



GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

FY 2018

PROPOSED BUDGET
AND FINANCIAL PLAN



DC VALUES IN ACTION



a roadmap to inclusive prosperity

VOLUME 4
AGENCY BUDGET CHAPTERS
PART III

Human Support Services, Public Works,
Financing and Other, and Enterprise
and Other Funds

Submitted to the
COUNCIL OF THE DISTRICT OF COLUMBIA
by MURIEL BOWSER, MAYOR
Government of the District of Columbia
April 4, 2017





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

DC VALUES IN ACTION
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Volume 4
Agency Budget Chapters - Part III
(Human Support Services, Public Works, Financing and Other, and
Enterprise Funds)

Submitted to the
Council of the District of Columbia

by
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April 4, 2017



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**District of Columbia Government
District of Columbia**

For the Fiscal Year Beginning

October 1, 2016

Executive Director

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

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City Administrator

Kevin Donahue
Deputy City Administrator
and Deputy Mayor for Public Safety and Justice

HyeSook Chung
Deputy Mayor for Health and
Human Services

Brian Kenner
Deputy Mayor for Planning and
Economic Development

Jennifer C. Niles
Deputy Mayor for Education

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John Falcicchio
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Jeffrey S. DeWitt
Chief Financial Officer

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Delicia V. Moore

Human Support Services

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Economic Development and Regulation

George Dines

Government Services

Angelique Hayes Rice

Public Safety and Justice

Mohamed Mohamed

Government Operations

Deloras Shepherd

Education

Office of the CIO

Ranabir Dey, Chief Information Officer

Sandra M. Pinder, Director
Narayan Ayyagari, IT Manager

Office of the Chief Financial Officer

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
Sunday Okparaocha, Manager
Stacy-Ann White, Manager
Renee Waddy, Executive Assistant

Team Leader

Randall Myers

Operating Budget Analysts

Alex Akporji
Joshua Agbebakun
Ernest Chukwuma
Rasheed Dawodu
Michelle Duong
Lee Hayward
Cynthia Holman
Benjamin Iyun
Melissa Lavasani
Robin Moore
SebleWengel Mulaw
Oluwatosin Onifade
William Powell
Charles Pryor
Naila Tengra
Linda W. Williams

Financial Planning, Analysis, and Management Services

Leticia Stephenson, Director
Samuel Terry, Manager

FPA&MS Analysts

Robert Johnson
Darryl Miller
Carlotta Osorio
Duane Smith
Tayloria Stroman
Sue Taing

Capital Budget/CIP

David Clark, Director
Sherrie Greenfield, Manager

Capital Budget Analysts

Omar Herzi
Bharat Kothari
Alex Tessema
Haroun Dumbuya, Office Clerk

Operations

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

Office of the City Administrator

Office of Budget and Finance

Matthew T. Brown
Director

Justin Constantino
Deputy Director and
General Counsel

Chris Murray
Senior Budget Analyst

Daniel Kornfield
Senior Budget Analyst

John McGaw
Director
Capital Improvements Program

Alexis Griffin
Senior Budget Analyst

Anthony Gamblin
Budget Analyst

Erik Belmont
Capital City Fellow



District of Columbia Organization Chart



GOVERNMENT OF THE DISTRICT OF COLUMBIA



RESIDENTS

EXECUTIVE BRANCH

MAYOR

City Administrator

Mayor's Office of Legal Counsel

Office of the Inspector General

Office of the Attorney General

Office of the Senior Advisor

Executive Office of the Mayor

Office of Budget and Finance

Deputy Mayor for Greater Economic Opportunity

Deputy Mayor for Education

Deputy Mayor for Planning and Economic Development

Deputy Mayor for Health and Human Services

Deputy City Administrator/ Deputy Mayor for Public Safety and Justice

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

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

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

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

Office of Zoning
Public Service Commission*
Real Property Tax Appeals Commission
Washington Convention and Sports Authority
Zoning Commission*

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

Health Benefit Exchange Authority
Not-for-Profit Hospital Corporation

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

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

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

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

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

New Columbia Statehood Commission†
Office of the Statehood Delegation

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

JUDICIAL BRANCH

DC Court of Appeals

DC Superior Court

Joint Committee on Judicial Administration

Commission on Judicial Disabilities and Tenure

Judicial Nomination Commission

Sentencing and Criminal Code Revision Commission

LEGISLATIVE BRANCH

Council of the District of Columbia

DC Auditor

Advisory Neighborhood Commissions

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

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

April 4, 2017

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 District of Columbia Fiscal Year 2018 Budget and Financial Plan, "DC Values in Action." This proposal is the District of Columbia's twenty-second consecutive balanced budget. It invests in residents ensuring they have a *roadmap to inclusive prosperity*. For the third 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. From these discussions I finalized the FY 2018 Budget and Financial Plan.

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

High-Quality Education

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

- Committing an additional \$105 million to increase the per student rate and meet the needs of a growing student body;

- Increasing charter school facilities by 2.2% to \$3,193/student for non-residential charter programs and \$8,580/student for residential charter schools;
- Improving technology to help parents navigate and engage in public education, specifically the parent portal for DCPS; extending MySchoolDC for mid-year entries and transfers; and, launching a new MyChildCareDC site;
- Increasing University of the District of Columbia (UDC) and the Community College of the District of Columbia funds for the staff and programs by \$5.7 million;
- Expanding and improving Child Care by \$15 million. Potential sites include UDC's Flagship Campus (4200 Connecticut Ave NW), UDC's Community College Campus (5171 S. Dakota Ave NE), UDC's Community College Campus Headquarters (801 North Capitol St NE), and the Deanwood Recreation Center (1350 49th St NE);
- Transferring \$4.9 million of former DC Children and Youth Investment Trust Corporation (CYITC) funds to the Office of the Deputy Mayor for Education (DME) for out-of-school-time programming; and,
- Investing \$1.3 billion for school modernization over 6 years to ensure that schools in line for modernization under established, defined criteria are budgeted for necessary improvements.

Safer, Stronger DC

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

- \$11.7 million in enhancements focused on recruiting and retaining MPD officers, as well as ensuring that as many officers as can be are returned to patrol-related duties. This will be accomplished through: a new public relations campaign; expansion of the police cadet program; expanded housing assistance and student loan forgiveness for officers; and further civilianization of administrative positions;
- \$2.3 million for the creation of a *Returning Citizens Portal* to be managed by the Department of Corrections. This will be a physical office offering services from various agencies to help returning citizens successfully transition back into the community. Vital post-release services include: housing, employment, education, health care, job training and placement, and substance use/mental health;
- \$1 million for the establishment of a nurse triage collaborative pilot program between Fire and Emergency Medical Services (FEMS) and the Office of Unified Communications (OUC) with a goal to improve access to medical services for callers into 911 by offering nurses who can speak to non-emergency callers and help them make an appointment at a same-day clinic;
- \$20 million for essential upgrades to 311/911 hardware and software, including major upgrades to our secondary facility on McMillan Drive NW;
- \$42.2 million for the purchase of new MPD fleet vehicles; and,
- \$87.7 million for the purchase of new FEMS fleet vehicles, and \$45 million for the construction of a new fleet maintenance facility.

Affordable Housing

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

Additionally, this budget provides additional funds for the below projects' affordable housing components:

- \$14 million for the redevelopment of Walter Reed;
- \$103 million for the redevelopment of St. Elizabeths; and,
- \$85 million for the New Communities initiative.

Pathways to the Middle Class

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

- Continuing the District's investment in our youth through the Mayor Marion Barry Summer Youth Employment Program by budgeting more than \$20 million;
- Serving as a regional leader by again fully funding the District's share of the WMATA budget, adding a new express bus line on 14th Street NW in Wards 1 and 4, and expanding capacity of existing bus service in Wards 7 and 8;
- Ensuring that the Department of Small and Local Business Development's Certified Business Enterprise system continues to help our local businesses grow and obtain government contracts, and work on government funded projects by fully funding the program with \$0.9 million;
- Funding \$16.8 million towards the Washington D.C. Infrastructure Academy at Saint Elizabeths East Campus. This new facility will focus on occupational skills training and work-based learning initiatives related to the infrastructure industry, including utility, energy efficiency, transportation, and logistics sectors. At the Academy, industry partners, training providers such as UDC, labor unions and trade associations, will offer a diverse skills training allowing District residents the tools to begin and sustain careers in the infrastructure industry;
- Implementing recommendations from the Housing Preservation Strikeforce through \$10 million in funding; and,
- Advancing DDOT's Vision Zero goals through \$4.5 million for (45) new Traffic Control Operators along with (26) new School Crossing Guards.

