL FUND	896	558	1,238	1,018	-219	-17.7	2.4	2.5	3.3	3.3	0.0	0.0

Table FJ0-2

(dollars in thousands)

Dollars in Thousands							Full-Time Equivalents					
Appropriated Fund	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
FEDERAL RESOURCES												
Federal Payments	2,137	2,238	1,900	1,900	0	0.0	12.8	14.7	14.9	15.0	0.1	0.7
Federal Grant Funds	62	141	150	150	0	0.0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR FEDERAL RESOURCES	2,199	2,378	2,050	2,050	0	0.0	12.8	14.7	14.9	15.0	0.1	0.7
PRIVATE FUNDS												
Private Grant Funds	13	0	14	0	-14	-100.0	0.9	0.0	0.1	0.0	-0.1	-100.0
TOTAL FOR PRIVATE FUNDS	13	0	14	0	-14	-100.0	0.9	0.0	0.1	0.0	-0.1	-100.0
INTRA-DISTRICT FUNDS												
Intra-District Funds	179	112	85	105	20	24.0	0.6	0.8	0.7	0.8	0.0	4.2
TOTAL FOR INTRA-DISTRICT FUNDS	179	112	85	105	20	24.0	0.6	0.8	0.7	0.8	0.0	4.2
GROSS FUNDS	3,287	3,049	3,387	3,174	-213	-6.3	16.7	18.0	19.0	19.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FJ0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FJ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	1,483	1,647	1,906	1,985	79	4.2
12 - Regular Pay - Other	45	59	59	62	3	5.1
13 - Additional Gross Pay	4	1	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	292	353	332	375	43	12.8
SUBTOTAL PERSONAL SERVICES (PS)	1,824	2,060	2,297	2,422	125	5.4
20 - Supplies and Materials	0	75	17	10	-7	-40.5
31 - Telephone, Telegraph, Telegram, Etc.	23	24	0	0	0	N/A
40 - Other Services and Charges	254	158	162	39	-123	-75.9
41 - Contractual Services - Other	1,086	732	541	703	161	29.8
70 - Equipment and Equipment Rental	99	0	370	0	-370	-100.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	1,462	989	1,090	751	-338	-31.0
GROSS FUNDS	3,287	3,049	3,387	3,174	-213	-6.3

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FJ0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FJ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) RESEARCH ANALYSIS AND EVALUATION										
(1010) Research and Analysis	125	230	351	254	-97	1.0	1.1	2.0	2.0	0.0
(1110) Research and Analysis (Federal)	245	616	378	401	23	2.1	3.2	3.1	3.2	0.1
(1117) Research and Analysis (ID)	75	84	85	89	4	0.6	0.8	0.7	0.8	0.0
SUBTOTAL (1000) RESEARCH ANALYSIS AND EVALUATION	445	930	814	745	-70	3.8	5.1	5.9	6.0	0.1
(2000) COLLAB. AND PLNG ACROSS AGENCIES										
(2010) Operational Infrastructure	213	223	221	306	85	1.3	1.4	1.3	1.3	0.0
(2110) Operational Infrastructure (Federal)	390	231	391	375	-15	1.6	1.7	1.7	1.7	0.0
(2120) Topical Work Groups (Federal)	429	406	373	411	37	2.7	2.9	3.0	3.0	0.0
(2140) Technical Assistance and Training (Federal)	13	28	14	16	2	0.9	0.0	0.1	0.0	-0.1
SUBTOTAL (2000) COLLAB. AND PLNG ACROSS AGENCIES	1,046	888	1,000	1,108	108	6.5	6.0	6.1	6.0	-0.1
(3000) INTEGRATED INFORMATION SYSTEM										
(3010) JUSTIS	558	105	665	434	-231	0.0	0.0	0.0	0.0	0.0
(3110) JUSTIS (Federal)	1,238	1,126	908	863	-45	6.4	6.9	7.0	7.0	0.0
SUBTOTAL (3000) INTEGRATED INFORMATION SYSTEM	1,796	1,231	1,573	1,297	-276	6.4	6.9	7.0	7.0	0.0
(4000) ASMP										
(4140) Information Technology (Federal)	0	0	0	24	24	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (4000) ASMP	0	0	0	24	24	0.0	0.0	0.0	0.0	0.0
(9960) YR END CLOSE										
No Activity Assigned	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	3,287	3,049	3,387	3,174	-213	16.7	18.0	19.0	19.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Criminal Justice Coordinating Council (CJCC) operates through the following 4 programs:

Research, Analysis and Evaluation – enhances the knowledge base of the justice community in the District so that informed decisions and strategic planning occur based on factual information and evaluation of initiatives to determine their value.

This program contains the following 3 activities:

- **Research, Analysis and Evaluation (Local, Federal, and Intra-District)** – provides CJCC agencies with sound approaches to emerging or chronic challenges within the District’s criminal justice system to plan effectively and measure the effectiveness of key CJCC initiatives and committee progress for the year to determine success and to recommend initiatives for replication.

Collaboration and Planning Across Justice Agencies – provides a structure for joint work by District, federal, and judicial criminal justice and juvenile justice stakeholders toward a stronger and more responsive justice system.

This program contains the following 4 activities:

- **Operational Infrastructure (Local and Federal)** – provides an operational infrastructure for criminal justice agencies across the city to identify public safety priorities and to plan and solve problems;
- **Topical Work Groups (Federal)** – examines emerging and chronic trends and issues that impact multiple agencies in the District of Columbia’s criminal justice system and provides recommendations that enable the CJCC to plan appropriate responses; and
- **Technical Assistance and Training (Federal)** – provides CJCC members with opportunities to network with other jurisdictions on criminal justice approaches and access to state-of-the-art knowledge and field-tested approaches to multi-agency criminal justice issues.

Integrated Information Sharing System – connects criminal and juvenile justice agencies through technology to share public safety information and to mobilize effectively when responding to issues that extend beyond any one agency.

This program contains the following 2 activities:

- **JUSTIS (Local and Federal)** – provides authorized criminal justice users an integrated criminal and juvenile justice information-sharing system for effective tracking and monitoring of criminal activities across agencies and jurisdictions.

ASMP (Information Management - Federal) - administers and manages the criminal and juvenile justice information-sharing system across agencies and jurisdictions.

Program Structure Change

The proposed program structure changes are provided in the Agency Realignment appendix to the proposed budget, which is located at www.cfo.dc.gov on the Annual Operating Budget and Capital Plan page.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FJ0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FJ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		1,238	3.3
Removal of One-Time Costs	Integrated Information System	-370	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		868	3.3
COLA: FY 2019 COLA Adjustment	Multiple Programs	14	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	19	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-12	0.0
Mayor's Policy-Enhance: To complete NEAR Act survey on police community relations	Collab. and Plng Across Agencies	75	0.0
Mayor's Policy-Enhance: To support contractual services in the JUSTIS program	Integrated Information System	54	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		1,018	3.3
FEDERAL PAYMENTS: FY 2018 Approved Budget and FTE		1,900	14.9
COLA: FY 2019 COLA Adjustment	Multiple Programs	54	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	75	0.1
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-129	0.0
FEDERAL PAYMENTS: FY 2019 Mayor's Proposed Budget		1,900	15.0
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		150	0.0
No Change		0	0.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		150	0.0
PRIVATE GRANT FUNDS: FY 2018 Approved Budget and FTE		14	0.1
Agency Request-Decrease: To align budget with projected grant awards	Multiple Programs	-14	-0.1
PRIVATE GRANT FUNDS: FY 2019 Mayor's Proposed Budget		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		85	0.7
COLA: FY 2019 COLA Adjustment	Research Analysis and Evaluation	2	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	12	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	6	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		105	0.8
GROSS FOR FJ0 - CRIMINAL JUSTICE COORDINATING COUNCIL		3,174	19.0

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

FY 2019 Proposed Budget Changes

The Criminal Justice Coordinating Council's (CJCC) proposed FY 2019 gross budget is \$3,173,827, which represents a 6.3 percent decrease from its FY 2018 approved gross budget of \$3,387,191. The budget is comprised of \$1,018,430 in Local funds, \$1,900,000 in Federal Payments, \$150,000 in Federal Grant funds, and \$105,397 in Intra-District funds.

Recurring Budget

The FY 2019 budget for the Criminal Justice Coordinating Council (CJCC) includes a reduction of \$370,000 to account for the removal of one-time funding appropriated in FY 2018 to cover JUSTIS software licensing costs and upgrades in the Integrated Information Sharing System.

Mayor's Proposed Budget

Cost-of-Living Adjustment: CCJC's budget proposal includes cost-of-living adjustments (COLA) of \$14,122 in Local, \$54,035 in Federal Payment, and \$2,397 in Intra-District funds.

Agency Request – Increase: In Local funds, CJCC's proposed budget includes a net increase of \$19,322 in nonpersonal services primarily due to increases in the Integrated Information System and Automated System Management (ASMP) programs. The increase in the Integrated Information System program will support maintenance and repair services for the Justice Information System (JUSTIS), while the increase in the ASMP program supports the reallocation of an OCTO Fixed Costs Assessment from Federal Payments. In addition, the proposed budget includes an increase to align personal services and Fringe Benefits budget with projected costs.

In Federal Payment funds, CJCC's proposed budget increased by \$74,875 and 0.11 FTE in the Research Analysis and Evaluation program to align personal services and Fringe Benefits with projected costs.

In Intra-District funds, the proposed budget includes a net increase of \$12,207 in nonpersonal services in the Collaboration and Planning Across Justice Agencies program to support training and technical assistance to CJCC partners, and an increase of \$5,793 in personal services to support the alignment of resources to meet projected costs and attain operational goals and priorities.

Agency Request–Decrease: In Local funds, CJCC's proposed budget decreased by \$11,797 in personal services across multiple programs in order to align the budget with projected salary and Fringe Benefits costs.

In Federal Payment funds, CJCC's proposed budget reflects a decrease of \$128,909 in nonpersonal services due to a reduction in the Integrated Information System program for maintenance and repairs for JUSTIS, Office Support in the Topical Work Groups program, and the reallocation of Fixed Costs for the OCTO Assessment to Local funds.

Lastly, CJCC's proposed Private Grant funds budget decreased by \$14,409 and 0.14 FTE in the Collaboration and Planning Across Justice Agencies program to reflect the elimination of the Annie E. Casey foundation private grant included in the FY 2018 approved budget, which supported CJCC's juvenile justice activities.

Mayor's Policy–Enhance: In Local funds, CJCC's proposed budget includes funding in the amount of \$129,000. Of that amount, \$75,000 supports the Collaboration and Planning Across Agencies program in contractual services for the compilation of a survey on police-community relations; and \$54,000 supports contractual services in the JUSTIS program, for the Integrated Information System program, to meet agency priorities and operational goals.

Page left intentionally blank

Agency Performance Plan*

The Criminal Justice Coordinating Council (CJCC) has the following strategic objectives for FY 2019:

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 a reliable mechanism for electronic information sharing among local and federal criminal justice partners to enhance public safety in the District of Columbia.
2. Facilitate collaboration among criminal and juvenile justice partners for efforts that require participation and input from multiple agencies.
3. Conduct research and analysis to enhance data-driven and evidence-based decision-making among criminal and juvenile justice partners.
4. Provide training and technical assistance to assist partners in making informed decisions when addressing criminal and juvenile justice issues.
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 a reliable mechanism for electronic information sharing among local and federal criminal justice partners to enhance public safety in the District of Columbia. (1 Activity)

Activity Title	Activity Description	Type of Activity
JUSTIS facilitates electronic information sharing among local and federal criminal justice partners.	CJCC operates and maintains JUSTIS, which is the Integrated Justice Information System (IJIS) for the District of Columbia. JUSTIS is available 24 hours a day, 7 days a week, and enables authorized agencies to contribute criminal justice information through an automated data feed. The information is made available to authorized viewing agencies through an information portal, as well as, through a system-to-system exchange.	Daily Service

2. Facilitate collaboration among criminal and juvenile justice partners for efforts that require participation and input from multiple agencies. (5 Activities)

Activity Title	Activity Description	Type of Activity
Combatting Violent Crime	CJCC's Combatting Violent Crime Committee works to deter and prevent violent crime. Specific efforts include: (a) GunStat, which is an effort to identify individuals who are at greatest risk of committing gun violence in the District of Columbia and prevent these individuals from committing or being victims of future offenses; (b) improving warrant reporting to federal law enforcement databases, NICS, III, and NCIC, to prevent the accidental release of detained suspects and unauthorized access to firearms and explosives;	Key Project

2. Facilitate collaboration among criminal and juvenile justice partners for efforts that require participation and input from multiple agencies. (5 Activities)

Activity Title	Activity Description	Type of Activity
	and (c) reducing the number of outstanding bench and arrest warrants.	
Substance Abuse and Mental Health Services Integration Taskforce (SATMHSIT)	CJCC's Substance Abuse and Mental Health Services Integration Taskforce (SATMHSIT) works to ensure that persons with mental health and substance abuse issues actively involved in the criminal justice system receive appropriate treatment and do not have future contact with the justice system. Efforts include: (a) identifying and providing services for "super-utilizers" who have frequent contact with both the criminal justice and public health systems; (b) facilitating the sharing of mental health and substance abuse information for criminal justice-involved persons to ensure continuity of care; (c) sharing information among District and regional law enforcement partners on new psychoactive substances to allow for better detection and ensure the safety of officers who come in contact with these substances; and (d) maintaining and updating the Resource Locator, which is an electronic database that identifies entities that provide mental health, substance abuse, and other services throughout the District of Columbia.	Key Project
Juvenile Justice Committee	CJCC's Juvenile Justice Committee (JJC) works toward reducing recidivism and successfully rehabilitating system-involved youth to enable their successful reintegration back into the community. JJC has several initiatives including: 1) the Juvenile Detention Alternatives Initiative (JDAI), which strives to reduce unnecessary detention for youth without compromising public safety; 2) the Everyday Counts Task Force Data Committee, which aims to use data to develop mechanisms for reducing truancy among students in the District of Columbia; 3) addressing gaps in Dual Supervision, where youth are under the supervision of multiple systems, including the juvenile justice system, child welfare system, or adult criminal justice system; and 4) monitoring changes in the population at the Youth Services Center.	Key Project
Adult Reentry Steering Committee	CJCC's Adult Reentry Steering Committee aims to develop and support the implementation of strategies for connecting returning citizens with housing, employment and education, and the supportive services necessary for successful reintegration.	Key Project
Grants Planning Committee	CJCC's Grants Planning Committee aims to improve coordination of the District's processes and procedures for justice-related grants through strategic planning, technical assistance and training, and interagency information sharing.	Key Project

