
Office of the Tenant Advocate

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Table CQ0-1

Description	FY 2015	FY 2016	FY 2017	% Change
	Actual	Approved	Proposed	from FY 2016
OPERATING BUDGET	\$2,191,134	\$2,907,415	\$2,982,566	2.6
FTEs	15.9	18.0	18.0	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, governmental property closures, or at the discretion of the Chief Tenant Advocate.

The agency's FY 2017 proposed budget is presented in the following tables:

FY 2017 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table CQ0-2 contains the proposed FY 2017 budget by revenue type compared to the FY 2016 approved budget. It also provides FY 2015 actual data.

Table CQ0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016	Percentage Change*	Actual FY 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016	Percentage Change
GENERAL FUND										
LOCAL FUNDS	2,191	2,788	2,983	194	7.0	15.9	18.0	18.0	0.0	0.0
TOTAL FOR GENERAL FUND	2,191	2,788	2,983	194	7.0	15.9	18.0	18.0	0.0	0.0
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	0	119	0	-119	-100.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	0	119	0	-119	-100.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	2,191	2,907	2,983	75	2.6	15.9	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 2017 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2017 Proposed Operating Budget, by Comptroller Source Group

Table CQ0-3 contains the proposed FY 2017 budget at the Comptroller Source Group (object class) level compared to the FY 2016 approved budget. It also provides FY 2014 and FY 2015 actual expenditures.

Table CQ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2014	Actual FY 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	1,052	1,055	1,330	1,518	187	14.1
12 - REGULAR PAY - OTHER	11	86	117	0	-117	-100.0
13 - ADDITIONAL GROSS PAY	4	0	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	248	266	359	394	35	9.7
15 - OVERTIME PAY	9	6	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	1,323	1,414	1,807	1,912	105	5.8
20 - SUPPLIES AND MATERIALS	11	10	10	10	0	0.0
40 - OTHER SERVICES AND CHARGES	610	429	576	490	-87	-15.1
41 - CONTRACTUAL SERVICES - OTHER	322	319	375	390	15	4.0
50 - SUBSIDIES AND TRANSFERS	0	0	119	176	57	47.9
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	20	20	5	-15	-75.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	942	777	1,101	1,071	-30	-2.7
GROSS FUNDS	2,266	2,191	2,907	2,983	75	2.6

*Percent change is based on whole dollars.

FY 2017 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table CQ0-4 contains the proposed FY 2017 budget by division/program and activity compared to the FY 2016 approved budget. It also provides FY 2015 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 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016	Actual FY 2015	Approved FY 2016	Proposed FY 2017	Change from FY 2016
(1000) ADMINISTRATIVE SERVICES								
(1087) LANGUAGE ACCESS	0	15	15	0	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	406	532	448	-84	4.0	4.0	3.0	-1.0
SUBTOTAL (1000) ADMINISTRATIVE SERVICES	406	547	463	-84	4.0	4.0	3.0	-1.0
(3000) LEGAL REPRESENTATION								
(3015) IN-HOUSE LEGAL REPRESENTATION	522	767	890	123	6.0	7.0	8.0	1.0
(3020) LEGAL HOTLINE	93	89	100	11	0.0	1.0	1.0	0.0
(3030) LEGAL SERVICE PROVIDER	250	300	290	-10	0.0	0.0	0.0	0.0
SUBTOTAL (3000) LEGAL REPRESENTATION	865	1,156	1,279	124	6.0	8.0	9.0	1.0
(4000) POLICY ADVOCACY								
(4010) POLICY ADVOCACY	125	237	237	0	2.0	2.0	2.0	0.0
SUBTOTAL (4000) POLICY ADVOCACY	125	237	237	0	2.0	2.0	2.0	0.0
(5000) OTA EDUCATIONAL INSTITUTE								
(5010) OTA EDUCATIONAL INSTITUTE	106	115	105	-10	1.0	1.0	1.0	0.0
SUBTOTAL (5000) OTA EDUCATIONAL INSTITUTE	106	115	105	-10	1.0	1.0	1.0	0.0
(6000) EMERGENCY HOUSING								
(6010) EMERGENCY HOUSING	397	546	546	0	0.0	0.0	0.0	0.0
SUBTOTAL (6000) EMERGENCY HOUSING	397	546	546	0	0.0	0.0	0.0	0.0
(8000) CASE MGMT ADM AND COMM OUTREACH								
(8010) CASE MANAGEMENT ADMINISTRATION	223	233	238	5	3.0	3.0	3.0	0.0
(8020) COMMUNITY OUTREACH	69	75	115	40	0.0	0.0	0.0	0.0
SUBTOTAL (8000) CASE MGMT ADM AND COMM OUTREACH	292	308	353	45	3.0	3.0	3.0	0.0
TOTAL PROPOSED OPERATING BUDGET	2,191	2,907	2,983	75	15.9	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 2017 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of the Tenant Advocate operates through the following 6 programs:

Legal Representation – implements the agency’s statutory duty to represent tenants, at its discretion and as it determines to be in the public interest, in federal or District judicial or administrative proceedings.