Health and Human Services

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

- Funding the next phase of the Homeward DC plan with \$15.2 million, including \$6.3 million for the Housing Authority;
- Funding \$8.1 million for a new Temporary Assistance for Needy Families (TANF) policy that will help the District's neediest families;
- Supplementing the Department of Health's budget with \$0.9 million to reduce the number of active opioid users in the District, reduce overdoses and overdose fatalities, and improve health and economic outcomes for District residents with a history of substance use;
- Funding the Alternatives to Court Experience (ACE) and Parent and Adolescent Support Services (PASS) programs with \$3.3 million; and,
- Providing \$1 million for the Joyful Foods initiative.


Government Operations

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

- Ensuring that the District's share of WMATA's operating and capital subsidies are fully funded;
- Right-sizing the District's snow budget with a \$3.8 million budget increase;
- Expanding the Department of Public Works' rush-hour towing, grounds maintenance, and leaf collection efforts by \$3.2 million; and,
- Allocating \$1.5 million to the Office of the Chief Technology Officer for a District Continuity of Operations and Disaster Recovery Task Force which will evaluate District-wide critical applications to prepare and test Disaster Recovery Plans.

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

Sincerely,


Muriel Bowser
Mayor

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



Jeffrey S. DeWitt
Chief Financial Officer

April 4, 2017

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) 2018 Proposed Budget and Financial Plan. The FY 2018 Proposed Budget includes \$7.6 billion in Local funds and \$13.8 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 Finance (OBF) staff, and agency program staff to produce a balanced budget and five-year financial plan. The FY 2018 policy budget reflects your administration's funding priorities and determinations.

After careful review, I certify that the FY 2018 – FY 2021 Budget and Financial Plan, as proposed, is balanced.

REVENUE OUTLOOK

The revenue outlook is predicated on continuing 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.

Measures to constrain spending at the federal level are expected to be in effect during the period of the financial plan. The prospect of further federal budget cuts is a source of economic uncertainty and risk for the District's economy and finances. To account for the risks and uncertainty around the federal budget, the financial plan assumes that federal employment in the District will decline by modest amounts each year starting in FY 2018.

Population growth has been a major factor in the overall growth of the District's income and sales tax bases and a major driving force behind rising home values. In the last five years (2011 to 2016), the District's population has grown by 60,693 residents, or 10 percent, an increase that has averaged more than 1,000 net new residents per month over this period. Currently, about 40 percent of the District's population growth is from natural increase (births minus deaths), and the rest is from migration from other parts of the U.S. and overseas.

The \$7.4 billion estimate for FY 2018 Local Fund revenue includes estimates for triggered tax policy changes of \$100 million, reducing revenue growth to just over 1 percent. The strength in revenues projected in the February 2017 certified revenue estimate triggered the final set of tax policy changes enacted in 2013. Total General Fund revenue in FY 2018 is \$8.4 billion, an increase of \$97 million over FY 2017.

Various policy initiatives increase General Fund revenue by \$22 million in FY 2018, and approximately \$11 million annually through the remainder of the Financial Plan. Some of the major policy proposals are listed below:

- OTR compliance initiatives to confirm homestead exemptions are properly claimed and to identify bank accounts of delinquent taxpayers for collection. These initiatives increase revenue by \$15.9 million in FY 2018 and a total of about \$6 million over subsequent years.
- The creation of Special Purpose Revenue funds for costs related to enforcement of automated traffic enforcement, moving, and parking violations. This reduces Local fund revenue by \$12.3 million in FY 2018 and increases Special Purpose Revenue by the same amount.
- A new fee on hotels of 50 cents per rented room per day to fund Emergency 911 and Non-emergency 311 systems. This fee will increase Special Purpose Revenue funds by \$4.3 million in FY 2018.
- A new sales tax on digital product purchases, including audio, video, and electronic books, whether downloaded individually or streamed, resulting in approximately \$1.9 million of increased sales tax collections annually during the financial plan period.

EXPENDITURES

Local Funds

The Mayor's Proposed FY 2018 Budget includes approximately \$7,590.8 million in spending supported by \$7,591.3 million of resources, with an operating margin of \$0.5 million, as shown in Table 1.

Table 1	
FY 2018 Proposed Budget Summary	
Local Funds	
(\$ in millions)	
Taxes	\$ 6,955.4
Non-Tax Revenues	428.0
Lottery	54.5
All Other	22.3
Revenue Proposals	4.2
Fund Balance Use	126.9
Total Local Fund Resources	\$ 7,591.3
Local Expenditures	\$ 7,590.8
Projected FY 2018 Operating Margin	\$0.5

Note: Details may not add to totals due to rounding.

Gross Funds

The proposed FY 2018 gross funds operating budget (excluding intra-District funds) is \$13.8 billion, an increase of \$456.9 million, or 3.4 percent, over the FY 2017 approved gross budget of \$13.4 billion. The Local and non-Local funding components of the proposed FY 2018 gross budget and the changes from FY 2017 are summarized in Table 2 below.

Table 2				
FY 2018 Gross Funds Budget by Fund Type				
(\$ in millions)				
Fund Type	<u>FY 2017</u> <u>Approved</u> <u>Budget</u>	<u>FY 2018</u> <u>Mayor's</u> <u>Proposed</u>	<u>Change</u>	<u>%</u> <u>Change</u>
Local	7,294.7	\$ 7,590.8	\$ 296.1	4.1%
Dedicated Tax	305.7	330.4	24.7	8.1%
Special Purpose	609.9	666.3	56.3	9.2%
Subtotal, General Fund	8,210.3	8,587.4	377.1	4.6%
Federal	3,387.6	3,449.2	61.6	1.8%
Private	1.3	3.9	2.5	192.6%
Total, Operating Funds	11,599.3	12,040.5	441.2	3.8%
Enterprise and Other Funds (including from Dedicated Taxes)	1,786.0	1,801.6	15.7	0.9%
Total Gross Funds	\$ 13,385.2	\$ 13,842.1	\$ 456.9	3.4%

Note: Details may not add to totals due to rounding.

MAJOR COST DRIVERS – LOCAL FUNDS

Overall, the proposed FY 2018 Local funds budget increased by \$296.1 million, or 4.1 percent, over FY 2017. Table 3 provides a snapshot of major cost drivers and offsets to the increase.

Table 3	
Mayor's FY 2018 Approved Budget	
Cost Drivers - Local Funds (in millions)	Amount
FY 2017 Approved Local Funds Budget	\$ 7,294.7
Major Changes:	
GC0 - District of Columbia Public Charter Schools	\$ 82.8
DS0 - Repayment of Loans and Interest	70.5
JA0 - Department of Human Services	68.7
UP0 - Workforce Investments	50.5
KE0 - Washington Metropolitan Area Transit Authority	43.5
GA0 - District of Columbia Public Schools	21.7
All Other Agencies	(41.5)
Total Local Changes	\$ 296.1
FY 2018 Approved Local Funds Budget	\$ 7,590.8

Note: Details may not add to totals due to rounding

Primary Cost Drivers

- **Public Charter Schools:** \$82.8 million increase over FY 2017, primarily due to a 2.0 percent, or \$14.5 million, to support growth in the Current Services Funding Level Budget (CSFL), and a \$68.3 million increase over FY 2017 to account for a projected increase in enrollment by 3,408 students, or 8.3 percent.
- **Repayment of Loans and Interest:** \$70.5 million increase over FY 2017, primarily due to borrowing for capital projects.
- **Department of Human Services:** \$68.7 million increase over FY 2017, primarily to support of the Homeless Continuum of Care which includes: Homeward DC expansion, emergency overflow shelters, short-term family housing facilities, expanded Alternatives to the Court Experience Diversion program and the Parent and Adolescent Support Services program, and a Temporary Assistance for Needy Families (TANF) Hardship policy.