3. Conduct research and analysis to enhance data-driven and evidence-based decision-making among criminal and juvenile justice partners. (2 Activities)

Activity Title	Activity Description	Type of Activity
Research Requested by the Mayor, Council, and Partners	CJCC's Statistical Analysis Center (SAC) conducts research and analysis in response to inquiries from the Mayor, DC Council, and other Partners to help increase their knowledge and inform their decisions about criminal and juvenile justice issues.	Key Project
Research and Analysis to Support CJCC Work Groups	CJCC's Statistical Analysis Center (SAC) collects and analyzes data to help inform interagency efforts across several of the CJCC work groups and priority areas (combating violent crime, substance abuse and mental health, juvenile justice, and adult reentry).	Key Project

4. Provide training and technical assistance to assist partners in making informed decisions when addressing criminal and juvenile justice issues. (8 Activities)

Activity Title	Activity Description	Type of Activity
Juvenile Justice Summit	CJCC hosts an annual Juvenile Justice Summit for practitioners, system-involved youth, parents, and other stakeholders. The goal of the summit is to: 1) develop strategies that reduce system involvement and recidivism of youth; 2) strengthen collaboration and coordination among system actors; 3) engage participants in cross system training that is relevant, impactful, meaningful and effective; and 4) promote the exchange of information through interdisciplinary dialogues among summit participants who represent government, non-profit and private organizations.	Key Project
Criminal Justice Summit	CJCC hosts an annual Criminal Justice Summit to improve stakeholders' knowledge about timely criminal justice issues.	Key Project
Juvenile Justice Technical Assistance Workshops	CJCC conducts several technical assistance workshops each year for juvenile justice practitioners and other stakeholders on how to address current challenges facing system-involved youth.	Key Project
Bridging Research to Practice Series	CJCC's Statistical Analysis Center (SAC) hosts several Bridging Research to Practice Series workshops each year where practitioners, researchers, and other stakeholders throughout the District are invited to learn of examples of how data and analysis can be used to drive criminal and juvenile justice decision-making.	Key Project
Public Meetings	CJCC hosts Public Meetings, where community members have the opportunity to engage with partners on relevant criminal and juvenile justice issues that affect District residents.	Key Project
Juvenile Justice Compliance Monitoring	CJCC's Juvenile Justice Compliance Monitor ensures the District's compliance with four core requirements of the Juvenile Justice and Delinquency Prevention Act (JJDA): (1) deinstitutionalization of status offenders; (2) separation of juveniles from adults in secure facilities; (3) removal of juveniles from adult jails and lockups; and (4) reduction of disproportionate minority contact within the juvenile justice system. Noncompliance would result in a reduction of grant funding from the Office of Juvenile Justice and	Key Project

4. Provide training and technical assistance to assist partners in making informed decisions when addressing criminal and juvenile justice issues. (8 Activities)

Activity Title	Activity Description	Type of Activity
	Delinquency Prevention (OJJDP). The Compliance Monitor receives and reviews annual admissions reports from all DC juvenile correctional and detention facilities and conducts site visits at each of these facilities. The Compliance Monitor investigates presumptive violations and recommends corrective actions, as needed.	
Grants Training and Technical Assistance	CJCC provides assistance to partner agencies with respect to seeking funding opportunities; writing grant applications and developing metrics to support the application; and generating partnerships among agencies to avoid duplication and produce a stronger application.	Key Project
Continuity of Operations Planning Training	CJCC's Continuity of Operations Planning (COOP) Committee supports interagency emergency and continuity of operations planning through technical assistance, information sharing, and exercises.	Key Project

KEY PERFORMANCE INDICATORS

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

1. Provide a reliable mechanism for electronic information sharing among local and federal criminal justice partners to enhance public safety in the District of Columbia. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of time JUSTIS is available to users	No	99%	99%	100%	99%	99%
Percent of users who find JUSTIS to be user-friendly	No	92%	98%	91%	98%	98%
Percent of users who reported being satisfied with their JUSTIS experience	No	97%	98%	87%	98%	98%
Percent of users who reported that JUSTIS is a primary source of information for them	No	Not Available	Not Available	Not Available	Not Available	Data Forthcoming
Percent of users who reported that JUSTIS provides necessary and important information for carrying out roles and responsibilities	No	Not Available	Not Available	Not Available	Not Available	Data Forthcoming

2. Facilitate collaboration among criminal and juvenile justice partners for efforts that require participation and input from multiple agencies. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of CJCC committee members who agree that collaboration is necessary to address the criminal and juvenile justice issues covered by their committee	No	Not Available	Not Available	Not Available	Not Available	Data Forthcoming

2. Facilitate collaboration among criminal and juvenile justice partners for efforts that require participation and input from multiple agencies. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of CJCC committee members who agree that participation in and information sharing through the committee is important to their agencies' ability to address particular criminal or juvenile justice issues	No	Not Available	Not Available	Not Available	Not Available	Data Forthcoming

3. Conduct research and analysis to enhance data-driven and evidence-based decision-making among criminal and juvenile justice partners. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of research and analytical reports that resulted in a change in practice	No	Not Available	Not Available	Not Available	Not Available	Data Forthcoming

4. Provide training and technical assistance to assist partners in making informed decisions when addressing criminal and juvenile justice issues. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of participants who reported that participation in the training/technical assistance session increased their knowledge about a particular criminal or juvenile justice issue	No	Not Available	Not Available	Not Available	Not Available	Data Forthcoming
Percent of participants who stated they will be able to use the information they learned during the training/technical assistance session	No	Not Available	Not Available	Not Available	Not Available	Data Forthcoming

WORKLOAD MEASURES

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

1. JUSTIS facilitates electronic information sharing among local and federal criminal justice partners.

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of JUSTIS data audits conducted	No	2	1	3
Number of JUSTIS training sessions conducted	No	7	10	29

2. Combatting Violent Crime

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Average number of agencies that participated in Combating Violent Crime Committee and workgroup meetings	No	Not Available	Not Available	Not Available

2. Combatting Violent Crime

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Average number of agencies that participated in GunStat meetings	No	Not Available	Not Available	Not Available
Number of analytical products generated to inform the work of the Combating Violent Crime Committee and related workgroups	No	Not Available	Not Available	Not Available
Number of categories for which information is submitted to NICS/NCIC/III	No	Not Available	Not Available	Not Available
Number of Combatting Violent Crime Committee and workgroup meetings conducted	No	Not Available	Not Available	Not Available
Number of GunStat meetings conducted	No	12	12	11

3. Substance Abuse and Mental Health Services Integration Taskforce (SATMHSIT)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Average number of agencies that participated in SATMHSIT committee and workgroup meetings	No	Not Available	Not Available	Not Available
Average number of hits per month on the New Psychoactive Substances (NPS) Database	No	Not Available	Not Available	Not Available
Average number of hits per month on the Resource Locator	No	Not Available	Not Available	Not Available
Number of analytical products generated to inform the work of the SATMHSIT committee and related workgroups	No	Not Available	Not Available	Not Available
Number of SATMHSIT committee and workgroup meetings conducted	No	Not Available	Not Available	Not Available

4. Juvenile Justice Committee

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Average number of agencies that participated in Juvenile Justice Committee and workgroup meetings	No	Not Available	Not Available	Not Available
Number of analytical products generated to inform the work of the Juvenile Justice Committee and workgroups	No	Not Available	Not Available	Not Available
Number of Juvenile Justice Committee and workgroup meetings conducted	No	Not Available	Not Available	Not Available

5. Adult Reentry Steering Committee

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Average number of agencies that participated in Adult Reentry Steering Committee meetings	No	Not Available	Not Available	Not Available
Number of Adult Reentry Steering meetings conducted	No	Not Available	Not Available	Not Available
Number of analytical products generated to inform the efforts of the Adult Reentry Steering Committee	No	Not Available	Not Available	Not Available

6. Grants Planning Committee

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Average number of agencies that participated in Grants Planning Committee meetings	No	Not Available	Not Available	Not Available
Number of analytical products generated to inform the efforts of the Grants Planning Committee	No	Not Available	Not Available	Not Available
Number of Grants Planning Committee meetings conducted	No	Not Available	Not Available	Not Available

7. Research Requested by the Mayor, Council, and Partners

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of briefings and presentations CJCC provided to partner agencies and other stakeholders pertaining to the research and analytical reports	No	Not Available	Not Available	Not Available
Number of research and analytical reports completed at the request of the Mayor, DC Council, or other CJCC Partners	No	Not Available	Not Available	Not Available

8. Research and Analysis to Support CJCC Work Groups

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of analytical reports completed to help inform efforts across CJCC priority areas	No	Not Available	Not Available	Not Available

9. Juvenile Justice Summit

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of action items that emerged from the Juvenile Justice Summit	No	Not Available	Not Available	Not Available
Number of people who registered for the Juvenile Justice Summit	No	Not Available	Not Available	Not Available

10. Criminal Justice Summit

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of action items that emerged from the Criminal Justice Summit	No	Not Available	Not Available	Not Available
Number of people who registered for the Criminal Justice Summit	No	Not Available	Not Available	Not Available

11. Juvenile Justice Technical Assistance Workshops

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Average number of persons who registered for the Juvenile Justice Technical Assistance Workshops	No	Not Available	Not Available	Not Available

12. Bridging Research to Practice Series

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Average number of persons who registered for the Briding Research to Practice sessions	No	Not Available	Not Available	Not Available

13. Public Meetings

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Public Meetings held	No	Not Available	Not Available	Not Available

14. Juvenile Justice Compliance Monitoring

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of juvenile facilities for which the Compliance Monitor provided technical assistance	No	Not Available	Not Available	Not Available
Number of juvenile facilities visited by the Compliance Monitor	No	Not Available	Not Available	Not Available

15. Grants Training and Technical Assistance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Average number of persons who attended grants training/technical assistance sessions	No	Not Available	Not Available	Not Available
Number of District agency grant applications that CJCC reviewed or helped to prepare	No	Not Available	Not Available	Not Available

16. Continuity of Operations Planning Training

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of agencies that participated in COOP trainings/exercises	No	Not Available	New Measure	New Measure
Number of COOP trainings/exercises conducted	No	Not Available	New Measure	New Measure

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of Unified Communications

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

Table UC0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$44,570,974	\$47,447,814	\$48,791,375	\$49,192,829	0.8
FTEs	307.2	337.4	367.3	367.3	0.0

The mission of the Office of Unified Communications (OUC) is to provide a fast, professional, and cost-effective response to emergency (911) and non-emergency (311) calls in the District. The OUC also provides centralized, District-wide coordination and management of public safety voice radio technology and other public safety wireless and data communication systems and resources.

Summary of Services

The 911 Operations Division develops and enforces policy directives and standards regarding public safety communications. The 311 Operations division processes city service requests and handles telephone reporting of specific crimes. The Technology Operations division operates and maintains public safety voice radio technology and oversees all land and mobile radio systems tied to the response network. The Transcriptions division provides audio transcribing for the District of Columbia Metropolitan Police Department, the District of Columbia Fire and Emergency Medical Services Department, and the 311 Operations division. Agency Management administers programs supporting the call center and public safety communications. In addition, Agency Management oversees the employee performance management system, new employee training, and in-service training for OUC personnel.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table UC0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table UC0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	28,750	31,399	32,736	33,948	1,212	3.7	301.4	331.4	361.3	354.3	-7.0	-1.9
Special Purpose Revenue Funds	14,827	13,205	15,357	14,197	-1,160	-7.6	0.0	0.0	0.0	7.0	7.0	N/A
TOTAL FOR GENERAL FUND	43,577	44,604	48,092	48,145	53	0.1	301.4	331.4	361.3	361.3	0.0	0.0
INTRA-DISTRICT FUNDS												
Intra-District Funds	994	2,844	699	1,048	349	49.9	5.8	6.0	6.0	6.0	0.0	0.0
TOTAL FOR INTRA-DISTRICT FUNDS	994	2,844	699	1,048	349	49.9	5.8	6.0	6.0	6.0	0.0	0.0
GROSS FUNDS	44,571	47,448	48,791	49,193	401	0.8	307.2	337.4	367.3	367.3	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table UC0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table UC0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	18,885	19,819	22,373	22,682	309	1.4
12 - Regular Pay - Other	280	443	413	1,088	674	163.1
13 - Additional Gross Pay	1,933	1,993	2,172	2,347	175	8.0
14 - Fringe Benefits - Current Personnel	5,386	5,634	6,775	6,966	191	2.8
15 - Overtime Pay	2,375	2,251	1,311	1,311	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	28,859	30,140	33,045	34,394	1,349	4.1
20 - Supplies and Materials	58	120	886	292	-594	-67.0
31 - Telephone, Telegraph, Telegram, Etc.	1,860	10	0	15	15	N/A
40 - Other Services and Charges	11,105	14,480	6,751	7,775	1,024	15.2
41 - Contractual Services - Other	868	-13	7,790	6,325	-1,465	-18.8
70 - Equipment and Equipment Rental	1,821	2,711	320	392	72	22.5
SUBTOTAL NONPERSONAL SERVICES (NPS)	15,712	17,308	15,747	14,799	-948	-6.0
GROSS FUNDS	44,571	47,448	48,791	49,193	401	0.8