This program contains the following 3 activities:

- **In-House Legal Representation** – provides agency clients with in-house legal representation in certain “high-impact” cases, and refers others to pro bono or contracted legal service providers and attorneys, or helps them find other representation;
- **Legal Hotline** – provides general advice regarding tenant rights in response to informal inquiries; provides a web-based “Ask the Director” forum and responds to Mayoral, Council, inter-agency, and community inquiries about tenant rights and rental housing law; engages the community in a regular “Live On-line Chat” through the agency website to discuss tenant rights and rental housing matters; and
- **Legal Service Provider** – provides funding to contracted non-profit legal service providers and attorneys, who qualify through the agency’s RFQ process, to enhance their capacity to provide tenants with appropriate legal assistance.

Policy Advocacy – implements the agency’s statutory duty to represent the interests of tenants and tenant organizations in legislative, executive, and judicial issues by advocating for changes in laws and rules. This division also tracks developments in rental housing legislation and regulations at both the local and federal levels, and keeps agency stakeholders apprised; develops legislative, rulemaking, and other policy recommendations, and coordinates policy discussions with governmental and community colleagues, including regular discussions with agency stakeholders; advises tenants, advocates, attorneys, governmental colleagues, and others regarding rental housing laws, and serves as the agency’s in-house statutory and regulatory expert; and provides support to community-based programs that inform tenants regarding their legislative and regulatory legal protections.

OTA Educational Institute – implements the agency’s statutory duty to provide education and outreach to tenants and the community about laws, rules, and other policy matters involving rental housing, including tenant rights under the petition process and formation of tenant organizations. This program also conducts informational presentations in various settings throughout the community; provides a formal series of educational and outreach forums; and develops educational material regarding rental housing laws, rules, and policies.

Emergency Housing – implements the agency’s statutory duty to provide emergency housing assistance to qualified tenants in certain situations by:

- Providing financial assistance to temporarily house tenants displaced by fires, floods, and government closures, and in other appropriate circumstances;
- Providing assistance to tenants regarding the packing, moving, and storing of personal possessions;
- Providing first month’s rent, and security deposits, utility deposits, and/or application fees, as applicable, for replacement rental housing; and
- Coordinating with other District agencies and community-based organizations to ensure that displaced tenants receive appropriate services.

Case Management Administration and Community Outreach – implements the agency’s statutory duty to advise tenants and tenant organizations on filing complaints and petitions, including petitions in response to disputes with landlords.

This program contains the following 2 activities:

- **Case Management Administration** – provides legal and technical assistance to tenants regarding rental housing disputes with landlords, including identifying legal issues and the tenant’s and the landlord’s respective rights and responsibilities, and assisting with follow-up action items, such as completing and filing tenant petitions and monitoring rental housing case hearings; and
- **Community Outreach** – provides outreach and educational programs regarding tenant rights and rental housing matters and sends “rapid response” letters to tenants affected by certain administrative actions to apprise them of their rights and of OTA’s availability to provide further assistance.

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

Program Structure Change

The Office of the Tenant Advocate has no program structure changes in the FY 2017 proposed budget.

FY 2016 Approved Budget to FY 2017 Proposed Budget, by Revenue Type

Table CQ0-5 itemizes the changes by revenue type between the FY 2016 approved budget and the FY 2017 proposed budget. For a more comprehensive explanation of changes, please see the FY 2017 Proposed Budget Changes section, which follows the table.

Table CQ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2016 Approved Budget and FTE		2,788	18.0
Other CSFL Adjustments	Multiple Programs	68	0.0
LOCAL FUNDS: FY 2017 Current Services Funding Level (CSFL) Budget		2,856	18.0
Increase: To support additional FTEs	Legal Representation	106	1.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-26	0.0
Decrease: To offset projected adjustments in personal services costs	Administrative Services	-52	-1.0
Decrease: To align resources with operational spending goals	Multiple Programs	-95	0.0
LOCAL FUNDS: FY 2017 Agency Budget Submission		2,788	18.0
No Change		0	0.0
LOCAL FUNDS: FY 2017 Mayor’s Proposed Budget		2,788	18.0
Enhance: To support the Emergency Housing Assistance Program (EHAP)	Emergency Housing	176	0.0
Enhance: To adjust the Personal Services budget	Policy Advocacy	18	0.0
LOCAL FUNDS: FY 2017 District’s Proposed Budget		2,983	18.0
INTRA-DISTRICT FUNDS: FY 2016 Approved Budget and FTE		119	0.0
Decrease: To remove funding from the Housing Production Trust Fund (HPTF)	Emergency Housing	-119	0.0
INTRA-DISTRICT FUNDS: FY 2017 Agency Budget Submission		0	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2017 Mayor’s Proposed Budget		0	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2017 District’s Proposed Budget		0	0.0
GROSS FOR CQ0 - OFFICE OF THE TENANT ADVOCATE		2,983	18.0

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

FY 2017 Proposed Budget Changes

The Office of the Tenant Advocate's (OTA) proposed FY 2017 gross budget is \$2,982,566, which represents a 2.6 percent increase over its FY 2016 approved gross budget of \$2,907,415. The budget is comprised entirely of Local funds.

Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2016 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2017 CSFL adjustments to the FY 2016 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

OTA's FY 2017 CSFL budget is \$2,856,468, which represents a \$68,053, or 2.4 percent, increase over the FY 2016 approved Local funds budget of \$2,788,415.

CSFL Assumptions

The FY 2017 CSFL calculated for OTA included adjustment entries that are not described in detail on table 5. These adjustments were made for an increase of \$59,428 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, the impact of cost-of-living adjustments, and approved compensation agreements, and an increase of \$8,625 in nonpersonal services based on the Consumer Price Index factor of 2.3 percent.

Agency Budget Submission

Increase: In Local funds, the proposed budget of the Office of Tenant Advocate (OTA) includes a net increase of \$105,617 and 1.0 Full-Time Equivalent (FTE) in the Legal Representation program due to reallocation of personal services resources from the Administrative Services program.

Decrease: OTA's proposed budget in Local funds includes savings in personal services across multiple programs in the amount of \$25,913, and a reduction of \$52,304 in the Administrative Services program. These adjustments are due to a reallocation of 1.0 FTE to the Legal Representation program, and they also provide offsets to the increase in personal services costs in that program. The proposed budget in Local funds additionally reflects a net decrease of \$95,453, across multiple programs based on reduced cost projections for professional services fees and contractual services.

The proposed budget for Intra-District funds was reduced by \$119,000 due to the elimination of one-time funding received from the Housing Production Trust Fund (HPTF) in FY 2016.

Mayor's Proposed Budget

No Change: OTA's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

District's Proposed Budget

Enhance: OTA's proposed Local funds budget includes an increase of \$176,000 in the Emergency Housing program to support the Emergency Housing Assistance Program (EHAP) that provides assistance to qualified District tenants who have been displaced. The proposed Local funds budget also includes an increase of \$18,151 in the personal services budget in the Policy Advocacy program.

Agency Performance Plan*

Office of the Tenant Advocate (OTA) has the following strategic objectives for FY 2017:

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 an active education and outreach program.
2. Vigorously advocate changes in laws and rules impacting rental housing.
3. Provide effective legal guidance or representation to tenant clients.
4. Provide prompt emergency housing assistance to tenants displaced by natural disaster or administrative governmental action.
5. Create and maintain a highly efficient, transparent and responsive District government.**

Activities

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

1. Provide an active education and outreach program. (1 Activity)

Activity Title	Activity Description	Type of Activity
OTA Educational Institute and Community Outreach	Speak before community regarding tenant rights and responsibilities.	Daily Service

2. Vigorously advocate changes in laws and rules impacting rental housing. (1 Activity)

Activity Title	Activity Description	Type of Activity
Policy Advocacy Program	Support Government strategies implementing the accepted recommendations of the Affordable Housing Preservation Strike Force.	Key Project

3. Provide effective legal guidance or representation to tenant clients. (2 Activities)

Activity Title	Activity Description	Type of Activity
Grants Management Activity	Provide effective guidance to tenant clients who do not qualify for direct OTA representation.	Daily Service
In-House Legal Counsel	Provide effective legal representation to clients with public interest legal issues requiring direct legal representation.	Daily Service

4. Provide prompt emergency housing assistance to tenants displaced by natural disaster or administrative governmental action. (1 Activity)

Activity Title	Activity Description	Type of Activity
Emergency Housing	Provide prompt emergency housing assistance to tenants displaced by natural disaster or administrative governmental action.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Policy Advocacy Program	Coordinate with other government agencies in ensuring that the database portals are operational for the entry of data by housing providers, and for the general public to conduct searches of the information in the Rent Control Housing Clearinghouse database.	Key Project

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 effective legal guidance or representation to tenant clients. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
Percent of tenant intake cases resolved		100%	100%	89%	90%	90%

2. Provide prompt emergency housing assistance to tenants displaced by natural disaster or administrative governmental action. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
Percent of tenants eligible for housing assistance for whom OTA made emergency housing available within 24 hours, if funding was available		100%	90%	90%	90%	90%

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

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
Contracts/Procurement Expendable Budget spent on Certified Business Enterprises	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Contracts/Procurement Contracts lapsed into retroactive status	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Budget Local funds unspent	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Budget Federal funds returned	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Customer Service Meeting Service Level Agreements	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Human Resources Vacancy Rate	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Human Resources Employee District residency	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Human Resources Employee Onboard Time	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016
Performance Management Employee Performance Plan Completion	X	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016	Forthcoming October 2016

Performance Plan End Notes:

*For more information about the new structure and components of FY 2017 draft performance plans, please see the FY 2017 Proposed Budget and Financial Plan, Volume 1, Appendix E.

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

***Key Performance Indicators that are new may not have historical data and may only have FY 2017 targets.