- **Workforce Investments:** \$50.5 million increase over FY 2017, primarily due to Cost-of-Living Adjustments (COLAs) and other projected personal services related costs.
- **Washington Metropolitan Area Transit Authority:** \$43.5 million increase over FY 2017, primarily due to \$33 million to support the annual subsidy, and \$7.8 million for debt service payments.
- **Public Schools:** \$21.7 million increase over FY 2017, primarily due to \$15.1 million, or 2.0 percent, increase in growth in the CSFL budget, and \$6.6 million over FY 2017 for a projected increase in enrollment by 0.5 percent, or 226 students.
- **All Other Agencies:** \$41.5 million reduction is the net of all other increases and decreases to various agency programs.

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 2018 through FY 2023 CIP is \$6.64 billion from all sources. The majority of the budget will be financed with municipal bonds totaling \$4.14 billion, along with Pay-As-You-Go (Paygo) transfers from the General Fund, Federal Grants, and a local match to the grants from the Federal Highway Administration, private donations, sale of assets and local transportation fund revenue.

The proposed FY 2018 capital program includes \$1.19 billion in planned capital expenditures to be financed by \$706 million in new I.T. or G.O. bonds, \$85.4 million from new short-term bonds, \$98 million from Grant Anticipation Revenue Vehicle (GARVEE) bonds, \$49 million in Paygo, \$173.2 million in federal grants and payments, \$27.8 million in the Local Match to the Federal Highway Administration grants, \$45.2 million from the Local Transportation Revenue Fund, and \$1 million from the Sale of Assets. Debt service within the CIP period remains below the 12 percent debt cap.

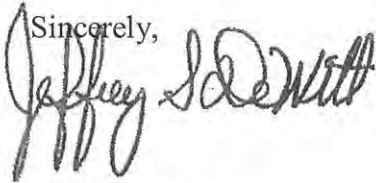
MULTI-YEAR FINANCIAL PLAN

As in the past, the plan shows substantial growth in debt service costs during the plan period to support the \$6.64 billion Capital Improvements Plan through FY 2023. 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, 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 that reads "Jeffrey S. DeWitt". The signature is written in a cursive style with a large initial "J".

Jeffrey S. DeWitt
Chief Financial Officer



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

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



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

How to Read the FY 2018 Proposed Budget and Financial Plan

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

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

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

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

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

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

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

Detailed information on the chapter contents of each volume include:

Volume 1: Executive Summary

Includes the following sections:

Introduction: FY 2018 Proposed Budget and Financial Plan

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

Financial Plan

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

Revenue

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

Operating Expenditures

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

Capital Improvements Plan (CIP)

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

Appendices

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

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

- The Fund Structure and relationship to the Budget Structure section relates the District’s fund structure to its budget presentation;
- The Current Services Funding Level (CSFL) Development section describes how the CSFL was developed for the Local funds budget;
- The Agency Performance Plans section describes how the Office of the City Administrator evaluates government agencies, services, and operations; contains details on major plan revisions or changes in the assessment process; and directs readers to the agency plans, including performance measures, on the District’s website;
- The Summary Tables detail the District's proposed operating budget by agency and fund type for both budgeted dollars and positions;
- The Glossary of Budget Terms section describes unique budgeting, accounting, and District terms that may not be known by the general reader; 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 2018 proposed operating budget table.

Introduction:

- Agency Mission; and
- Summary of Services.

Financial and Program Information:

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

FY 2018 Proposed Budget Changes

The FY 2018 Proposed Budget Changes section within each agency chapter provides a comprehensive explanation of the FY 2017 Approved Budget to FY 2018 Proposed Budget, by Revenue Type table that appears in nearly every chapter. Please see the Current Services Funding Level (CSFL) Development appendix in this volume for more

information about the CSFL methodology, which is only applied to agencies with Local funds. This section includes major changes within the agency budget by program, fund, and full-time equivalents, from the initial request through the policy decisions made by the Mayor. The FY 2018 Proposed Budget Changes section uses the following terms to describe budgetary or programmatic changes:

Actions with an impact on services:

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

Actions with no service impact:

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

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

Agency Performance Plans

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

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

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

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

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

Highway Trust Fund

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

- An **Introduction** chapter, which describes the Highway Trust Fund program, including the sources and uses of the funds, the District's policies and procedures for the trust fund, and the FY 2018 planning process;
- The **Project Description Forms**, which show planned allotments, for FY 2018 through FY 2023 and descriptions for Highway Trust Fund master projects; 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 actual expenditures, the FY 2017 approved budget, the FY 2018 proposed budget, and the change from FY 2017 to FY 2018 (unless noted).

The following tables are provided:

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

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

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

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

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

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

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

(FB0)

Fire and Emergency Medical Services Department

Agency budget code

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

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

Table FB0-1

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

The mission of the Fire and Emergency Medical Services Department (FEMS) is to preserve life and promote health and safety through excellent pre-hospital fire prevention, fire suppression, rescue, and emergency medical services. This section describes the agency's mission and purpose.

Summary of Services

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

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

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

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

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

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

Table FB0-2

(dollars in thousands)

Appropriated Fund	Dollars										Percentage Change
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	FTEs	Actual FY 2016	Approved FY 2017	Proposed FY 2018	FTEs	Actual FY 2016	Approved FY 2017	
GENERAL FUND											
LOCAL FUNDS	239,097	249,840	251,124	258	0.1	2,014.2	2,062.0	2,115.0	53.0	2.6	
SPECIAL PURPOSE REVENUE FUNDS	572	1,025	1,836	811	79.1	0.0	0.0	1.0	1.0	N/A	
TOTAL FOR GENERAL FUND	239,669	250,865	251,124	258	0.1	2,014.2	2,062.0	2,115.0	53.0	2.6	
FEDERAL RESOURCES											
FEDERAL GRANT FUNDS	95	3,022	3,054	32	1.0	18.8	42.0	42.0	0.0	0.0	
TOTAL FEDERAL RESOURCES	95	3,022	3,054	32	1.0	18.8	42.0	42.0	0.0	0.0	
TOTAL GROSS OPERATING BUDGET	239,764	253,887	254,178	290	1.1	2,033.0	2,104.0	2,157.0	53.0	2.5	

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

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

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

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

Table FB0-3

(dollars in thousands)

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

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

Table FB0-3

(dollars in thousands)

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

*Percent change is based on whole dollars.

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

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

Table FB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) ADMINISTRATIVE SUPPORT								
(1010) PERSONNEL	2,173	593	0	-593	5.8	5.0	0.0	-5.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	216	0	0	0	0.0	0.0	0.0	0.0
(1020) CONTRACTING AND PROCUREMENT	1,677	1,794	800	-994	0.0	0.0	0.0	0.0
(1030) PROPERTY MANAGEMENT	10,800	0	0	0	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	2,100	0	0	0	0.0	0.0	0.0	-11.0
(1055) RISK MANAGEMENT	2,000	0	0	0	0.0	0.0	0.0	-6.0
(1060) LEGAL SERVICES	700	0	0	0	0.0	0.0	0.0	-6.0
(1070) FLEET MANAGEMENT	0	0	0	0	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	600	0	0	0	0.0	0.0	0.0	-7.0
(1090) PERFORMANCE MANAGEMENT	4,200	0	0	0	0.0	0.0	0.0	-33.0
NO ACTIVITY ASSIGNED	1,000	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) ADMINISTRATIVE SUPPORT	24,900	2,187	800	-16,900	11.8	5.0	0.0	-68.0

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

Program Description

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

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

This program contains the following 7 activities:

- **Administrative Office (Chief of Staff)** – provides management, administration, and coordination of executive office activities for the Fire and EMS Chief, along with other activities supporting Department emergency and business operations;
- **General Counsel Office** – provides administration and coordination of legal services to support Department emergency and business operations, including policies, procedures, and (FOIA) requests, and employment and personnel activities including compliance with administrative personnel;
- **Human Resources Office** – provides services activities to support Department emergency and business operations with policies, procedures, and public information and outreach activities 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.

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

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

This program contains the following 4 activities:

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

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

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

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

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

Program Structure Change

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

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

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

Table FB0-5

(dollars in thousands)

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

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

Table FB0-5
(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE		3,022	42.
Increase: To align budget with projected grant awards	Operations Bureau	32	0.
FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission		3,054	42.
No Change		0	0.
FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget		3,054	42.
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		1,025	0.
Increase: To adjust the Contractual Services budget	Ems Operations Bureau	983	0.
Increase: To support additional FTE, WMATA primary fire liaison	Operations Bureau	325	1.
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-497	0.
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		1,836	1.
No Change			
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget			
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE			
Decrease: To adjust the Contractual Services budget			
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission			
No Change			
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget			
GROSS FOR FB0 - FIRE AND EMERGENCY MEDICAL SERVICES DEPARTMENT		254,178	2,157.