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table UC0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table UC0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1010) Personnel	437	357	235	503	268	4.9	4.9	4.0	4.0	0.0
(1020) Contracting and Procurement	0	0	75	90	15	0.0	0.0	0.0	0.0	0.0
(1030) Property Management	1,856	-3	0	0	0	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	346	527	875	1,407	532	0.0	0.0	0.0	0.0	0.0
(1060) Legal Services	116	193	285	205	-81	1.0	1.0	1.0	1.0	0.0
(1070) Fleet Management	0	0	16	261	245	0.0	0.0	0.0	0.0	0.0
(1087) Language Access	1,021	682	640	628	-12	10.9	10.8	8.0	8.0	0.0
(1090) Performance Management	1,359	1,645	1,886	2,014	129	9.9	10.8	11.0	13.0	2.0
SUBTOTAL (1000) AGENCY MANAGEMENT	5,135	3,401	4,011	5,108	1,096	26.7	27.6	24.0	26.0	2.0
(100F) AGENCY FINANCIAL OPERATIONS										
(110F) Budget Operations	174	122	198	0	-198	1.0	1.0	1.0	0.0	-1.0
(130F) ACFO Operations	0	0	0	209	209	0.0	0.0	0.0	1.0	1.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	174	122	198	209	11	1.0	1.0	1.0	1.0	0.0
(2000) EMERGENCY OPERATIONS										
(911) DIVISION										
(2010) 911 Call Taking Activity	8,479	7,777	8,466	8,734	269	81.9	110.2	108.0	106.0	-2.0
(2020) 911 Dispatching Activity	11,426	12,325	12,887	13,643	756	104.8	110.4	110.0	109.0	-1.0
(2030) 911 Training Activity	15	26	340	355	15	0.0	0.0	0.0	0.0	0.0
(2040) Quality Assurance	163	835	581	832	252	0.0	0.0	5.0	7.0	2.0
SUBTOTAL (2000) EMERGENCY OPERATIONS (911) DIVISION	20,083	20,963	22,273	23,565	1,292	186.7	220.5	223.0	222.0	-1.0
(3000) NON-EMERGENCY OPERATIONS (311) DIVISION										
(3010) Customer Service Activity	10	17	3	0	-3	0.0	0.0	0.0	0.0	0.0
(3020) 311 Call Taking Activity	4,240	4,416	6,137	5,292	-844	71.0	64.6	98.3	97.3	-1.0
SUBTOTAL (3000) NON-EMERGENCY OPERATIONS (311) DIVISION	4,250	4,433	6,140	5,292	-847	71.0	64.6	98.3	97.3	-1.0
(4000) TECHNOLOGY OPERATIONS DIVISION										
(4010) 911 and 311 Telephone Operation Activity	5,313	7,848	8,384	6,835	-1,550	0.0	0.0	0.0	0.0	0.0
(4020) Radio Engineering Activity	6,145	7,255	5,589	5,258	-331	5.9	7.9	7.0	6.0	-1.0
(4030) Information Technology Mgmt Activity	1,131	1,034	1,013	1,345	333	9.9	9.8	9.0	10.0	1.0
(4040) Mobile Data Computing	1,831	992	813	1,212	399	0.0	0.0	0.0	0.0	0.0
No Activity Assigned	91	994	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (4000) TECHNOLOGY OPERATIONS DIVISION	14,511	18,123	15,799	14,650	-1,149	15.8	17.7	16.0	16.0	0.0

Table UC0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(5000) TRANSCRIPTION AND QUALITY DIVISION										
(5010) Transcription and Quality Division	418	424	370	369	-1	5.9	5.9	5.0	5.0	0.0
SUBTOTAL (5000) TRANSCRIPTION AND QUALITY DIVISION	418	424	370	369	-1	5.9	5.9	5.0	5.0	0.0
(9960) YR END CLOSE										
No Activity Assigned	0	-18	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-18	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	44,571	47,448	48,791	49,193	401	307.2	337.4	367.3	367.3	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Office of Unified Communications operates through the following 6 divisions:

Emergency (911) Operations – receives and processes 911 calls accurately and efficiently. Police and fire incidents are created through Computer-Aided Dispatch (CAD) and transferred to the Metropolitan Police Department (MPD) and/or the Fire and Emergency Medical Services Department (FEMS), as well as additional agencies in the National Capital Region, by voice transmission and computer-to-computer dispatch. Emergency Operations personnel receive ongoing training and updates through the training unit. The policy unit is also part of the division.

This division contains the following 4 activities:

- **911 Call Taking** – processes calls for emergency response;
- **911 Dispatching** – dispatches calls for emergency services to first responders of MPD and FEMS;
- **911 Training** – provides training to emergency call takers and dispatchers to accurately and expeditiously handle calls for emergency service; and
- **Quality Assurance** – maintains and monitors performance.

Non-Emergency (311) Operations – serves as the access point for customers seeking assistance in situations that are not life-threatening, not serious, or not currently in progress. It is the single access number for constituents, residents, and visitors in search of District government services and information.

Technology Operations – provides centralized District-wide coordination and management of public safety and other city services communication technology including voice radio, 911/311 telephony, CAD systems, customer interaction relationship management systems, mobile data computing systems, and other technologies, such as wireless and data communication systems and resources.

This division contains the following 4 activities:

- **911 and 311 Telephone Operation** – maintains all voice and data telecommunications equipment located in two separate locations. The infrastructure consists of mission-critical voice, video, and data equipment staffed by engineering and technical personnel 24 hours per day, 365 days per year;
- **Radio Engineering** – plans, coordinates, implements, and operates all facets of the District’s Public Safety Radio Networks in order to ensure adequate support to the city’s first responders. This includes maintaining, upgrading, and supporting all radio communications for FEMS and MPD;
- **Information Technology (IT) Management** – enhances the overall operations of the OUC IT group by managing, coordinating, and updating the different processes within the IT group. IT Management maintains all procurement and documentation for the OUC IT group and supports the agency through IT help desk support and application management; and
- **Mobile Data Computing** – maintains and replaces equipment related to mobile data computing, which is technology that enables public safety first-responders to receive critical and developing information while in the field. The OUC is responsible for the mobile data terminals utilized by MPD and FEMS, which are critical in determining the closest response units for deployment using GPS, text-messaging, and video feeds, which are essential components in Next-Generation 911.

Transcription and Quality – provides audio transcriptions of conversations between field providers, call takers, dispatchers, callers requesting emergency and non-emergency service to members of MPD, FEMS, and other public safety and governmental organizations.

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

Agency Financial Operations – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained.

Division Structure Change

The Office of Unified Communications has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table UC0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table UC0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		32,736	361.3
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		32,736	361.3
COLA: FY 2019 COLA Adjustment	Multiple Programs	1,328	0.0
Agency Request-Increase: To reflect a reallocation of FTEs from permanent to temporary status	Multiple Programs	767	34.0
Agency Request-Decrease: To reflect a reallocation of FTEs from permanent to temporary status	Multiple Programs	-767	-34.0
Mayor's Policy-Enhance: To support nonpersonal services costs (one-time)	Technology Operations Div.	735	0.0
Mayor's Policy-Shift: To reallocate funding of FTEs to Special Purpose Revenue funds	Technology Operations Div.	-851	-7.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		33,948	354.3

Table UC0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		15,357	0.0
Agency Request-Increase: To align budget with projected revenues	Multiple Programs	282	0.0
Agency Request-Decrease: To adjust the Contractual Services budget	Technology Operations Div.	-1,442	0.0
Mayor's Policy-Reduce: To adjust the Contractual Services budget	Technology Operations Div.	-851	0.0
Mayor's Policy-Shift: To reallocate funding of FTEs from Local funds	Technology Operations Div.	851	7.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		14,197	7.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		699	6.0
COLA: FY 2019 COLA Adjustment	Non-Emergency Operations (311) Div.	16	0.0
Agency Request-Increase: To align resources with operational spending goals	Multiple Programs	333	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		1,048	6.0
GROSS FOR UC0 - OFFICE OF UNIFIED COMMUNICATIONS		49,193	367.3

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

FY 2019 Proposed Budget Changes

The Office of Unified Communications' (OUC) proposed FY 2019 gross budget is \$49,192,829, which represents a less than 1.0 percent increase over its FY 2018 approved gross budget of \$48,791,375. The budget is comprised of \$33,948,007 in Local funds, \$14,197,084 in Special Purpose Revenue funds, and \$1,047,739 in Intra-District funds.

Recurring Budget

No Change: OUC's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OUC's budget proposal includes cost-of-living adjustments (COLA) of \$1,328,458 in Local funds and \$15,881 in Intra-District funds.

Agency Request – Increase: OUC's proposed Local funds budget includes a net personal services increase of \$767,113 across multiple divisions. This increase reflects the reclassification of 34.0 Full-Time Equivalents (FTEs) from permanent to temporary status in the Non-Emergency Operations (311) division and additional personal services adjustments in the Emergency Operations (911) division, primarily for shift differential and holiday pay.

The proposed Special Purpose Revenue funds budget includes a net increase of \$282,136, primarily in the Agency Management division, to reflect projected revenue estimates.

In Intra-District funds, OUC's budget proposal includes an increase of \$332,842, primarily in the Technology Operations division, to reflect the costs associated with the planning and operation of the District's Public Safety Radio Network.

Agency Request – Decrease: OUC's Local funds budget proposal includes a net personal services decrease of \$767,113 and 34.0 FTEs, primarily in the Non-Emergency Operations (311) division, to recognize the reclassification of FTEs from permanent to temporary status. These positions were primarily related to processing calls for non-emergency city services and the enforcement of customer service policies related to quality assurance.

In Special Purpose Revenue funds, OUC's budget proposal includes a reduction of \$1,441,862 in the Technology Operations division to reflect projected contractual service costs for 911 Call Routing, IT Application Administrator, NG911 Telecommunication Infrastructure management, and Location Data Management.

Mayor's Policy - Enhance: OUC's proposed Local funds budget includes a one-time increase of \$735,000 in the Technology Operation division to support nonpersonal services costs related to contracts and software maintenance.

Mayor's Policy – Reduce: OUC's proposed Special Purpose Revenue budget reflects a decrease of \$851,000 in the Technology Operations division to reflect a savings in contractual services resulting from onboarding IT professionals.

Mayor's Policy - Shift: OUC's proposed budget includes a shift of \$851,000 and 7.0 FTEs in the Technology Operations division from Local funds to Special Purpose Revenue funds to provide continued support for 911 and 311 telephone operations and infrastructure management efforts.

Page left intentionally blank

Agency Performance Plan*

The Office of Unified Communications (OUC) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Provide efficient, professional and cost effective responses to 911 communications.
2. Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms.
3. Provide state-of-the-art emergency and non-emergency communications.
4. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Provide efficient, professional and cost effective responses to 911 communications. (2 Activities)

Activity Title	Activity Description	Type of Activity
Answers all incoming 911 calls	The 911 Operations Division receives all 911 calls in the District. Highly trained call takers utilize specialized telephony systems to answer calls and follow specific protocols to probe callers and ensure the most appropriate responses to their needs. In particular, call takers often provide crisis intervention services 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

2. Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms. (3 Activities)

Activity Title	Activity Description	Type of Activity
Answers all incoming 311 calls	The 311 Operations Division is the access point for residents and visitors requiring DC government services and/or information. The Division supports the dissemination of general information about the government, including telephone numbers, agency program details, agency hours of operation and other information. The Division handles approximately 2.1 million calls annually.	Daily Service
Supports city service request processing for servicing agencies (DPW, DOT, DOEE, etc.)	The Division supports the submission of scheduled service requests such as trash removal, pothole repair, bulk pick-ups and recycling collection, on behalf of partnering service agencies like DPW and DOT, through a number of platforms, including via telephone, web and mobile app. The agency also schedules driver's license testing for DMV and coordinates appointments for energy assistance applicants on behalf of the DOEE. In total, the Division currently takes over 120 service types for 12 different District agencies.	Daily Service
Provides service request status updates and information for servicing agencies	The Division engages with the public to take reports of missed scheduled services and provide service request status information to callers. To be clear, the OUC is not responsible for the provision of city services. Instead, the city agencies that provide such services have service level agreements which outline the expected level of performance for each request type. Further, the 311 Division does not close service request tickets.	Daily Service

3. Provide state-of-the-art emergency and non-emergency communications. (3 Activities)

Activity Title	Activity Description	Type of Activity
Manages the District's public safety communications and city service request platforms and infrastructure	The Information Technology Division provides centralized, District-wide coordination and management of public safety and other city services communications technology, including voice radio, 911/311 telephony, computer aided dispatch systems (CAD), citizen interaction relationship management (CIRM) systems, mobile data computing systems (MDC) and other technologies, including wireless and data communication systems and resources.	Key Project
Develops public safety communications policies and maintains and purchases all related equipment and facilities	The Information Technology Division develops and enforces policy directives and standards regarding public safety and non-public safety communications; operates and maintains of public safety and non-public safety voice radio technology; manages building facilities that support public safety voice radio technology and call center technology; and reviews and approves all agency proposals, purchase orders, and contracts for the acquisition of public safety voice radio technology and call center technology systems, resources, and services.	Key Project
Provides 24 hour technical support and maintenance on all public safety communications devices and equipment	The Information Technology Division provides 24x7, highly specialized tech support and maintenance for public safety communications devices, including tablets and radios, deployed to MPD and FEMS users in the field.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Serves as custodian of all 911 and 311 communications records	The Transcription Division serves as the custodian of records and utilizes highly specialized archival systems to research files related to all 911 and 311 communications. The purpose of this research is to locate and create discrete audio files and other data to the general public to fulfill FOIA requests, to local public safety agencies for internal administrative reviews and to federal government agencies for use during criminal and civil court proceedings.	Daily Service
Authenticates 911 and 311 records in criminal and civil proceedings	Transcriptionists testify in court to authenticate 911 and 311 records and/or to explain event chronologies in both criminal & civil proceedings, under direct examination by judiciary entities.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Provide efficient, professional and cost effective responses to 911 communications. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of 911 calls answered within 10 seconds	No	Not Available	90%	90.3%	90%	90%
Percent of 911 calls in which call to queue is 90 seconds or less	No	Not Available	75%	53.4%	75%	75%
Percent of 911 calls which move from queue to dispatch in 60 seconds or less	No	Not Available	75%	66.7%	75%	75%
Total number of sustained 911 complaints	No	Not Available	0	17	0	0