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

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

FY 2018 Proposed Budget Changes

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

Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much is needed to

to continue its current programs and operations into the next fiscal year. Budget adjustments to the FY 2017 Local funds budget are described in detail in the CSFL Development section within Volume 1 of the FY 2018 Proposed Budget and Financial Plan regarding the methodology used and components that comprise the CSFL.

FEMS' FY 2018 CSFL budget is \$234,906,923, a 9.3 percent decrease from the FY 2017 approved Local funds budget of \$257,400,000.

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

CSFL Assumptions

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

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

Agency Budget Submission

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

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

Increase: In Local funds, FEMS' proposed budget includes increases in nonpersonal services, which includes an increase of \$2,000,000 in Other Services and Charges and \$207,571 in Equipment costs. An increase of \$45,938 in Fixed Costs supports projected increases in the telecommunications estimates across multiple programs. Additionally, the proposed budget reflects an increase of 2.0 Full-Time Equivalent (FTE) positions to support the agency's personnel needs.

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

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

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

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

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

Mayor's Proposed Budget

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

Agency Performance Plan

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

Strategic Objectives

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

Objectives

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

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

ACTIVITIES

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

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

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

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

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

Agency Budget Chapters

E - Human Support Services

F - Public Works

G - Financing and Other

H - Enterprise and Other Funds

How to Read the Agency Chapters

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

Each chapter contains the following, if applicable:

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

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

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

Agency Budget Chapters - Part III

(by Appropriation Title)

E. Human Support Services

1. Department of Human Services (JA0).....	E-1
2. Child and Family Services Agency (RL0)	E-19
3. Department of Behavioral Health (RM0).....	E-35
4. Department of Health (HC0).....	E-59
5. Department of Parks and Recreation (HA0).....	E-93
6. D.C. Office on Aging (BY0)	E-107
7. Unemployment Compensation Fund (BH0).....	E-121
8. Employees' Compensation Fund (BG0)	E-125
9. Office of Human Rights (HM0).....	E-129
10. Mayor's Office on Latino Affairs (BZ0)	E-143
11. Children and Youth Investment Collaborative (JY0)	E-153
12. Office on Asian and Pacific Islander Affairs (AP0)	E-157
13. Office of Veterans' Affairs (VA0).....	E-167
14. Department of Youth Rehabilitation Services (JZ0).....	E-175
15. Department on Disability Services (JM0)	E-187
16. Department of Health Care Finance (HT0)	E-203
17. Not-for-Profit Hospital Corporation Subsidy (HX0).....	E-219
18. Office of the Deputy Mayor for Health and Human Services (HG0).....	E-223

Department of Human Services

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

Table JA0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$474,658,573	\$503,662,353	\$559,916,585	11.2
FTEs	1,041.8	1,174.8	1,270.5	8.1

The mission of the District of Columbia Department of Human Services (DHS), in collaboration with the community, is to assist individuals and families to maximize their potential for economic security and self-sufficiency.

Summary of Services

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

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

Economic Security Administration: *Public Benefit Services* – determines and maintains eligibility for cash, food, child care, and medical benefits. *Case Management and Employment Assistance Services* - administers the Temporary Assistance for Needy Families (TANF) and Supplemental Nutritional Assistance Program, Employment and Training (SNAP E&T) programs, which provide employment and training-related activities designed to improve long-term employability and achieve sustaining income.

Family Services Administration: *Homeless Services* – provides a continuum of services to individuals and families who are homeless or at risk of homelessness, so that they can obtain and/or maintain improved housing. *Family Services* – provides social services, case management and crisis intervention to meet the needs of vulnerable adults and families with children.

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

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

Table JA0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table JA0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	268,511	298,901	367,578	68,677	23.0	541.7	599.5	635.4	35.8	6.0
SPECIAL PURPOSE REVENUE FUNDS	867	2,475	1,800	-675	-27.3	10.8	13.0	2.0	-11.0	-84.6
TOTAL FOR GENERAL FUND	269,378	301,376	369,378	68,002	22.6	552.5	612.5	637.4	24.8	4.1
FEDERAL RESOURCES										
FEDERAL PAYMENTS	0	0	0	0	-100.0	0.0	0.0	0.0	0.0	N/A
FEDERAL GRANT FUNDS	166,544	172,628	156,422	-16,205	-9.4	284.4	368.3	400.8	32.5	8.8
FEDERAL MEDICAID PAYMENTS	31,107	26,807	31,250	4,443	16.6	182.3	173.0	211.3	38.4	22.2
TOTAL FOR FEDERAL RESOURCES	197,652	199,434	187,672	-11,763	-5.9	466.7	541.3	612.1	70.8	13.1
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	7,629	2,852	2,867	15	0.5	22.6	21.0	21.0	0.0	0.0
TOTAL FOR INTRA-DISTRICT FUNDS	7,629	2,852	2,867	15	0.5	22.6	21.0	21.0	0.0	0.0
GROSS FUNDS	474,659	503,662	559,917	56,254	11.2	1,041.8	1,174.8	1,270.5	95.7	8.1

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

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table JA0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table JA0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	47,872	50,061	56,239	65,716	9,477	16.9
12 - REGULAR PAY - OTHER	11,580	17,206	22,801	23,017	215	0.9
13 - ADDITIONAL GROSS PAY	394	1,201	29	13	-16	-55.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	13,965	15,855	21,277	22,628	1,351	6.3
15 - OVERTIME PAY	3,675	3,536	397	99	-298	-75.1
99 - UNKNOWN PAYROLL POSTINGS	0	30	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	77,486	87,888	100,742	111,472	10,730	10.7

Table JA0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
20 - SUPPLIES AND MATERIALS	563	632	733	732	-1	-0.1
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	3,025	2,585	4,448	2,780	-1,668	-37.5
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	1,255	1,522	1,581	1,553	-28	-1.8
32 - RENTALS - LAND AND STRUCTURES	16,306	20,254	24,754	24,449	-306	-1.2
34 - SECURITY SERVICES	3,334	1,703	3,813	4,690	876	23.0
35 - OCCUPANCY FIXED COSTS	1,263	1,581	1,314	3,690	2,376	180.8
40 - OTHER SERVICES AND CHARGES	5,652	12,099	12,357	12,665	308	2.5
41 - CONTRACTUAL SERVICES - OTHER	7,754	20,858	19,853	22,615	2,762	13.9
50 - SUBSIDIES AND TRANSFERS	278,848	324,369	328,232	369,221	40,989	12.5
70 - EQUIPMENT AND EQUIPMENT RENTAL	2,358	1,167	5,834	6,049	214	3.7
SUBTOTAL NONPERSONAL SERVICES (NPS)	320,359	386,770	402,920	448,445	45,525	11.3
GROSS FUNDS	397,845	474,659	503,662	559,917	56,254	11.2

*Percent change is based on whole dollars.

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

Table JA0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table JA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL	950	1,202	1,407	205	9.6	11.0	11.0	0.0
(1017) LABOR MANAGEMENT PARTN	128	132	131	-1	1.1	1.0	1.0	0.0
(1030) PROPERTY MANAGEMENT	2,095	2,684	2,398	-286	2.7	3.5	4.5	1.0
(1040) INFORMATION TECHNOLOGY	37,915	37,220	43,260	6,041	32.4	54.0	92.0	38.0
(1055) RISK MANAGEMENT	4,541	5,484	5,864	380	43.2	45.0	51.0	6.0
(1060) LEGAL SERVICES	1,191	1,473	1,486	13	10.0	10.0	10.0	0.0
(1080) COMMUNICATIONS	555	667	645	-22	7.5	6.0	6.0	0.0
(1085) CUSTOMER SERVICE	64	61	61	-1	1.0	1.0	1.0	0.0
(1090) PERFORMANCE MGMT	2,830	3,086	3,230	144	22.6	24.0	23.0	-1.0
SUBTOTAL (1000) AGENCY MANAGEMENT	50,269	52,009	58,482	6,473	130.2	155.5	199.5	44.0
(100F) AGENCY FINANCIAL OPERATIONS								
(110F) BUDGET OPERATIONS	950	1,424	1,391	-33	4.5	5.0	5.0	0.0
(120F) ACCOUNTING OPERATIONS	2,482	2,717	2,722	5	19.1	23.0	23.0	0.0
(130F) ACFO	219	261	259	-3	1.1	1.0	1.0	0.0
(140F) AGENCY FISCAL OFFICER	33	31	31	0	0.0	0.0	0.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	3,684	4,433	4,403	-30	24.7	29.0	29.0	0.0

Table JA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(2000) ECONOMIC SECURITY ADMINISTRATION								
(2011) BURIAL ASSISTANCE	304	328	328	0	0.0	0.0	0.0	0.0
(2012) GENERAL ASSISTANCE FOR CHILDREN	696	806	806	0	0.0	0.0	0.0	0.0
(2013) INTERIM DISABILITY ASSISTANCE	3,704	4,008	4,029	21	1.1	1.0	1.0	0.0
(2020) TEMPORARY ASST TO NEEDY FAMILIES (TANF)	45,601	23,861	5,319	-18,542	0.0	0.0	0.0	0.0
(2021) CASH ASSISTANCE (TANF)	55,419	69,442	67,751	-1,691	0.0	0.0	0.0	0.0
(2022) JOB OPPORTUNITY AND TRAINING (TANF)	26,164	36,082	30,467	-5,615	0.0	0.0	0.0	0.0
(2024) SUPPLEMENTAL FOOD ASSISTANCE	0	1,300	1,300	0	0.0	0.0	0.0	0.0
(2030) CASE MANAGEMENT	12,390	15,192	17,978	2,786	184.2	167.0	179.0	12.0
(2040) ELIGIBILITY DETERMINATION SERVICES	57,555	64,746	67,232	2,486	521.4	536.0	539.0	3.0
(2055) MONITORING AND QUALITY ASSURANCE	3,733	4,898	4,793	-104	38.2	48.0	46.0	-2.0
(2065) EARLY EDUCATION SUBSIDY TRANSFER	36,729	36,972	36,973	1	0.0	0.0	0.0	0.0
SUBTOTAL (2000) ECONOMIC SECURITY ADMINISTRATION	242,295	257,635	236,976	-20,658	744.9	752.0	765.0	13.0
(5000) FAMILY SERVICES								
(5010) ADULT PROTECTIVE SERVICES	2,647	3,033	3,077	43	22.6	22.7	22.8	0.1
(5020) DOMESTIC VIOLENCE SERVICES	1,769	1,973	1,996	23	0.0	0.0	0.0	0.0
(5022) YOUTH SERVICES	0	13,165	18,216	5,051	0.0	56.0	84.0	28.0
(5032) PERMANENT SUPPORTIVE HOUSING	86	0	0	0	0.0	0.0	0.0	0.0
(5034) PERMANENT SUPPORTIVE HOUSING - FAMILIES	14,211	0	0	0	0.0	0.0	0.0	0.0
(5035) PERMANENT SUPPORTIVE HOUSING-INDIVIDUAL	21,168	0	0	0	25.8	0.0	0.0	0.0
(5037) HOMELESS SERVICES CONTINUUM - FAMILIES	62,287	65,959	127,871	61,912	17.6	63.0	71.0	8.0
(5038) HOMELESS SERVICES CONTINUUM-INDIVIDUALS	26,324	48,132	47,827	-305	1.7	50.0	56.0	6.0
(5039) HOMELESS SERVICES CONTINUUM - GENERAL	29,115	40,934	42,658	1,724	13.2	14.8	13.8	-1.0
(5040) REFUGEE RESETTLEMENT	2,074	1,400	3,166	1,766	4.2	4.6	2.2	-2.3
(5060) STRONG FAMILIES	6,350	3,387	2,871	-516	51.5	21.0	21.0	0.0
(5090) COMMUNITY SERVICES BLOCK GRANT	12,149	11,372	12,143	772	5.3	6.2	6.2	0.0
(5095) SUBSIDY TRANSFER	229	231	231	0	0.0	0.0	0.0	0.0
SUBTOTAL (5000) FAMILY SERVICES	178,410	189,585	260,055	70,470	142.0	238.3	277.0	38.7
(7100) CHILD DEVELOPMENT								
(7120) CHILD DEVELOPMENT/CHILD DEV PROV SVCS	1	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (7100) CHILD DEVELOPMENT	1	0	0	0	0.0	0.0	0.0	0.0

Table JA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(8100) YOUTH & ADOLESCENT								
(8110) COMMITTED SERVICES	-5	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (8100) YOUTH & ADOLESCENT	-5	0	0	0	0.0	0.0	0.0	0.0
(9220) DHS PCARD POOL								
(9221) DHS PCARD POOL	5	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (9220) DHS PCARD POOL	5	0	0	0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	474,659	503,662	559,917	56,254	1,041.8	1,174.8	1,270.5	95.7

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

Note: For more detailed information regarding the proposed funding for the activities within this agency’s programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer’s website. “No Activity Assigned” indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Human Services operates through the following 4 divisions:

Economic Security Administration (ESA) – determines eligibility and the amount of assistance for those receiving Temporary Assistance for Needy Families (TANF), Medical Assistance, Food Stamps, and the child care subsidy; and helps low-income adults achieve self-sufficiency through employment and work-related activities. ESA also administers the Burial Assistance program, Interim Disability Assistance, and General Children’s Assistance.

This division contains the following 11 activities:

- **Burial Assistance** – provides assistance to low-income families who need help with funeral expenses;
- **General Assistance for Children** – provides financial assistance to eligible individuals caring for unrelated children under the age of 18;
- **Interim Disability Assistance (IDA)** – provides temporary financial assistance to those who are unable to work due to a disability and who have a high probability of receiving federal Supplemental Security Income (SSI). IDA payments are issued until SSI eligibility is approved or denied, after which the IDA payment ends;
- **Temporary Assistance for Needy Families (TANF)** – provides social services and supports to achieve family preservation and economic self-sufficiency;
- **Cash Assistance (TANF)** – provides financial assistance to eligible individuals with children under the age of 19, so that they can meet their basic needs and transition to economic self-sufficiency;
- **Job Opportunity and Training (TANF)** – provides employment readiness, job placement, coordination and skill development training, and educational enrichment to eligible individuals so that they can be socially and economically self-reliant;
- **Supplemental Food Assistance (Local)** – provides locally funded food assistance to the District’s Supplemental Nutritional Assistance Program (SNAP) recipients. This assistance is provided to District residents who receive the minimum SNAP benefits to increase the food supplement to \$30 per month;

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

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

This division contains the following 10 activities:

- **Adult Protective Services (APS)** – investigates alleged abuse, neglect, self-neglect, and exploitation of elderly and disabled adults, and intervenes to protect vulnerable adults who are at risk;
- **Domestic Violence Services** – provides protection, emergency shelter, and crisis intervention services to victims of domestic violence so that they can seek immediate relief from harm;
- **Youth Services** – provides integrated services for youth including:
 - o **Alternatives to the Court Experience** – provides comprehensive services to youth formally diverted by the District’s juvenile justice entities (the Metropolitan Police Department, the Office of the Attorney General, and Court Social Services) for truancy and low-level delinquency offenses;
 - o **Parent and Adolescent Support Services** – provides intensive case management and/or in-home family counseling services to youth who have committed status offenses, namely truancy, running away, and extreme disobedience at home;
 - o **Teen Parent Assessment Program** – provides services to teen parents who are receiving their own TANF grants, with the goal of ensuring full participation in their educational programs to move toward self-sufficiency; and
 - o **Youth Homeless Services** – provides coordinated entry and comprehensive services (shelter and transitional housing beds, street outreach, and drop-in centers) to youth aged 24 and under who are at risk of or experiencing homelessness;
- **Homeless Services Continuum - Families** – services include intake at the Virginia Williams Family Resource Center, crisis intervention and prevention, emergency and temporary shelter, transitional housing, rapid rehousing, and permanent supportive housing to families in the District of Columbia who are homeless or at risk of homelessness;
- **Homeless Services Continuum - Individuals** – services include outreach and coordinated entry, crisis intervention and prevention, services targeted to veterans, day center, low barrier shelter, temporary shelter, transitional housing, rapid rehousing, and permanent supportive housing to individuals in the District of Columbia who are homeless or at risk of homelessness;
- **Homeless Services Continuum - General** –provides security, food, management, emergency rental assistance, housing navigation, fixed costs (for shelter and housing facilities), supplies, equipment, and administrative support for the activities listed under the Homeless Continuum;

- **Refugee Resettlement** – provides social services, cash, and medical assistance to eligible refugees and their families through sub-grant arrangements with community-based non-profit agencies;
- **Strong Families** – provides comprehensive service delivery through case management and support services to families who are experiencing significant social, emotional, or other crises in order to de-escalate and help stabilize the family;
- **Community Services Block Grant** – provides assistance to low-income residents through a network of community action agencies and other neighborhood-based organizations in order to reduce poverty, revitalize low-income communities, and empower low-income families and individuals to become self-reliant; and
- **Subsidy Transfer** – provides child care benefits for low-income families.