2. Provide efficient, professional and cost effective responses to interactions initiated through 311 platforms. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of 311 calls answered by a live agent within 90 seconds	No	39.8%	80%	80.4%	80%	80%
Percent of 311 calls handled by a live agent in 4 minutes or less	No	44.4%	97%	73.1%	97%	97%

3. Provide state-of-the-art emergency and non-emergency communications. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of tablet connectivity uptime	No	Not Available	90%	96.4%	90%	90%
Percent of time the OUC responds to Mobile Data Terminal repairs within 24 hours	No	99.9%	99%	100%	99%	99%

3. Provide state-of-the-art emergency and non-emergency communications. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of time the OUC responds to radio equipment repair requests within 24 hours	No	100%	99%	100%	99%	99%

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Time OUC's grade.dc.gov Customer Service Satisfaction Rating is B or Better	No	100%	100%	100%	100%	100%
Percent of records requests fulfilled within mandated time frames	No	Not Available	80%	90.2%	80%	80%
Total number of residents reached through community engagement and 911 education activities	No	Not Available	Not Available	14,700	15,000	15,000

WORKLOAD MEASURES

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

1. Serves as custodian of all 911 and 311 communications records

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of agency held records released to stakeholders upon request	No	Not Available	Not Available	10,220

2. Answers all incoming 311 calls

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total Number of Inbound 311 Calls	No	Not Available	1,748,447	1,028,834
Total number of service requests entered into the customer relationship management system by 311 agents	No	Not Available	395,877	579,693

3. Answers all incoming 911 calls

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total number of events created in CAD	No	Not Available	1,002,775	967,154
Total Number of Inbound 911 Calls	No	Not Available	1,396,955	1,282,621

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective “Create and maintain a highly efficient, transparent and responsive District government”. New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Homeland Security Grants

Table FT0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$5,814,676	\$6,529,665	\$1,646,077	\$1,724,516	4.8
FTEs	0.0	0.0	0.0	0.0	N/A

Homeland Security Grants records Intra-District budget authority provided from multi-year grants from the Department of Homeland Security. These grants are under the purview of the Director of the District's Homeland Security and Emergency Management Agency.

Prior to FY 2005, Intra-District authority was provided within individual agency budgets. Until FY 2014, the Intra-District budget authority for homeland security was provided at the request of the Director of the Homeland Security and Emergency Management Agency and was reflected as revised budget. Effective FY 2014, available unspent, unobligated multi-year Intra-District budget authority will be provided during budget formulation.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FT0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FT0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
INTRA-DISTRICT FUNDS												
Intra-District Funds	5,815	6,530	1,646	1,725	78	4.8	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	5,815	6,530	1,646	1,725	78	4.8	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	5,815	6,530	1,646	1,725	78	4.8	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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FT0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FT0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
20 - Supplies and Materials	29	15	0	0	0	N/A
40 - Other Services and Charges	769	516	0	0	0	N/A
41 - Contractual Services - Other	2,621	2,645	1,646	1,650	3	0.2
70 - Equipment and Equipment Rental	2,396	3,354	0	75	75	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	5,815	6,530	1,646	1,725	78	4.8
GROSS FUNDS	5,815	6,530	1,646	1,725	78	4.8

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FT0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FT0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(2000) HOMELAND SECURITY GRANTS (PUBLIC SAFETY)										
(FAFA) Homeland Security Grants (Police)	2,901	3,390	900	870	-29	0.0	0.0	0.0	0.0	0.0
(FBFB) Homeland Security Grants (Fire)	729	851	0	0	0	0.0	0.0	0.0	0.0	0.0
(FFFX) Homeland Security Grants (OCME)	690	388	0	0	0	0.0	0.0	0.0	0.0	0.0
(UCUC) Homeland Security Grants (OUC)	550	1,073	165	473	308	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) HOMELAND SECURITY GRANTS (PUBLIC SAFETY)	4,871	5,703	1,065	1,343	278	0.0	0.0	0.0	0.0	0.0
(3000) HOMELAND SECURITY GRANTS (HUMAN SUPPORT)										
(HCHC) Homeland Security Grants (Health)	301	281	382	382	0	0.0	0.0	0.0	0.0	0.0
(JAJA) Homeland Security Grants (DHS)	22	159	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (3000) HOMELAND SECURITY GRANTS (HUMAN SUPPORT)	323	440	382	382	0	0.0	0.0	0.0	0.0	0.0
(4000) HOMELAND SECURITY GRANT (GOVT DIRECTION)										
(AAAA) Homeland Security Grants (Mayor)	91	227	0	0	0	0.0	0.0	0.0	0.0	0.0
(TOTO) Homeland Security Grants (OCTO)	147	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (4000) HOMELAND SECURITY GRANT (GOVT DIRECTION)	239	227	0	0	0	0.0	0.0	0.0	0.0	0.0
(5000) HOMELAND SECURITY GRANTS (PUBLIC WORKS)										
(KAKA) Homeland Security Grants (DDOT)	142	0	200	0	-200	0.0	0.0	0.0	0.0	0.0
(KGKG) Homeland Security Grants (Environment)	186	160	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (5000) HOMELAND SECURITY GRANTS (PUBLIC WORKS)	328	160	200	0	-200	0.0	0.0	0.0	0.0	0.0
(6000) HOMELAND SECURITY GRANTS (ECON DEVELOP)										
(CRCR) Homeland Security Grants (DCRA)	39	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (6000) HOMELAND SECURITY GRANTS (ECON DEVELOP)	39	0	0	0	0	0.0	0.0	0.0	0.0	0.0

Table FT0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(9000) HOMELAND SECURITY GRANTS (DRES)										
(AMAM) Homeland Security Grants (DRES)	15	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9000) HOMELAND SECURITY GRANTS (DRES)	15	0	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	5,815	6,530	1,646	1,725	78	0.0	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

Homeland Security Grants operates through the following 3 programs:

Homeland Security Grants (Public Safety) – homeland security grants given to agencies that fall under the Public Safety and Justice appropriation title.

This program contains the following 2 activities:

- **Homeland Security Grants (Police)** – homeland security grants given to the Metropolitan Police Department; and
- **Homeland Security Grants (OUC)** – homeland security grants given to the Office of Unified Communications.

Homeland Security Grants (Human Support) – homeland security grants given to agencies that fall under the Human Support Services appropriation title.

This program contains the following activity:

- **Homeland Security Grants (Health)** – homeland security grants given to the Department of Health.

Homeland Security Grants (Public Works) – homeland security grants given to agencies that fall under the Public Works appropriation title.

This program contains the following activity:

- **Homeland Security Grants (DDOT)** – homeland security grants given to the District Department of Transportation.

Program Structure Change

Homeland Security Grants has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FT0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FT0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		1,646	0.0
Agency Request-Increase: To align budget with projected revenues	Multiple Programs	78	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		1,725	0.0
GROSS FOR FT0 - HOMELAND SECURITY GRANTS		1,725	0.0

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

FY 2019 Proposed Budget Changes

Homeland Security Grants' proposed FY 2019 gross budget is \$1,724,516, which represents a 4.8 percent increase over its FY 2018 approved gross budget of \$1,646,077. The budget is comprised entirely of Intra-District funds.

The Homeland Security and Emergency Management Agency sub-grants several multi-year federal grant dollars to various District agencies through the intra-District transfer process. Homeland Security Grants is the vehicle used to track and record the intra-District transactions with various agencies. Prior to FY 2014 budget formulation, budget authority was not given until after the beginning of each fiscal year. To avoid the delay in making funds available at the beginning of the fiscal year, the agency proposes an Intra-District budget of \$1,724,516 in nonpersonal services, with no FTEs.

Furthermore, the breakdown by program of the multi-year Memoranda of Understanding (MOUs) is as follows: two agencies within the Homeland Security Grants (Public Safety) program totaling \$1,342,966, which includes the Metropolitan Police Department and Office of Unified Communications; one agency within the Homeland Security Grants (Human Support) program, Department of Health, in the amount of \$381,550.

Mayor's Proposed Budget

Agency Request - Increase: Homeland Security Grants' FY 2019 budget proposal in Intra-District funds reflects a net increase of \$78,439 across multiple programs. Of this amount, an increase of \$278,439 supports the Homeland Security Grant (Public Safety) program and a decrease of \$200,000 supports the Homeland Security Grants (Public Works) program. The increase is because of projected carry-over of multi-year sub-grant awards issued by the Homeland Security and Emergency Management Agency to District agencies from FY 2018.

Department of Forensic Sciences

www.dfs.dc.gov

Telephone: 202-727-8267

Table FR0-1

Description	FY 2016	FY 2017	FY 2018	FY 2019	% Change
	Actual	Actual	Approved	Proposed	from FY 2018
OPERATING BUDGET	\$22,296,316	\$24,031,184	\$28,100,670	\$28,040,766	-0.2
FTEs	116.6	190.1	219.2	218.2	-0.4

The mission of the Department of Forensic Sciences (DFS) is to produce high-quality, timely, accurate, and reliable forensic science with the use of the best available technology and practices, unbiased science, and transparency with the overall goal of enhancing public health and safety.

Summary of Services

DFS provides independent analysis of evidence and samples submitted by agencies within the District of Columbia and its federal neighbors. The Forensic Science Laboratory division analyzes evidence submitted from criminal cases, including DNA, fingerprints, and firearms. DFS also provides expert witness testimony in defense of their analytical reports in the District's courts of law. The Public Health Laboratory division provides diagnostic and analytical testing for biological pathogens and chemical agents from clinical, environmental, or food sources and provides emergency response testing. The Crime Scene Sciences division collects, analyzes, processes, and preserves evidence found at crime scenes in the District. The DFS Directorate supports the work of the entire agency through strategic direction, training, quality assurance, research, recruitment and hiring of personnel, information technology, data management, fleet management, procurement, and other administrative support services.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FR0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FR0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
<u>GENERAL FUND</u>												
Local Funds	20,865	20,529	25,787	26,101	314	1.2	111.7	179.5	207.0	207.0	0.0	0.0
TOTAL FOR GENERAL FUND	20,865	20,529	25,787	26,101	314	1.2	111.7	179.5	207.0	207.0	0.0	0.0
<u>FEDERAL RESOURCES</u>												
Federal Grant Funds	242	360	523	460	-63	-12.0	2.6	3.0	5.0	5.0	0.0	0.0
TOTAL FOR FEDERAL RESOURCES	242	360	523	460	-63	-12.0	2.6	3.0	5.0	5.0	0.0	0.0
<u>INTRA-DISTRICT FUNDS</u>												
Intra-District Funds	1,189	3,142	1,792	1,480	-311	-17.4	2.3	7.6	7.2	6.2	-0.9	-12.6
TOTAL FOR INTRA-DISTRICT FUNDS	1,189	3,142	1,792	1,480	-311	-17.4	2.3	7.6	7.2	6.2	-0.9	-12.6
GROSS FUNDS	22,296	24,031	28,101	28,041	-60	-0.2	116.6	190.1	219.2	218.2	-0.9	-0.4

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FR0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FR0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	8,550	9,851	14,936	14,152	-784	-5.2
12 - Regular Pay - Other	1,870	3,833	2,218	3,488	1,270	57.2
13 - Additional Gross Pay	347	580	542	542	0	0.0
14 - Fringe Benefits - Current Personnel	2,212	2,853	3,890	3,973	83	2.1
15 - Overtime Pay	425	424	264	264	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	13,404	17,541	21,850	22,419	569	2.6
20 - Supplies and Materials	1,584	1,413	1,657	1,247	-409	-24.7
31 - Telephone, Telegraph, Telegram, Etc.	21	6	43	43	0	0.0
40 - Other Services and Charges	1,974	1,761	1,543	1,386	-158	-10.2

Table FR0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
41 - Contractual Services - Other	3,137	2,499	2,167	2,278	111	5.1
70 - Equipment and Equipment Rental	2,178	812	841	669	-173	-20.5
SUBTOTAL NONPERSONAL SERVICES (NPS)	8,892	6,491	6,251	5,622	-629	-10.1
GROSS FUNDS	22,296	24,031	28,101	28,041	-60	-0.2

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FR0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FR0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(100F) AFO	0	34	143	160	17	0.0	0.0	1.0	1.0	0.0
(1010) Personnel	383	500	447	437	-10	0.9	1.9	2.0	2.0	0.0
(1015) Training	373	398	587	585	-2	1.7	3.8	4.0	4.0	0.0
(1020) Contract and Procurement	0	0	100	43	-57	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	855	1,406	1,765	1,810	45	5.2	5.8	7.0	7.0	0.0
(1055) Risk Management	303	331	334	445	111	1.7	1.9	2.0	3.0	1.0
(1060) Legal	252	301	389	430	41	1.9	3.8	4.0	4.0	0.0
(1070) Fleet Management	29	0	10	67	57	0.0	0.0	0.0	0.0	0.0
(1080) Communications	0	0	0	0	0	0.0	1.0	0.0	0.0	0.0
(1085) Customer Service	125	156	142	305	163	0.9	0.0	1.0	2.0	1.0
(1090) Performance Management	1,833	1,790	1,853	1,758	-95	8.6	12.5	14.0	13.0	-1.0
SUBTOTAL (1000) AGENCY MANAGEMENT	4,152	4,914	5,771	6,041	270	20.8	30.7	35.0	36.0	1.0
(1100) ADVISORY BOARD										
(1110) Admin. and Support Svcs	31	0	0	0	0	0.0	1.0	0.0	0.0	0.0
SUBTOTAL (1100) ADVISORY BOARD	31	0	0	0	0	0.0	1.0	0.0	0.0	0.0
(2000) FORENSIC SCIENCE LABORATORY										
(2010) Admin. and Support Svcs	3,761	2,171	2,027	1,579	-448	2.6	3.8	3.9	3.0	-0.9
(2020) Laboratory Services	2,201	5,707	6,740	7,207	467	13.0	62.4	58.2	60.2	2.0
(2030) Materials Analysis Unit	168	1	0	0	0	2.6	0.0	0.0	0.0	0.0
(2040) Latent Fingerprint Unit	1,079	3	0	0	0	9.4	0.0	0.0	0.0	0.0
(2050) Firearms Examination Unit	1,223	3	0	0	0	11.6	0.0	0.0	0.0	0.0
(2060) Digital Evidence Unit	480	1	0	0	0	6.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) FORENSIC SCIENCE LABORATORY	8,912	7,886	8,767	8,786	19	45.2	66.3	62.2	63.2	1.1