Agency Management – 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 Human Services has no division structure changes in the FY 2018 proposed budget.

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

Table JA0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table JA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		298,901	599.5
Removal of One-Time Funding	Multiple Programs	-15,533	0.0
Other CSFL Adjustments	Multiple Programs	2,741	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		286,109	599.5
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	6,337	0.0
Increase: To support additional FTEs	Multiple Programs	1,533	5.8
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-1,633	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-11,606	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		280,741	605.4
Enhance: To support the Homeless Continuum; Homeward DC; emergency overflow shelters; short-term family housing facilities; and the ACE and PASS programs (\$912K one-time)	Family Services	58,901	0.0
Enhance: To reflect costs of emergency overflow shelters (one-time)	Family Services	10,500	0.0
Enhance: To support the TANF hardship policy	Economic Security Administration	8,100	0.0
Enhance: To support the expansion of the DC Access System (DCAS) (one-time)	Agency Management	6,500	0.0
Enhance: To support additional FTEs (\$2.3M one-time) primarily for ACE and PASS	Family Services	2,737	30.0
Enhance: To provide Equipment and Supplies for the ACE and PASS programs (\$50K one-time); and the Homeward DC program	Family Services	99	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		367,578	635.4

Table JA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
FEDERAL PAYMENTS: FY 2017 Approved Budget and FTE		0	0.0
No Change		0	0.0
FEDERAL PAYMENTS: FY 2018 Agency Budget Submission		0	0.0
No Change		0	0.0
FEDERAL PAYMENTS: FY 2018 Mayor's Proposed Budget		0	0.0
FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE		172,628	368.3
Increase: To support additional FTEs	Multiple Programs	3,221	32.5
Increase: To align resources with operational spending goals	Multiple Programs	1,626	0.0
Increase: To adjust the Contractual Services budget	Multiple Programs	773	0.0
Increase: To align Fixed Costs with proposed estimates	Agency Management	383	0.0
Decrease: To align budget with projected grant carryover balance	Multiple Programs	-22,209	0.0
FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission		156,422	400.8
No Change		0	0.0
FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget		156,422	400.8
FEDERAL MEDICAID PAYMENTS: FY 2017 Approved Budget and FTE		26,807	173.0
Increase: To support additional FTEs	Multiple Programs	3,878	38.4
Increase: To align resources with operational spending goals	Agency Management	429	0.0
Increase: To align Fixed Costs with proposed estimates	Agency Management	137	0.0
FEDERAL MEDICAID PAYMENTS: FY 2018 Agency Budget Submission		31,250	211.3
No Change		0	0.0
FEDERAL MEDICAID PAYMENTS: FY 2018 Mayor's Proposed Budget		31,250	211.3
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		2,475	13.0
Decrease: To realize programmatic cost savings in nonpersonal services	Economic Security Administration	-9	0.0
Decrease: To recognize savings from a reduction in FTEs	Economic Security Administration	-666	-11.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		1,800	2.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		1,800	2.0
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		2,852	21.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	93	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-78	0.0
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		2,867	21.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		2,867	21.0
GROSS FOR JA0 - DEPARTMENT OF HUMAN SERVICES		559,917	1,270.5

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

FY 2018 Proposed Budget Changes

The Department of Human Services' (DHS) proposed FY 2018 gross budget is \$559,916,585, which represents an 11.2 percent increase over its FY 2017 approved gross budget of \$503,662,353. The budget is comprised of \$367,577,893 in Local funds, \$156,422,234 in Federal Grant funds, \$31,249,562 in Federal Medicaid Payments, \$1,800,000 in Special Purpose Revenue funds, and \$2,866,896 in Intra-District funds.

Current Services Funding Level

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

DHS' FY 2018 CSFL budget is \$286,108,692, which represents a \$12,792,448, or 4.3 percent, decrease from the FY 2017 approved Local funds budget of \$298,901,140.

CSFL Assumptions

The FY 2018 CSFL calculated for DHS included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$139,766 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$315,054 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DHS includes a reduction of \$15,533,311 to account for the removal of one-time funding appropriated in FY 2017, which is comprised of \$10,630,679 for the TANF Hardship Policy; \$4,696,407 for the DC Access System (DCAS) IT system; and \$206,225 provided support to the Parent and Adolescent Support Services (PASS) and the Alternatives to Court Experience Diversion (ACE) programs.

Additional adjustments include increases of: \$7,557,858 to reflect cost of living adjustments for TANF customers; \$263,896 to cover the FY 2018 Operating Impact Capital projected costs for the DCAS; and \$375,964 for the Medicaid growth factor of 2.3 percent for the District of Columbia based enrollment data from the Department of Health Care Finance; and a decrease of \$5,632,142 for the Fixed Cost Inflation Factor to reflect the Department of General Services' (DGS) estimates based on historical expenditures for multiple commodities, as well as fleet services and Telecommunications.

Agency Budget Submission

Increase: DHS' proposed Local funds budget includes a net increase of \$6,337,042 across multiple divisions to reflect Fixed Costs based on estimates provided by DGS, and Telecommunications estimates provided by the Office of the Chief Technology Officer. This adjustment includes the following increases: \$3,470,861 for Rentals; \$2,295,526 for Occupancy; \$1,138,860 for Security; \$17,491 for Telecommunications; and is offset by a decrease of \$585,696 for Energy-related commodities. Additionally, the proposed Local funds budget reflects a net personal services increase of \$1,533,432 and 5.8 Full-Time Equivalent (FTE), across multiple divisions, to provide support for the Homeless programs, projected step increases, Fringe Benefits and other related costs.

The proposed budget submission for Federal Grant funds includes a net increase in personal services of \$3,220,730 and 32.5 FTEs across multiple divisions, of which 19.0 FTEs reflect support to the DCAS project and 13.5 FTEs will support the Office of Work Opportunity program. A net increase of \$1,626,378 in nonpersonal services primarily reflects the projected SNAP funding for DCAS. Additionally, a proposed increase of \$773,297 across multiple divisions for Contractual Services projected Community Services Block Grant (CSBG). Lastly, an increase of \$383,246 in the Agency Management division is to support historical fixed cost estimates from DGS for Occupancy costs.

DHS' proposed budget for Federal Medicaid Payments reflects a net increase of \$3,877,574 and 38.4 FTEs in personal services across multiple divisions. In nonpersonal services, a net proposed increase of \$428,680 is based on projected Medicaid funding for DCAS in the Agency Management division. Finally, a net increase of \$136,656 in the Agency Management division supports estimates for fixed costs for Occupancy and Telecommunications.

The proposed budget for Intra-District (ID) funds includes a net increase of \$93,050 in personal services costs across multiple divisions to support projected step increases and other salary adjustments.

Decrease: The proposed budget for Local funds recognizes a net savings of \$1,632,687 across multiple divisions, primarily to account for reductions in professional services fees. In addition, the proposed budget is decreased by \$11,605,590 across multiple divisions to reflect a reduction of fixed costs, rental assistance funding, and Local funding for the TANF employment program.

The budget submission in Federal Grant funds contains a \$22,209,078 decrease across multiple divisions to account for a projected reduction in TANF carryover funding.

In Special Purpose Revenue funds, a proposed reduction in eligibility support services of the Health Care Benefit Exchange (HBX) by the Economic Security Administration will result in a projected decrease of \$8,894 in nonpersonal services and a net decrease of \$666,106 and 11.0 FTEs to ESA.

In ID funds, DHS proposed a decrease of \$78,053 in nonpersonal services across multiple divisions to partially offset increases in personal services for projected step increases, Fringe Benefits, and other related adjustments.