Table FR0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(3000) PUBLIC HEALTH LABORATORY										
(3010) Admin. and Support Svcs	522	562	550	652	103	6.9	7.7	5.0	5.0	0.0
(3020) Laboratory Services	2,294	2,656	3,557	3,402	-155	6.9	9.6	20.0	20.0	0.0
(3030) Chemical Science Unit	912	1	0	0	0	2.6	0.0	0.0	0.0	0.0
SUBTOTAL (3000) PUBLIC HEALTH LABORATORY	3,727	3,220	4,107	4,054	-52	16.3	17.3	25.0	25.0	0.0
(4000) CRIME SCENE SCIENCES										
(4010) Admin. and Support Svcs	1,198	889	860	413	-447	3.4	5.8	4.0	3.0	-1.0
(4020) Evidence Handling	907	7,113	8,597	8,747	150	6.9	69.1	93.0	91.0	-2.0
(4030) Crime Scene Sciences Unit	3,369	17	0	0	0	24.0	0.0	0.0	0.0	0.0
SUBTOTAL (4000) CRIME SCENE SCIENCES	5,474	8,018	9,456	9,160	-296	34.3	74.9	97.0	94.0	-3.0
(9960) YR END CLOSE										
(9961) Yr End Close	0	-8	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-8	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	22,296	24,031	28,101	28,041	-60	116.6	190.1	219.2	218.2	-0.9

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Forensic Sciences operates through the following 4 divisions:

Forensic Science Laboratory – provides independent scientific examinations and analysis to stakeholders submitting physical evidence in criminal cases, providing these services to District government agencies and neighboring federal agencies.

This division contains the following 2 activities:

- **Administrative and Support Services** – provides administrative support for the needs of the Forensic Science Laboratory division; and
- **Laboratory Services** – provides analysis of fingerprints, firearms, ammunition, blood, and other tissue samples for identification in criminal investigations.

Public Health Laboratory – provides testing of biological and chemical samples that relate to public health and safety, such as infectious diseases, hazardous chemicals, or biological contamination, up to and including biological or chemical terrorist attacks.

This division contains the following 2 activities:

- **Administrative and Support Services** – provides administrative and ancillary support services for the Public Health Laboratory division; and

- **Laboratory Services** – provides testing for naturally occurring or man-made infectious agents, chemical agents, and environmental specimens responsible for human illness or mortality.

Crime Scene Sciences – provides the collection, analysis, processing, and preservation of evidence found, associated with a crime scene, that is critical to solving crimes in the District.

This division contains the following 2 activities:

- **Administrative and Support Services** – provides administrative support for the needs of the Crime Scene Sciences division; and
- **Evidence Handling** – provides the science applied at a crime scene to collect, analyze, process, and preserve evidence; as well as intake and transfer of evidence with stakeholder agencies.

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

Division Structure Change

The Department of Forensic Sciences has no division structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FR0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FR0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		25,787	207.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		25,787	207.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	856	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	96	0.0
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-222	0.0
Mayor's Policy-Reduce: To support personal service adjustments	Multiple Programs	-415	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		26,101	207.0
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		523	5.0
COLA: FY 2019 COLA Adjustment	Forensic Science Laboratory	19	0.0
Agency Request-Decrease: To align budget with projected grant awards	Forensic Science Laboratory	-81	0.0
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		460	5.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		1,792	7.2
COLA: FY 2019 COLA Adjustment	Multiple Programs	30	0.0
Agency Request-Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-22	-0.9
Agency Request-Decrease: To align budget with projected revenues	Multiple Programs	-320	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		1,480	6.2
GROSS FOR FR0 - DEPARTMENT OF FORENSIC SCIENCES		28,041	218.2

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

FY 2019 Proposed Budget Changes

The Department of Forensic Sciences' (DFS) proposed FY 2019 gross budget is \$28,040,766, which represents a less than 1.0 percent decrease from its FY 2018 approved gross budget of \$28,100,670. The budget is comprised of \$26,100,720 in Local funds, \$459,784 in Federal Grant funds, and \$1,480,262 in Intra-District funds.

Recurring Budget

No Change: The Department of Forensic Sciences' budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: DFS' budget proposal includes cost-of-living adjustments (COLA) of \$855,872 in Local funds, \$18,776 in Federal Grant funds, and \$30,141 in Intra-District funds.

Agency Request – Increase: DFS' Local funds budget proposal includes a net personal services increase of \$95,705, primarily in the Forensic Science Laboratory division, to reflect the reclassification of positions from permanent to temporary status and the associated Fringe Benefit costs.

Agency Request – Decrease: DFS' proposal for Local funds includes a net reduction of \$221,949 in nonpersonal services, primarily in the Crime Scene Sciences division, to reflect anticipated savings in the cost of equipment and supplies for administrative support services.

In Federal Grant funds, DFS' budget proposal reflects a net decrease of \$81,493 in the Forensic Science Laboratory division to reflect projected funding for laboratory supplies for the DNA Capacity and Backlog Reduction Program grant.

The Intra-District funds proposal includes an overall reduction of \$341,475 and 0.9 Full-Time Equivalent (FTE) across multiple divisions. This adjustment is comprised of a decrease of \$21,551, primarily in the Forensic Science Laboratory division, to reflect the impact of a reduction of 0.9 FTE position, and a nonpersonal services reduction of \$319,923, primarily in the Public Health Laboratory, to reflect costs associated with supplies and professional service fees. DFS' proposed Intra-District funding is based on Memoranda of Understanding with the Department of Health and the Office of Victim Services and Justice Grants.

Mayor's Policy - Reduce: DFS' Local funds budget proposal includes a reduction of \$415,479 to reflect projected vacancy savings within the Crime Scene Sciences and Forensic Science Laboratory divisions.

Page left intentionally blank

Agency Performance Plan*

The Department of Forensic Sciences (DFS) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Provide high-quality forensic science and public health laboratory analysis to stakeholders so they can execute their own core services to the public in a timely manner. Our three overarching core services are: crime scene evidence collection, forensic science analysis, and public health laboratory diagnostic, analytical, and emergency response testing.
2. Provide administrative support, training and risk management oversight to our laboratory and technical units by ensuring compliance with the legal mandate to make analysis documents available. The science lab units will each have administrative support services to maintain operational capacity in the form of training, continuing education, safety, risk management, quality and legal support.
3. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Provide high-quality forensic science and public health laboratory analysis to stakeholders so they can execute their own core services to the public in a timely manner. Our three overarching core services are: crime scene evidence collection, forensic science analysis, and public health laboratory diagnostic, analytical, and emergency response testing. (4 Activities)

Activity Title	Activity Description	Type of Activity
Provide timely testing of pathogens of public health significance	The Public Health Laboratory will provide diagnostic, analytical and emergency response testing for biological pathogens and chemical agents from clinical, environmental, or food sources.	Daily Service
Improve laboratory efficiency through technological advances	DFS will continue to expand its capabilities as a top tier forensic and public health laboratory by implementing new scientific programs and investing in laboratory equipment infrastructure.	Key Project
Conduct timely forensic analysis	The Forensic Science Laboratory division will conduct coordinated and timely forensic analysis in accordance with industry standards and accreditation guidelines.	Daily Service
Conduct professional and expedient crime scene responses, collection, and storage of evidence. and evidence collection	The Crime Scene Sciences Division will serve as stewards of evidence by maintaining custody of evidence from collection to storage at DFS.	Daily Service

2. Provide administrative support, training and risk management oversight to our laboratory and technical units by ensuring compliance with the legal mandate to make analysis documents available. The science lab units will each have administrative support services to maintain operational capacity in the form of training, continuing education, safety, risk management, quality and legal support.

(3 Activities)

Activity Title	Activity Description	Type of Activity
Oversee the laboratory environment is both safe and healthy for staff	Establish, manage and ensure compliance of federal, district, and local regulations and policy; and provide medical surveillance to staff, mandates safety training for all staff members, and audits laboratory facilities to ensure a safe work environment.	Daily Service
Offer training curriculum for professional development	Provide a training curriculum to DFS employees to ensure they maintain skill sets, meet standards of excellence, and deliver high quality, accurate, and reliable services.	Daily Service
Monitor quality compliance with certification requirements	Assurance that DFS produces products that are fit for stakeholders' purposes by maintaining ISO 17025 accreditation for the agency, maintains Clinical Laboratory Improvement Act (CLIA) certification, as well as, compliance with applicable federal regulations such as the Division of Select Agents and Toxins (DSAT).	Daily Service

3. Create and maintain a highly efficient, transparent and responsive District government.**

(5 Activities)

Activity Title	Activity Description	Type of Activity
Strategically forecast, analyze, and present agency data to determine levels of resource efficiency and goal attainment	Analyze raw data and present graphical visuals of real-time workload from data obtained from LIMS, and other databases to better inform strategic leadership decisions to enhance laboratory services.	Key Project
Ensures all IT systems and databases are operational and secure for scientists and agency personnel to deliver reports and services to stakeholders	Promote and facilitate the effective integration of technology into the DFS divisions by developing, supporting, and maintaining a highly effective, reliable, secure, and innovative information systems to support agency needs.	Daily Service
Efficiently procure vital services and resources	Proactively procure the necessary services, supplies, and equipment for the laboratories to meet the daily needs of scientists and agency personnel.	Daily Service
Responsible for human capital management and recruitment for DFS and serves as liaison to external entities	Supports the hiring of new employees and provides employee data on residency, on-board time, and performance plan completion from data pulled from PeopleSoft.	Daily Service
Provide legal advice to the agency and facilitate stakeholder engagement	Facilitate stakeholder engagement, legally advise director level decision-making, train scientists for court testimony and presentation of scientific expertise, draft contracts and agreements with government and private organizations, and process discovery requests.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Provide high-quality forensic science and public health laboratory analysis to stakeholders so they can execute their own core services to the public in a timely manner. Our three overarching core services are: crime scene evidence collection, forensic science analysis, and public health laboratory diagnostic, analytical, and emergency response testing. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of Biological Terrorism and Chemical Terrorism samples analyzed within 24 hours	No	Not Available	90%	100%	90%	90%
Percent of Crime Scene Reports completed within 14 calendar days	No	Not Available	Not Available	Not Available	95%	95%
Percent of crime scenes responded to within 30 minutes	No	Not Available	Not Available	Not Available	90%	90%
Percent of priority cases as designated by the contributor and marked in LIMS completed within 60 days from the date the analyst was assigned the case	No	74%	50%	89.8%	90%	90%
Percent of requested homicide cases completed within 60 days from the date the analyst was assigned the case	No	82%	50%	94.3%	90%	90%
The ratio of new assays/tests in comparison of total tests offered at the Public Health Laboratory	No	Not Available	Not Available	Not Available	Not Available	Data Forthcoming

2. Provide administrative support, training and risk management oversight to our laboratory and technical units by ensuring compliance with the legal mandate to make analysis documents available. The science lab units will each have administrative support services to maintain operational capacity in the form of training, continuing education, safety, risk management, quality and legal support. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of action steps in a Quality Corrective Action Report that are completed by the action step date	No	77%	90%	91.3%	90%	90%
Percent of discovery requests completed within 21 days	No	Not Available	Not Available	Not Available	90%	90%
Percent of safety incident reports submitted to DFS Safety Officer within 48 hours	No	98%	90%	92.3%	90%	90%
Percent of scientists meeting technical competency requirements	No	97%	90%	99.5%	90%	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. Oversee the laboratory environment is both safe and healthy for staff

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of safety incidents reported	No	Not Available	91	41

2. Offer training curriculum for professional development

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of training hours completed by employees	No	Not Available	Not Available	2,220

3. Monitor quality compliance with certification requirements

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of internal audits	No	Not Available	Not Available	4
Number of Quality Corrective Action Requests opened	No	Not Available	129	109
Number of stakeholder complaints received	No	Not Available	20	4

4. Strategically forecast, analyze, and present agency data to determine levels of resource efficiency and goal attainment

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of unique statistical reports generated	No	Not Available	Not Available	14

5. Ensures all IT systems and databases are operational and secure for scientists and agency personnel to deliver reports and services to stakeholders

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of IT service requests received	No	Not Available	4,667	3,921

6. Efficiently procure vital services and resources

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of requisitions submitted into PASS	No	Not Available	Not Available	364

7. Responsible for human capital management and recruitment for DFS and serves as liaison to external entities

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of employees onboard	No	Not Available	Not Available	72

8. Provide legal advice to the agency and facilitate stakeholder engagement

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of discovery requests	No	Not Available	Not Available	936

8. Provide legal advice to the agency and facilitate stakeholder engagement

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of discovery requests received	No	Not Available	Not Available	Not Available
Number of FOIA Requests	No	Not Available	Not Available	Not Available
Number of MOA/MOUs the agency enters into with other agencies	No	Not Available	Not Available	Not Available
Number of Subpoenas received and uploaded to LIMS	No	Not Available	Not Available	Not Available