Mayor's Proposed Budget

Enhance: DHS proposes several initiatives that primarily address the plight of the District's homeless population. In Local funds the agency proposes a net increase of \$58,900,981 in the Family Services division, which includes: \$36,400,000 to support emergency/low barrier and traditional shelter costs for the Homeless Continuum of Care contract previously supported with TANF carryover funds; \$8,388,950 to support the continued implementation of the Homeward DC program; \$5,600,000 in restored fixed cost adjustments; \$5,500,000 to support the costs associated with emergency overflow shelters for families; \$2,100,000 to support the operating cost of short-term family housing facilities opening in the 4th quarter; and \$912,031 (one-time) to support the expansion of DHS' youth diversion programs - the Alternatives to the Court Experience Diversion program (ACE) and the Parent and Adolescent Support Services program (PASS). ACE and PASS have both been under-staffed relative to the number of referrals from juvenile justice entities and community members. The demand for these programs is likely to grow as a result of their positive outcomes and lower cost relative to arrest and court costs.

Additionally in Local funds, the agency proposes: \$10,500,000 (one-time) to support emergency overflow shelters in the Family Services division and \$8,100,000 in the Economic Security Administration division to implement a TANF hardship policy through providing an equal funding formula to establish a child enrichment component and a parent component. This bifurcated funding ensures that there are resources to ensure support for the children in the home as well as incentives for parental compliance with employment requirements. Additionally, the agency proposes an increase of \$6,500,000 (one-time) in the Agency Management division to support the operating and maintenance expenditures in support of recent DCAS expansion.

Furthermore, in the Family Services division, DHS proposes an increase of \$2,737,046 and 30.0 Full-Time Equivalent (FTE) positions. This adjustment includes \$2,326,023 in one-time funding and 26.0 FTEs for the expansion of the ACE and PASS diversion programs, and \$411,023 and 4.0 FTEs for administering Homeward DC investments. Lastly, the budget proposal includes an increase of \$98,977 for projected Supplies and Equipment costs, which includes \$50,000 in one-time funding allocated evenly between the ACE and PASS programs, and \$48,977 for the Homeward DC program in the Family Services division.

Agency Performance Plan*

Department of Human Services (DHS) has the following strategic objectives for FY 2018:

Strategic Objectives

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

Objectives

1. Develop an effective crisis response system for unaccompanied adults who experience homelessness.
2. Develop an effective system of care for families who experience homelessness.
3. Implement a system of services and supports for families and parenting youth.
4. Empower DHS clients to improve their economic stability and well-being.
5. Improve the customer experience at DHS service centers.
6. Safeguard and improve the quality of life for vulnerable adults.
7. Create and maintain a highly efficient, transparent, and responsive District government.**

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 an effective crisis response system for unaccompanied adults who experience homelessness. (2 Activities)

Activity Title	Activity Description	Type of Activity
Homeless Services Continuum- Individuals	The Family Services Administration (FSA) provides a continuum of services to individuals experiencing homelessness or at risk of homelessness, so that they can obtain and/or maintain improved housing. The continuum of services includes outreach, coordinated entry, low barrier shelter, rapid rehousing, day programs, feeding programs, and permanent supportive housing. FSA also provides targeted support for Veterans experiencing homelessness as well as resources and services during extreme weather alerts.	Daily Service
Establish A Downtown Day Center	Last year, DHS opened the Adams Place Day Center. The Day Center addresses the long-standing need in the community of having a safe and dignified place for individuals experiencing homelessness to go during the day to take care of everyday needs and access long-term services and supports. In FY 2017, DHS is working to identify a new, downtown site for the Day Center, which given the more central location would allow access to services for a larger population. In FY 2017, DHS is seeking to expand partnerships and services offered at the current Day Center.	Key Project

2. Develop an effective system of care for families who experience homelessness. (2 Activities)

Activity Title	Activity Description	Type of Activity
Homeless Services Continuum- Families	The Family Services Administration provides a continuum of services to families experiencing homelessness or at risk of homelessness, so that they can obtain and/or maintain improved housing. The continuum of family services includes centralized intake and eligibility assessment at the Virginia Williams Family Resource Center, prevention services, emergency shelter, rapid rehousing, housing navigation and permanent supportive housing.	Daily Service
DC General Replacement Sites	In FY 2014, the District presented a multi-year plan to close and replace DC General. In FY 2015, Mayor Bowser and the Interagency Council on Homelessness (ICH) included a goal in its plan to close DC General and replace it with smaller, more dignified facilities across the District. In FY 2016, Mayor Bowser implemented an eight ward plan to close and replace DC general, with facilities planned for each ward in the District. In FY 2017, DHS will focus on interim placements while simultaneously working toward exiting all families from DC General by FY 2018, regardless of the Short-term Family Housing (STFH) sites' opening status.	Key Project

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

Activity Title	Activity Description	Type of Activity
Youth-Focused Diversion Services	DHS provides youth-focused diversion services through the following programs: Parent and Adolescent Support Services (PASS), which works to divert youth who have committed status offenses from court involvement and detention by conducting comprehensive youth assessments and providing intensive case management, in-home family counseling (Functional Family Therapy), and linkages to other supportive services; Alternatives to Court Experience (ACE), which offers individually tailored and clinically-appropriate services to youth and families as alternatives to prosecution. The program works to reduce recidivism, reengage youths in school, and improve overall youth functioning ; and The Teen Parent Assessment Program (TPAP), which provides services to teen parents ages 17 and under who receive Temporary Assistance for Needy Families (TANF). TPAP's goal is to move program participants towards self-sufficiency through completion of their high school or General Education Development (GED) program. Youth homeless services includes funding for the provision of emergency shelter beds and homeless prevention services.	Daily Service

4. Empower DHS clients to improve their economic stability and well-being. (1 Activity)

Activity Title	Activity Description	Type of Activity
Food Supplements, Employment and Training Program	The Economic Security Administration provides case management and employment assistance through the TANF Employment Program and Food Stamp Employment and Training (FSET) Program, which provide job readiness and training activities designed to improve long-term employability and achieve sustaining income.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Eligibility Determination and Enrollment Support	The Economic Security Administration provides eligibility determination and enrollment support for Federal and District cash, food, child care and medical benefits. These benefits include: Temporary Assistance for Needy Families (TANF), which provides temporary income support assistance for low income families while helping them improve their long-term employability and achieve family-sustaining income; Supplemental Nutrition Assistance Program (SNAP), which is designed to provide supplemental nutrition assistance to individuals and families in need, and support their return to long-term employability; District of Columbia Interim Disability Assistance program, which provides assistance to Supplemental Security Income (SSI) applicants pending SSI determination. District of Columbia's child care subsidy program. Federal and District medical assistance programs, including Medicaid, Children's Health Insurance Program (CHIP), and the D.C. Healthcare Alliance Program.	Daily Service

6. Safeguard and improve the quality of life for vulnerable adults. (1 Activity)

Activity Title	Activity Description	Type of Activity
Supportive Services to Vulnerable Adults	DHS provides supportive services to vulnerable adults through the following programs: Adult Protective Services (APS), a crisis-centered and investigation-based program that receives referrals for alleged abuse, neglect, self-neglect and exploitation 24 hours a day, seven days a week; The Strong Families Program, which provides immediate crisis intervention, stabilization and assessment services to District families experiencing acute crisis through intense case management and referral services. The Strong Families also provides relocation services to District families experiencing crisis due to emergency situations (critical incidents) such as building closures, natural disasters, fire emergencies, power outages and crime emergencies; The Family Violence Prevention and Services Program, which is an initiative that supports the establishment, maintenance and expansion of programs to prevent incidents of family violence. It also provides immediate shelter and related assistance for victims of	Daily Service

(Continued on next page)

6. Safeguard and improve the quality of life for vulnerable adults. (1 Activity)

Activity Title	Activity Description	Type of Activity
	family violence and their dependents that meet the needs of all victims, including those in underserved communities; and The Office of Refugee Resettlement serves to transition District of Columbia Refugees from dependency on public assistance to self-sufficiency.	