9. Provide timely testing of pathogens of public health significance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of Proficiency Tests performed	No	Not Available	Not Available	79
Number of tests performed for each received public health sample	No	Not Available	Not Available	3,505
Number of validation efforts performed	No	Not Available	Not Available	31

10. Conduct timely forensic analysis

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of AFIS database entries	No	Not Available	Not Available	9,035
Number of AFIS database hits	No	Not Available	Not Available	1,516
Number of CODIS database entries	No	Not Available	Not Available	433
Number of CODIS database hits	No	Not Available	Not Available	156
Number of firearms processed for test fire	No	Not Available	1,717	2,226
Number of NIBIN database entries	No	Not Available	Not Available	7,231
Number of NIBIN database hits	No	Not Available	349	385
Number of service requests from stakeholders	No	Not Available	Not Available	9,649

11. Conduct professional and expedient crime scene responses, collection, and storage of evidence. and evidence collection

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of crime scenes processed	No	Not Available	Not Available	7,196
Number of evidence items received	No	Not Available	Not Available	88,683

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Corrections Information Council

www.cic.dc.gov

Telephone: 202-478-9211

Table FI0-1

Description	FY 2016	FY 2017	FY 2018	FY 2019	% Change
	Actual	Actual	Approved	Proposed	from FY 2018
OPERATING BUDGET	\$441,246	\$527,412	\$748,313	\$646,224	-13.6
FTEs	5.4	5.7	7.0	7.0	0.0

The Corrections Information Council (CIC) is an independent agency mandated by the federal and District governments to monitor and inspect the prisons, jails, and halfway houses where District residents charged and convicted of D.C. Code offenses are incarcerated. The facilities to be monitored and inspected include Federal Bureau of Prisons facilities and contract facilities, as well as D.C. Department of Corrections facilities and contract facilities where District residents are incarcerated. The CIC reports its findings and recommendations on conditions of confinement to the Mayor, D.C. Council, the District's Congressional representatives, corrections agency heads, and the community.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FI0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FI0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
GENERAL FUND												
Local Funds	441	451	748	646	-102	-13.6	5.4	5.7	7.0	7.0	0.0	0.0
TOTAL FOR GENERAL FUND	441	451	748	646	-102	-13.6	5.4	5.7	7.0	7.0	0.0	0.0
PRIVATE FUNDS												
Private Donations	0	2	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR PRIVATE FUNDS	0	2	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
INTRA-DISTRICT FUNDS												
Intra-District Funds	0	75	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	0	75	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	441	527	748	646	-102	-13.6	5.4	5.7	7.0	7.0	0.0	0.0

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FI0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FI0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	53	48	222	232	10	4.5
12 - Regular Pay - Other	275	274	226	269	44	19.3
13 - Additional Gross Pay	4	3	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	58	70	82	105	23	28.2
SUBTOTAL PERSONAL SERVICES (PS)	389	394	530	606	76	14.4
20 - Supplies and Materials	1	3	5	5	0	0.0
31 - Telephone, Telegraph, Telegram, Etc.	0	0	14	0	-14	-100.0
32 - Rentals - Land and Structures	0	0	150	0	-150	-100.0
40 - Other Services and Charges	50	130	50	34	-16	-31.8
70 - Equipment and Equipment Rental	0	0	0	1	1	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	52	133	219	40	-178	-81.6
GROSS FUNDS	441	527	748	646	-102	-13.6

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FI0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FI0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) PRISONER WELL-BEING										
(1010) Comprehensive Inspections District										
PRIS	441	528	748	646	-102	5.4	5.7	7.0	7.0	0.0
SUBTOTAL (1000) PRISONER WELL-BEING	441	528	748	646	-102	5.4	5.7	7.0	7.0	0.0
TOTAL PROPOSED OPERATING BUDGET	441	528	748	646	-102	5.4	5.7	7.0	7.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Corrections Information Council operates through the following program:

Prisoner Well-Being – provides comprehensive inspections of Federal Bureau of Prisons and Department of Corrections facilities and contract facilities where District residents are incarcerated. The CIC makes recommendations to maintain or improve the conditions of confinement and well-being of District residents in these facilities.

Program Structure Change

The Corrections Information Council has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FI0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FI0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		748	7.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		748	7.0

Table FI0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
COLA: FY 2019 COLA Adjustment	Prisoner Well-Being	17	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Prisoner Well-Being	39	0.0
Agency Request-Increase: To align resources with operational spending goals	Prisoner Well-Being	-15	0.0
Agency Request-Decrease: To align Fixed Costs with proposed estimates	Prisoner Well-Being	-164	0.0
Mayor's Policy-Enhance: To align personal services and Fringe Benefits with projected Prisoner Well-Being costs		20	0.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		646	7.0

GROSS FOR FI0 - CORRECTIONS INFORMATION COUNCIL	646	7.0
--	------------	------------

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

FY 2019 Proposed Budget Changes

The Corrections Information Council's (CIC) proposed FY 2019 gross budget is \$646,224, which represents a 13.6 percent decrease from its FY 2018 approved gross budget of \$748,313. The budget is comprised entirely of Local funds.

Recurring Budget

No Change: The Corrections Information Council's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: CIC's budget proposal includes a cost-of-living adjustment (COLA) of \$17,067 in Local funds.

Agency Request – Increase: The Corrections Information Council's FY 2019 proposed budget reflects an increase of \$39,339, which aligns the budget with projected salary and Fringe Benefit costs.

Agency Request – Decrease: The budget proposal for CIC reflects a decrease of \$178,495, of which \$163,500 aligns the budget with projected Fixed Costs estimates and \$14,995 aligns resources with operational spending goals.

Mayor's Policy-Enhance: The proposed budget includes an increase of \$20,000 to cover the conversion of a Communications Outreach position into a Communications Specialist position to support the activities of the Prisoner Well-Being program.

Page left intentionally blank

Agency Performance Plan*

Corrections Information Council (CIC) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Improve system transparency through inspections and monitoring.
2. Improve the quality of corrections facilities through the issuance of timely reports and recommendations.
3. Provide education on conditions of confinement, programs, and prison reentry to inform and empower inmates, community, and policy decision-makers.
4. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Improve system transparency through inspections and monitoring. (1 Activity)

Activity Title	Activity Description	Type of Activity
Inspect BOP and DOC facilities and monitor changes	Inspect BOP facilities per MOU and monitor changes. Inspect DOC facilities and monitor changes.	Daily Service

2. Improve the quality of corrections facilities through the issuance of timely reports and recommendations. (1 Activity)

Activity Title	Activity Description	Type of Activity
Reporting on inspections and thematic issue areas	CIC will report on inspections it conducts of prisons, jails, and halfway houses where DC residents are incarcerated. The CIC will also share information via bulletins, annual reports, and thematic reports on the work the CIC conducts, as well as impressions of correctional facilities, policies and operations it monitors.	Daily Service

3. Provide education on conditions of confinement, programs, and prison reentry to inform and empower inmates, community, and policy decision-makers. (2 Activities)

Activity Title	Activity Description	Type of Activity
Attend events and hold events with experts to educate community about CIC and its mission	Attend community and public government events surrounding corrections or transition from incarceration to community. CIC will also host events with experts to educate community about issues pertaining to conditions of confinement and transition from incarceration.	Daily Service
Informing policy decision-makers and legislation	Informing policy decision-makers, including the Mayor, DC Council, Congressional representative(s), and federal agencies, of conditions of confinement and recommendations.	Key Project

3. Provide education on conditions of confinement, programs, and prison reentry to inform and empower inmates, community, and policy decision-makers. (2 Activities)

Activity Title	Activity Description	Type of Activity
	Inform legislation through introduction or support of proposed legislation before District government and/or federal government.	

KEY PERFORMANCE INDICATORS

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

1. Improve system transparency through inspections and monitoring. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of facilities housing DC residents that have been inspected during the fiscal year	No	Not Available	Not Available	Not Available	Not Available	8

2. Improve the quality of corrections facilities through the issuance of timely reports and recommendations. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Average number of calendar days to produce a draft report from the date of completion of an inspection	No	Not Available	Not Available	Not Available	Not Available	120
Percent of inspections that have published reports	No	Not Available	Not Available	Not Available	Not Available	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. Inspect BOP and DOC facilities and monitor changes

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of facilities inspected	No	Not Available	Not Available	Not Available
Number of facilities nationwide housing DC residents	No	Not Available	Not Available	Not Available
Number of inspections with expert participation	No	Not Available	Not Available	Not Available

2. Attend events and hold events with experts to educate community about CIC and its mission

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of bulletins produced	No	Not Available	Not Available	Not Available
Number of CIC education presentations/events held	No	Not Available	3	4
Number of community meetings and events attended by CIC	No	Not Available	51	36

3. Reporting on inspections and thematic issue areas

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of inspection reports published	No	Not Available	Not Available	Not Available
Number of thematic reports published	No	Not Available	Not Available	Not Available
One Annual Report of CIC activities of prior fiscal year, per statute	No	Not Available	Not Available	Not Available

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of Victim Services and Justice Grants

ovsjg.dc.gov
Telephone: 202-727-0605

Table FO0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$28,218,259	\$35,180,647	\$44,848,546	\$42,922,681	-4.3
FTEs	14.1	15.8	16.0	17.0	6.2

The mission of the Mayor's Office of Victim Services and Justice Grants (OVSJG) is to develop, fund, and coordinate programs that improve public safety; enhance the administration of justice; and create systems of care for crime victims, youth, and their families in the District.

Summary of Services

The Office of Victim Services and Justice Grants (OVSJG) coordinates and funds programs in the District that serve crime victims, prevent crime, and improve the administration of justice for victims and offenders. OVSJG also provides policy-making expertise, advice, and counsel to the Executive on the role of victims and offenders in the criminal justice system, and evidence-based practices to respond to, intervene in, and prevent violence. OVSJG operates three primary programs: victim services, justice grants, and the Access to Justice initiative.

The Victim Services program (VS) administers grants to agencies and community-based organizations to support victims of all crime, and provides coordination and leadership around multi-disciplinary efforts to develop a continuum of care for all types of crime victims. Some of this support includes providing safe temporary and transitional housing for victims/survivors of domestic violence; coordinating with area hospitals to ensure that victims are able to receive advocacy and medical forensic services; ensuring access to translations and interpretation services for victim service providers; and providing crisis intervention and advocacy services for victims of homicide, sexual assault, domestic violence, and stalking.

The Justice Grants program (JG) administers grants to agencies and community-based organizations working to enhance District public safety and addressing juvenile and criminal justice issues. JG's programs focus on truancy prevention, re-entry of returning citizens, juvenile diversion, mentoring, and anti-gang efforts. JG is responsible for gathering stakeholder input and identifying cross-cutting funding priorities each year; identifying subgrantees that are well-positioned to advance these funding priorities; and providing financial, administrative, and programmatic oversight, training, and technical assistance to ensure program outcomes are achieved.

The Access to Justice initiative contains two primary activities: the Access to Justice program provides financial assistance to organizations and individuals who provide direct civil legal services to low-income and underserved District residents; and the Poverty Lawyer Loan Repayment Assistance program provides educational loan repayment assistance to lawyers who live and work in the District of Columbia and are employed in areas of legal practice that serve low-income residents.

OVSJG also represents the Executive Office of the Mayor on local coordinating bodies, including the Sexual Assault Response Team and the D.C. Juvenile Justice Advisory Committee, and coordinates the District's effort to substantially comply with the Sex Offender Registration and Notification Act and Prison Rape Elimination Act.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FO0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FO0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
<u>GENERAL FUND</u>												
Local Funds	20,442	22,831	28,941	28,824	-117	-0.4	10.5	11.1	10.7	12.5	1.8	16.9
Special Purpose Revenue Funds	232	2,124	1,837	2,231	394	21.4	0.0	0.8	1.9	2.0	0.0	2.6
TOTAL FOR GENERAL FUND	20,673	24,954	30,778	31,055	277	0.9	10.5	11.9	12.6	14.4	1.8	14.7
<u>FEDERAL RESOURCES</u>												
Federal Grant Funds	7,545	8,726	14,071	11,862	-2,209	-15.7	3.6	3.9	3.4	2.5	-0.9	-26.2
TOTAL FOR FEDERAL RESOURCES	7,545	8,726	14,071	11,862	-2,209	-15.7	3.6	3.9	3.4	2.5	-0.9	-26.2
<u>INTRA-DISTRICT FUNDS</u>												
Intra-District Funds	0	1,500	0	7	7	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	0	1,500	0	7	7	N/A	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	28,218	35,181	44,849	42,923	-1,926	-4.3	14.1	15.8	16.0	17.0	1.0	6.2

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FO0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FO0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	1,105	1,269	1,371	1,559	188	13.7
12 - Regular Pay - Other	237	166	157	173	17	10.6
13 - Additional Gross Pay	1	1	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	270	315	321	381	60	18.8
SUBTOTAL PERSONAL SERVICES (PS)	1,613	1,751	1,848	2,113	265	14.3
20 - Supplies and Materials	30	30	47	46	-2	-3.2
31 - Telephone, Telegraph, Telegram, Etc.	1	3	0	0	0	N/A
40 - Other Services and Charges	107	81	226	246	20	9.1
50 - Subsidies and Transfers	26,467	33,315	42,728	40,518	-2,210	-5.2
SUBTOTAL NONPERSONAL SERVICES (NPS)	26,605	33,430	43,000	40,810	-2,191	-5.1
GROSS FUNDS	28,218	35,181	44,849	42,923	-1,926	-4.3

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FO0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FO0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1040) Information Technology	0	6	29	0	-29	0.0	0.0	0.0	0.0	0.0
(1090) Performance Management	0	369	407	466	59	0.0	2.6	2.8	2.8	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	0	374	436	466	30	0.0	2.6	2.8	2.8	0.0
(2000) JUSTICE GRANTS										
(2010) Justice Grants	6,401	7,403	5,926	6,097	170	6.5	7.8	4.4	5.4	1.0
SUBTOTAL (2000) JUSTICE GRANTS	6,401	7,403	5,926	6,097	170	6.5	7.8	4.4	5.4	1.0
(3000) ACCESS TO JUSTICE										
(3010) Access to Justice	5,028	5,028	9,809	9,066	-743	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (3000) ACCESS TO JUSTICE	5,028	5,028	9,809	9,066	-743	0.0	0.0	0.0	0.0	0.0
(4000) VICTIM SERVICES										
(4010) Victim Services	16,790	22,376	23,122	21,732	-1,390	7.7	5.4	6.8	6.8	0.0
SUBTOTAL (4000) VICTIM SERVICES	16,790	22,376	23,122	21,732	-1,390	7.7	5.4	6.8	6.8	0.0

Table FO0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(5000) TRUANCY REDUCTION										
(5010) Truancy Reduction	0	0	5,055	5,061	6	0.0	0.0	2.0	2.0	0.0
SUBTOTAL (5000) TRUANCY REDUCTION	0	0	5,055	5,061	6	0.0	0.0	2.0	2.0	0.0
(6000) PRIVATE SECURITY CAMERA PROGRAM										
(6010) Private Security Camera Program	0	0	500	500	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (6000) PRIVATE SECURITY CAMERA PROGRAM	0	0	500	500	0	0.0	0.0	0.0	0.0	0.0
(9960) YR END CLOSE										
No Activity Assigned	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	28,218	35,181	44,849	42,923	-1,926	14.1	15.8	16.0	17.0	1.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Victim Services and Justice Grants operates through the following 6 programs:

Justice Grants (JG)– receives and accounts for United States Department of Justice grants awarded to the District of Columbia and provides resources to governmental and non-governmental organizations with an emphasis on improving District public safety and justice issues. JG manages the life-cycle of federal and local grants, subgrants, and pass-through funds to other non-profit and government agencies in compliance with federal and local grant guidelines.

Access to Justice– provides financial assistance to organizations and individuals who provide direct civil legal services to low-income and underserved District residents. It also includes the Poverty Lawyer Loan Repayment Assistance Program function, which provides educational loan repayment assistance to lawyers who live and work in the District of Columbia and are employed in areas of legal practice that serve low-income residents.

Victim Services (VS) – administers Federal grants, the District Crime Victims Assistance Fund, and Local funds to support services to victims of all crimes, with a focus on domestic violence, sexual assault, homicide, child abuse, and neglect. VS provides direction to the Executive Office of the Mayor on law and policies that enhance victims' rights and access to justice, care, and safety in the aftermath of a crime.

Truancy Reduction – works to reduce truancy and chronic absenteeism in the District of Columbia's public and charter schools through youth and family engagement.

Private Security Camera – encourages residents, businesses, non-profits, and religious institutions to install security camera systems on their property. This program is intended to help deter crime and assist law enforcement with investigations.

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

Program Structure Change

The Office of Victim Services and Justice Grants has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FO0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FO0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		28,941	10.7
Removal of One-Time Costs	Multiple Programs	-1,225	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		27,716	10.7
COLA: FY 2019 COLA Adjustment	Multiple Programs	42	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	154	0.8
Agency Request-Decrease: To offset projected adjustments in personal services costs	Multiple Programs	-154	0.0
Mayor's Policy-Enhance: To support the Private Security Camera program (one-time)	Private Security Camera Program	500	0.0
Mayor's Policy-Enhance: To provide enhanced Trauma-Informed Mental Health Services (one-time)	Victim Services	440	0.0
Mayor's Policy-Enhance: To support hiring a Financial Grants Management Analyst	Justice Grants	126	1.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		28,824	12.5
FEDERAL GRANT FUNDS: FY 2018 Approved Budget and FTE		14,071	3.4
COLA: FY 2019 COLA Adjustment	Multiple Programs	10	0.0
Agency Request-Decrease: To align budget with projected grant awards	Multiple Programs	-2,219	-0.9
FEDERAL GRANT FUNDS: FY 2019 Mayor's Proposed Budget		11,862	2.5
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Approved Budget and FTE		1,837	1.9
COLA: FY 2019 COLA Adjustment	Victim Services	6	0.0
Agency Request-Increase: To align budget with projected revenues	Victim Services	388	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2019 Mayor's Proposed Budget		2,231	2.0
INTRA-DISTRICT FUNDS: FY 2018 Approved Budget and FTE		0	0.0
COLA: FY 2019 COLA Adjustment	Victim Services	0	0.0
Agency Request-Increase: To support program initiative(s)	Victim Services	6	0.0
INTRA-DISTRICT FUNDS: FY 2019 Mayor's Proposed Budget		7	0.0
GROSS FOR FO0 - OFFICE OF VICTIM SERVICES AND JUSTICE GRANTS		42,923	17.0

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

FY 2019 Proposed Budget Changes

The Office of Victim Services and Justice Grants' (OVSJG) proposed FY 2019 gross budget is \$42,922,681, which represents a 4.3 percent decrease from its FY 2018 approved gross budget of \$44,848,546. The budget is comprised of \$28,823,996 in Local funds, \$11,861,581 in Federal Grant Funds, \$2,230,544 in Special Purpose Revenue funds, and \$6,561 in Intra-District funds.

Recurring Budget

The FY 2019 budget for OVSJG includes a reduction of \$1,225,000 to account for the removal of one-time funding appropriated in FY 2018. This enhancement was comprised of: \$600,000 to support the implementation of the "Expanding Access to Justice Amendment Act of 2017", which allows the District of Columbia Bar Association Foundation to provide attorneys to tenants facing eviction in D.C. Superior Court; \$500,000 to support the Private Security Camera program; and \$125,000 to provide a grant to the Voices for a Second Chance program.

Mayor's Proposed Budget

Cost-of-Living Adjustment: OVSJG's budget proposal includes cost-of-living adjustments (COLA) of \$41,593 in Local funds, \$10,057 in Federal Grant Funds, \$6,021 in Special Purpose Revenue funds, and \$191 in Intra-District funds.

Agency Request – Increase: The proposed budget in Local funds reflects a net increase of \$153,712 across multiple programs to support an additional 0.8 Full-Time Equivalent (FTE) as well as projected salary increases and Fringe Benefits adjustments.

In Special Purpose Revenue funds, the proposed budget includes an increase of \$387,848 to align the budget with projected revenue from the Crime Victims Assistance Fund.

In Intra-District funds, the proposed budget includes an increase of \$6,370 to support a Memorandum of Understanding with the Department of Health (DOH). DOH will provide funding for the Housing Opportunity for Persons with AIDS (HOPWA) Demonstration project. OVSJG will use HOPWA funds to co-convene the Demonstration Coordinating Council and essential accompanying activities.

Agency Request – Decrease: OVSJG's proposed budget includes a net reduction of \$153,712 in Local funds in nonpersonal services across multiple programs. This adjustment offsets the proposed increase in personal services.

In Federal Grant funds, the proposed budget reflects a net decrease of \$2,219,047 and 0.9 FTE across multiple programs due to projected grant awards for: the Crime Victim Assistance Formula Grant, D.C. Supporting Male Survivors of Violence Project, D.C. Intimate Partner Violence (IPV) Access Project, and various other grant programs.

Mayor's Policy – Enhance: In Local funds, OVSJG's budget proposal includes one-time funding increases of \$500,000 to support the Private Security Camera program and \$439,750 in the Victim Services program to support the community-based organizations providing trauma-specific services for victims of crime, incarcerated and returning citizens, and truant youth. The proposed Local funds budget also includes an increase of \$126,352 and 1.0 FTE in the Justice Grants program. This increase enables the agency to hire a Financial Grants Management Analyst to support the increased workload for new requirements from the United States Office of Management and Budget.

Page left intentionally blank

Agency Performance Plan*

The Office of Victim Services and Justice Grants (OVSJG) has the following strategic objectives for FY 2019:

Strategic Objectives

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

Objectives

1. Ensure that all victims of crime have access to coordinated, professional, trauma-informed, and victim-centered services.
2. Create opportunities and access for primary prevention and intervention programming towards the goal of reducing truancy, delinquency, and violence.
3. Create and sustain a coordinated community response that improves the administration of and access to justice and enhances outcomes for low-income citizens, returning citizens and members of marginalized communities within the District of Columbia.
4. Provide leadership in developing the capacity of and improving the performance of grantees.
5. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Ensure that all victims of crime have access to coordinated, professional, trauma-informed, and victim-centered services. (4 Activities)

Activity Title	Activity Description	Type of Activity
Provide a comprehensive response to sexual assault victims in the District.	OVSJG continues to improve outcomes for victims of sexual assault by organizing and funding a continuum of care that increases the coordination and delivery of sexual assault services in the District.	Daily Service
Provide a comprehensive response to intimate partner violence victims in the District.	OVSJG will improve outcomes for victims of intimate partner violence by organizing and funding a continuum of care that increases the coordination and delivery of intimate partner violence services in the District.	Daily Service
Deliver a comprehensive response to underserved and marginalized victims in the District.	OVSJG provides funding for a variety of groups and programs that work with the immigrant community as well as the lesbian, gay, bisexual, transgender and questioning (LGBTQ) population.	Daily Service
Build a coordinated community response for all victims of crime that improves outcomes for survivors.	OVSJG is responsible for building and sustaining direct core victim services in the District that especially focus on victims of crime by funding a variety of community based providers.	Daily Service

2. Create opportunities and access for primary prevention and intervention programming towards the goal of reducing truancy, delinquency, and violence. (3 Activities)

Activity Title	Activity Description	Type of Activity
Reduce chronic truancy in the District	OVSJG will accomplish the goal of reducing truancy rates among young people throughout the District, by developing programs and collaborations among community-based organizations and schools that reduce truancy by working with families to provide resources to help students attend school regularly and improving the capacity of schools to address truancy.	Daily Service
Provide evidence-based violence prevention in-school programming throughout the District.	OVSJG funds programs that help prevent sexual and intimate partner violence through programs that provide participants a structured and supportive space to build individualized definitions of masculinity and healthy femininity.	Daily Service
Develop and coordinate juvenile delinquency prevention programs in the District	OVSJG will work to reduce juvenile delinquency by funding programs and initiatives that create alternatives to incarceration, offer skills, and improve the quality of life for juveniles in the District.	Daily Service

3. Create and sustain a coordinated community response that improves the administration of and access to justice and enhances outcomes for low-income citizens, returning citizens and members of marginalized communities within the District of Columbia. (3 Activities)

Activity Title	Activity Description	Type of Activity
Build and expand the network of core service community-based providers that serve returning citizens.	OVSJG provides funding, technical support and resources for providers who work with returning citizens. OVSJG funded services include housing, job training and substance abuse and mental health services (co-occurring disorder) for returning citizens.	Daily Service
Coordinate stakeholders in an effort to improve process with District's compliance of Sex Offender and Registration Notification Act (SORNA) and Prison Rape Elimination Act (PREA)	OVSJG convenes quarterly meetings with stakeholders and provides leadership to ensure recommendations are adopted and implemented.	Daily Service
Provide direct civil legal services to low-income and underserved District residents.	OVSJG provides funding to the Access to Justice Initiative which provides financial assistance to organizations and individuals who provide direct civil legal services to low-income and under-served District residents.	Daily Service

4. Provide leadership in developing the capacity of and improving the performance of grantees. (6 Activities)

Activity Title	Activity Description	Type of Activity
Ensure compliance of core requirements for all federal grants.	As part of federal grant management, OVSJG is tasked with ensuring compliance with enabling legislation for federal funding sources.	Daily Service
Ensure federal and local grants funds are allocated and spent.	OVSJG is responsible for allocating and spending a variety of local and federal grants. To ensure success, it is important to monitor the financial performance of all grantees to ensure all resources are being efficiently and completely spent.	Daily Service
Support advisory committees and task forces that provide recommendations on improving outcomes for residents.	OVSJG relies on feedback and recommendations from a variety of stakeholders including grantees, policy-makers, government officials, residents, and crime victims that improve the capacity of the agency to fulfill its mission. There are several task	Daily Service

4. Provide leadership in developing the capacity of and improving the performance of grantees. (6 Activities)

Activity Title	Activity Description	Type of Activity
	forces and committees that inform the work of the agency and OVSJG supports these through technical assistance and regular staffing and participation in these meetings.	
Provide training and technical assistance to grantees to help enhance their capacity and improve outcomes.	OVSJG offers technical assistance and capacity building support for grantees. Additionally, the agency organizes workshops and conferences that include best-practice based continuing education for the professional development of grantees.	Daily Service
Enhance the capacity of grantees to collect, analyze and report performance data.	OVSJG works to improve the collection of performance data from its grantees that leads to the identification of efficiencies and improves outcomes. OVSJG will continue to evaluate and expand its grant performance management initiative.	Daily Service
Develop strategic plans as required by federal grant sources.	OVSJG develops strategic plans for the implementation of federal grants and works with sub-grantees to ensure their service delivery plans meet requirements.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Ensure that all victims of crime have access to coordinated, professional, trauma-informed, and victim-centered services. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of sexual assault victims who received on-call advocacy at police and/or hospital at the time of access	No	97.6%	99%	99.1%	95%	95%
Percent of victims of attempted homicide who accept hospital based violence intervention project services	No	Not Available	70%	48%	70%	70%
Percent of victims who receive information, support, or a referral from DC Crime Victim Hotline call takers to address caller needs	No	Not Available	50%	100%	95%	95%
Percent of victims who received language interpretation services of those that requested services	No	Not Available	80%	99.3%	80%	90%

2. Create opportunities and access for primary prevention and intervention programming towards the goal of reducing truancy, delinquency, and violence. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of schools participating in agency programs who reduce their chronic truancy rate	No	Not Available	65%	37.1%	65%	65%

2. Create opportunities and access for primary prevention and intervention programming towards the goal of reducing truancy, delinquency, and violence. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of students in agency sponsored programs who reduce their truancy rate	No	Not Available	75%	0%	75%	75%
Percent of violence prevention program participants who demonstrate a change in knowledge, skills, or behaviors as a result of their participation	No	Not Available	87%	69%	87%	87%

3. Create and sustain a coordinated community response that improves the administration of and access to justice and enhances outcomes for low-income citizens, returning citizens and members of marginalized communities within the District of Columbia. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of participants screened for eligibility for entry into the re-entry service programs	No	Not Available	80	100	80	80
Percent of participants who successfully complete re-entry programs	No	Not Available	40%	100%	40%	40%

4. Provide leadership in developing the capacity of and improving the performance of grantees. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of budgeted federal grant funds lapsed at end of fiscal year	No	Not Available	5%	1.9%	5%	5%
Percent of budgeted local grant funds lapsed at end of fiscal year	No	Not Available	5%	1.4%	5%	5%
Percent of participants in professional education programs who reported learning	No	Not Available	90%	98.9%	90%	90%
Percent of sub-grantees that are in full compliance of federal and local requirements	No	100%	100%	100%	100%	95%

WORKLOAD MEASURES

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

1. Deliver a comprehensive response to underserved and marginalized victims in the District.

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of victims who received interpretation services	No	811	1494	1841

2. Build a coordinated community response for all victims of crime that improves outcomes for survivors.

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of secondary victims of homicide served through crisis intervention at the point of decedent identification	No	Not Available	Not Available	218
Number of victims provided housing services	No	477	663	815
Number of victims receiving legal services through coordinated continuums	No	Not Available	997	1236
Number of victims receiving medical forensic care	No	451	801	1149
Number of victims receiving mental health services	No	Not Available	1459	1679
Number of victims served by the DC crime victim services hotline	No	1412	435	1092

3. Reduce chronic truancy in the District

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of community-based providers that work with schools to reduce truancy	No	14	12	7
Number of schools participating in truancy reduction programs	No	58	67	70

4. Build and expand the network of core service community-based providers that serve returning citizens.

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of new participants who receive re-entry services for the first time	No	Not Available	Not Available	339%
Number of providers offering funded mental health and substance abuse programs for returning citizens	No	Not Available	Not Available	2
Total number of participants in funded re-entry programs	No	Not Available	Not Available	843

5. Coordinate stakeholders in an effort to improve process with District's compliance of Sex Offender and Registration Notification Act (SORNA) and Prison Rape Elimination Act (PREA)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of meetings held with stakeholders to improve SORNA and PREA initiatives	No	2	3	5

6. Provide training and technical assistance to grantees to help enhance their capacity and improve outcomes.

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of participants in training programs	No	73	45	163
Number of technical assistance sessions provided for grantees	No	4	3	22

7. Develop strategic plans as required by federal grant sources.

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of strategic plans completed and approved by federal funders	No	3	0	2

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

Office of the Deputy Mayor for Public Safety and Justice

<http://dmprj.dc.gov>
Telephone: 202-724-5400

Table FQ0-1

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Approved	FY 2019 Proposed	% Change from FY 2018
OPERATING BUDGET	\$669,702	\$1,727,020	\$1,613,365	\$1,596,270	-1.1
FTEs	4.5	15.8	11.0	10.0	-9.1

The mission of the Office of the Deputy Mayor for Public Safety and Justice is to provide direction, guidance, support, and coordination to the District's public safety agencies to develop and lead interagency public safety initiatives that improve the quality of life in the District's neighborhoods.

Summary of Services

The Office of the Deputy Mayor for Public Safety and Justice was created in January 2011 to provide guidance, support, and coordination of public safety and justice agencies of the District. In the FY 2012 budget, the role of the agency was expanded to include oversight of service programs that had previously operated as independent agencies. In the FY 2016 budget, some of these programs were moved to the Office of Victim Services and Justice Grants and the Corrections Information Council.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FQ0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FQ0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change*	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	683	1,683	1,613	1,596	-17	-1.1	4.5	15.8	11.0	10.0	-1.0	-9.1
TOTAL FOR GENERAL FUND	683	1,683	1,613	1,596	-17	-1.1	4.5	15.8	11.0	10.0	-1.0	-9.1
FEDERAL RESOURCES												
Federal Grant Funds	-108	-4	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR FEDERAL RESOURCES	-108	-4	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
INTRA-DISTRICT FUNDS												
Intra-District Funds	94	48	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	94	48	0	0	0	N/A	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	670	1,727	1,613	1,596	-17	-1.1	4.5	15.8	11.0	10.0	-1.0	-9.1

*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 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FQ0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FQ0-3

(dollars in thousands)

	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	501	702	1,122	1,035	-86	-7.7
12 - Regular Pay - Other	-7	53	0	0	0	N/A
13 - Additional Gross Pay	67	17	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	113	141	225	215	-10	-4.4
15 - Overtime Pay	6	0	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	680	914	1,347	1,250	-96	-7.2
20 - Supplies and Materials	0	4	11	11	0	-1.8
31 - Telephone, Telegraph, Telegram, Etc.	22	27	27	0	-27	-100.0
40 - Other Services and Charges	2	781	219	327	108	49.5

Table FQ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
41 - Contractual Services - Other	0	1	0	0	0	N/A
50 - Subsidies and Transfers	-34	0	0	0	0	N/A
70 - Equipment and Equipment Rental	0	0	10	8	-2	-16.7
SUBTOTAL NONPERSONAL SERVICES (NPS)	-10	813	266	346	79	29.8
GROSS FUNDS	670	1,727	1,613	1,596	-17	-1.1

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FQ0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FQ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) ADMINISTRATIVE MANAGEMENT PROGRAM										
(1090) Performance Management	803	1,731	1,338	1,410	72	4.5	15.8	9.0	9.0	0.0
SUBTOTAL (1000)										
ADMINISTRATIVE MANAGEMENT PROGRAM	803	1,731	1,338	1,410	72	4.5	15.8	9.0	9.0	0.0
(2000) CONCEALED PISTOL LICENSING REVIEW BOARD										
(2010) Concealed Pistol Licensing Review Board	0	0	275	186	-89	0.0	0.0	2.0	1.0	-1.0
SUBTOTAL (2000) CONCEALED PISTOL LICENSING REVIEW BOARD	0	0	275	186	-89	0.0	0.0	2.0	1.0	-1.0
(2200) ACCESS TO JUSTICE										
(2201) Access to Justice	5	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2200) ACCESS TO JUSTICE	5	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(4200) OFFICE OF VICTIM SERVICES										
(4201) Victim Services Grants	-75	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (4200) OFFICE OF VICTIM SERVICES	-75	0	0	0	0	0.0	0.0	0.0	0.0	0.0
(5300) JUSTICE GRANTS ADMINISTRATION										
(5301) Grants Management	-56	-4	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (5300) JUSTICE GRANTS ADMINISTRATION	-56	-4	0	0	0	0.0	0.0	0.0	0.0	0.0

Table FQ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(6000) CORRECTIONS										
INFORMATION COUNCIL										
(6100) Comprehensive Inspection of DC Prisoners	-7	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (6000) CORRECTIONS										
INFORMATION COUNCIL	-7	0	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	670	1,727	1,613	1,596	-17	4.5	15.8	11.0	10.0	-1.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of the Deputy Mayor for Public Safety and Justice operates through the following 2 programs:

Concealed Pistol Licensing Review Board – conducts hearings and issues final decisions for appeals from license revocations and suspensions, as well as reviewing appeals and issuing final decisions from any denials of an application for a concealed pistol license issued by the Metropolitan Police Department.

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

Program Structure Change

The Office of the Deputy Mayor for Public Safety and Justice has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FQ0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FQ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		1,613	11.0
No Change		0	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		1,613	11.0
COLA: FY 2019 COLA Adjustment	Multiple Programs	38	0.0

Table FQ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Agency Request-Increase: To align resources with operational spending goals	Administrative Management Program	79	0.0
Agency Request-Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-79	0.0
Mayor's Policy-Reduce: To recognize savings from a reduction in FTEs	Concealed Pistol Licensing Review Board	-55	-1.0
LOCAL FUNDS: FY 2019 Mayor's Proposed Budget		1,596	10.0

GROSS FOR FQ0 - OFFICE OF THE DEPUTY MAYOR FOR PUBLIC SAFETY AND JUSTICE

1,596 10.0

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

FY 2019 Proposed Budget Changes

The Office of the Deputy Mayor for Public Safety and Justice's (ODMPSJ) proposed FY 2019 gross budget is \$1,596,270, which represents a 1.1 percent decrease from its FY 2018 approved gross budget of \$1,613,365. The budget is comprised entirely of Local funds.

Recurring Budget

No Change: ODMPSJ's budget proposal reflects no change from the FY 2018 approved budget to the FY 2019 recurring budget.

Mayor's Proposed Budget

Cost-of-Living Adjustment: ODMPSJ's budget proposal includes a cost-of-living adjustment (COLA) of \$38,027 in Local funds.

Agency Request – Increase: The proposed budget reflects a net increase of \$79,316 in nonpersonal services in the Administrative Management program, primarily to support anticipated increases in costs associated with staff training, travel, and priority projects for the agency. This adjustment is partially offset by a decrease to align the Telecommunications budget with proposed cost estimates from the Office of the Chief Technology (OCTO).

Agency Request – Decrease: ODMPSJ's budget proposal reflects a decrease of \$79,316 in the Administrative Management and the Concealed Pistol Licensing Review Board programs to align the budget with the agency's projected salary and Fringe Benefit costs.

Mayor's Policy – Reduce: The proposed Local funds budget includes a decrease of \$55,122 and 1.0 Full-Time Equivalent (FTE) in the Concealed Pistol Licensing Review Board program to realize programmatic cost savings.

Page left intentionally blank

Agency Performance Plan

The Office of the Deputy Mayor for Public Safety and Justice (DMPSJ) has the following strategic objectives for FY 2019:

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. Foster collaboration and coordination among District agencies, federal, state, and local partners to achieve District goals.
2. Provide direction, guidance, and oversight of public safety agencies to enhance safety in the District.
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. Foster collaboration and coordination among District agencies, federal, state, and local partners to achieve District goals. (3 Activities)

Activity Title	Activity Description	Type of Activity
Co-produce public safety strategies with federal, state and local agencies	Cross collaborate with other public and safety agencies both inside and outside the District.	Daily Service
Community Stabilization Program	Collaborate with DMHHS and public safety and justice agencies to provide immediate wrap-around services to victims and families affected by homicide and violent crime.	Daily Service
Oversee administration of the Concealed Pistol Licensing Review Board (CPLRB)	DMPSJ will oversee the administration of this board in collaboration with the Office of the Attorney General and the Mayor's Office of Legal Counsel. This includes handling appeals from license revocations and suspensions, and reviewing appeals of any denials of an application for a concealed pistol license issued by the Chief of the Metropolitan Police Department.	Daily Service

2. Provide direction, guidance, and oversight of public safety agencies to enhance safety in the District. (4 Activities)

Activity Title	Activity Description	Type of Activity
Legislation	Assist and provide guidance to agencies with regards to legislation and regulation changes.	Daily Service
Oversight of public safety agencies operations	DMPSJ examines current agency policies on a continuing basis to enhance the effectiveness and responsiveness of those programs.	Daily Service
Policy recommendations	DMPSJ recommends policies and programs using data evidence and best practices to promote public safety and justice in the District.	Daily Service

2. Provide direction, guidance, and oversight of public safety agencies to enhance safety in the District. (4 Activities)

Activity Title	Activity Description	Type of Activity
Meetings with agency directors and chiefs	DMPSJ provides various forums whether through monthly one-on-one meetings with directors or cluster meetings, for agency directors to voice concerns, opinions, and share ideas.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Freedom of Information Act (FOIA) requests	DMPSJ will respond to all FOIA requests in a prompt and timely manner.	Daily Service
Performance plan	DMPSJ will create performance plans that reflect the policies and procedures of the Office.	Daily Service
Quarterly budget and performance meetings	DMPSJ will hold quarterly budget review meetings to analyze actual financial performance compared to projected budget, to ensure compliance with budget requirements.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Foster collaboration and coordination among District agencies, federal, state, and local partners to achieve District goals. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of inter-agency initiatives reporting progress toward meeting their goal	No	New Measure	New Measure	New Measure	New Measure	New Measure

2. Provide direction, guidance, and oversight of public safety agencies to enhance safety in the District. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of cluster agencies that fully achieve 75 percent of fiscal year performance targets	No	3	8	4	8	8
Number of cluster agencies that fully achieved 75 percent of fiscal year initiatives	No	8	8	5	8	8
Number of public safety and justice cluster meetings held	No	Not Available	11	11	11	11

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Number of retroactive contracts	No	New Measure	New Measure	New Measure	New Measure	New Measure

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of FOIA Requests processed within 15 days	No	Not Available	100%	0%	100%	100%
Percent of quarterly budget meetings held	No	Not Available	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. Freedom of Information Act (FOIA) requests

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of FOIA requests processed	No	Not Available	1	0

2. Quarterly budget and performance meetings

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of budget meetings held	No	Not Available	58	27

3. Legislation

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of proposed legislation recommended	No	Not Available	5	4

4. Oversight of public safety agencies operations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of monthly one-on-one meetings held with agency directors	No	Not Available	180	88
Number of public safety and justice cluster meetings	No	Not Available	12	11

5. Co-produce public safety strategies with federal, state and local agencies

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Total number of meetings attended with federal partners	No	Not Available	50	20

6. Oversee administration of the Concealed Pistol Licensing Review Board (CPLRB)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of cases reviewed by the CPLRB	No	Not Available	36	60

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective “Create and maintain a highly efficient, transparent and responsive District government”. New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.