KEY PERFORMANCE INDICATORS

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

1. Develop an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average length of time experiencing homelessness (individuals)	No	163	Forthcoming June 2017	Not Available	Forthcoming June 2017	Forthcoming June 2017
Individuals becoming homeless for the first time	No	2,336	Forthcoming June 2017	Not Available	Forthcoming June 2017	Forthcoming June 2017
Percent of individuals returning to homelessness within 6-12 months	No	4.6%	Forthcoming June 2017	Not Available	Forthcoming June 2017	Forthcoming June 2017

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average length of time experiencing homelessness (families)	No	217	Forthcoming June 2017	Not Available	Forthcoming June 2017	Forthcoming June 2017
Families becoming homeless for the first time	No	523	Forthcoming June 2017	Not Available	Forthcoming June 2017	Forthcoming June 2017
Percent of families returning to homelessness within 6-12 months	No	4.5%	Forthcoming June 2017	Not Available	Forthcoming June 2017	Forthcoming June 2017

3. Implement a system of services and supports for families and parenting youth. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of teen parents receiving services from the Teen Parent Assessment program who are consistently attending their educational program (high school, GED, or other program) or who consistently attended and fulfilled the other requirements to successfully complete their educational program	No	63%	66.3%	70%	70%	70%

(Continued on next page)

3. Implement a system of services and supports for families and parenting youth. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of teen parents receiving services from the Teen Parent Assessment Program who do not have additional pregnancies during the reporting year	No	98%	98.8%	95%	95%	95%
Percent of youth engaged in the ACE and PASS programs who complete the programs without additional legal involvement	No	69%	87%	85%	85%	85%
Percent of youth engaged in the ACE and PASS programs who show more than 15 percent improvement in attendance when truancy is a referring behavior	No	71%	62.5%	65%	65%	65%
Percent of youth engaged in the PASS and the ACE who show functional improvement at closure as indicated by statistically significant declines in their Child and Adolescent Functional Assessment Scale (CAFAS) scores	No	71%	88%	85%	85%	85%

4. Empower DHS clients to improve their economic stability and well-being. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average number of newly employed TANF participants	Yes	Not Available	New Measure	Not Available	New Measure	250
Percent of program participants exiting TANF due to earning (out of all TANF caseloads)	Yes	Not Available	New Measure	Not Available	New Measure	5%
Percent of program participants fully participating of those assigned to an TANF employment service provider	No	27%	Forthcoming June 2017	27%	31%	35%
Percent of TANF participants who was enrolled in any educational and training programs	Yes	Not Available	New Measure	Not Available	New Measure	15%
Percent of those in active employment at the end of the month (point-in-time)	No	Not Available	Not Available	Not Available	18%	20%
Percent of work-eligible participants assigned to TANF employment service providers (out of all work-eligible participants)	No	Not Available	Not Available	Not Available	58%	60%

5. Improve the customer experience at DHS service centers. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Call Center: average abandonment rate	No	38%	35%	30%	25%	25%
Call Center: average hold time	No	Not Available	9	Not Available	9	9
Food Stamp Error Rate	No	8%	7.5%	7.5%	6.8%	10%

(Continued on next page)

5. Improve the customer experience at DHS service centers. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Service Center: average wait time in minutes	No	40	47	35	25	100

6. Safeguard and improve the quality of life for vulnerable adults. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of families provided with crisis intervention and stabilization services through the Strong Families Program	No	1,203	1,272	1,500	1,100	1,200
Percent of cases where investigations, substantiation of allegations, the provision of services to mitigate immediate risk have been completed and are closed or transferred to the continuing services unit are completed within 60 working days for the Adult Protective Services Program	No	93%	95%	90%	90%	90%
Percent of referrals in non-emergency cases where initial client contact and investigation takes place within ten working days for the Adult Protective Services Program	No	98%	99.1%	95%	95%	95%

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

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

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. TANF & FSET Case Management and Employment Assistance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Total number of adults receiving TANF cash benefits	No	Not Available	Not Available	Forthcoming June 2017
Total number of children receiving TANF cash benefits	No	Not Available	Not Available	Forthcoming June 2017
Total number of families (newly approved) for TANF by month	No	Not Available	Not Available	Forthcoming June 2017
Total number of families exiting TANF	No	Not Available	Not Available	Forthcoming June 2017
Total number of households receiving TANF case benefits (monthly)	No	Not Available	Not Available	Forthcoming June 2017
Total number of work-eligible TANF customers	No	Not Available	Not Available	Forthcoming June 2017

2. Youth-Focused Diversion Services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Average monthly placements of youth experiencing homelessness placed through the coordinated entry system	No	Not Available	Not Available	14.0
Number of teen parents served by the TPAP	No	Not Available	Not Available	67.0
Number of youth served by PASS	No	Not Available	Not Available	197.0
Number of youth served in ACE	No	Not Available	Not Available	566.0

3. Homeless Services Continuum- Individuals

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Average monthly housing placements (Individuals experiencing homelessness)	No	Not Available	Not Available	Forthcoming June 2017
Average monthly housing placements (Veterans)	No	Not Available	Not Available	Forthcoming June 2017
Number of homeless Veterans, Point-in-Time (PIT)	No	Not Available	Not Available	Forthcoming June 2017
Number of individuals experiencing chronic homelessness PIT	No	Not Available	Not Available	Forthcoming June 2017
Number of individuals experiencing homelessness (annual)	No	Not Available	Not Available	Forthcoming June 2017
Number of individuals experiencing homelessness, January PIT	No	Not Available	Not Available	Forthcoming June 2017

4. Homeless Services Continuum - Families

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Average monthly census in family shelter	No	Not Available	Not Available	Forthcoming June 2017
Number of family households experiencing homelessness (annual)	No	Not Available	Not Available	Forthcoming June 2017

4. Homeless Services Continuum - Families

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of family households experiencing homelessness, January PIT	No	Not Available	Not Available	Forthcoming June 2017
Number of housing placements annually (family households)	No	Not Available	Not Available	Forthcoming June 2017

5. Supportive Services to Vulnerable Adults

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of cases investigated in APS	No	Not Available	Not Available	Forthcoming June 2017
Number of court Appointed Guardians/Conservators	No	Not Available	Not Available	Forthcoming June 2017
Number of referrals received in APS	No	Not Available	Not Available	Forthcoming June 2017

6. Eligibility Determination and Enrollment Support

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of calls received	No	Not Available	Not Available	Forthcoming June 2017
Number of client visits at service centers	No	Not Available	Not Available	Forthcoming June 2017
Number of clients receiving a combination of 3 benefits (TANF, SNAP, and Medicaid)	No	Not Available	Not Available	Forthcoming June 2017
Number of initial Medicaid applications	No	Not Available	Not Available	Forthcoming June 2017
Number of initial Medicaid applications that are approved	No	Not Available	Not Available	Forthcoming June 2017
Number of initial SNAP applications	No	Not Available	Not Available	Forthcoming June 2017
Number of Medicaid re-certifications that are approved	No	Not Available	Not Available	Forthcoming June 2017
Number of Medicaid re-certifications that are submitted	No	Not Available	Not Available	Forthcoming June 2017
Number of re-certification applications accepted for SNAP	No	Not Available	Not Available	Forthcoming June 2017

Performance Plan End Notes

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

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

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

Child and Family Services Agency

www.cfsa.dc.gov
Telephone: 202-442-6100

Table RL0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$218,461,870	\$232,629,822	\$226,485,929	-2.6
FTEs	792.1	825.0	825.0	0.0

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

Summary of Services

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

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

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

Table RL0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table RL0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	155,353	166,553	158,623	-7,930	-4.8	630.8	672.0	669.0	-3.0	-0.4
SPECIAL PURPOSE REVENUE FUNDS	1,200	1,200	1,000	-200	-16.7	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	156,553	167,753	159,623	-8,130	-4.8	630.8	672.0	669.0	-3.0	-0.4
FEDERAL RESOURCES										
FEDERAL GRANT FUNDS	59,716	63,778	65,383	1,604	2.5	161.3	153.0	156.0	3.0	2.0
TOTAL FOR FEDERAL RESOURCES	59,716	63,778	65,383	1,604	2.5	161.3	153.0	156.0	3.0	2.0
PRIVATE FUNDS										
PRIVATE GRANT FUNDS	0	20	0	-20	-100.0	0.0	0.0	0.0	0.0	N/A
PRIVATE DONATIONS	30	21	21	0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR PRIVATE FUNDS	30	40	21	-20	-48.2	0.0	0.0	0.0	0.0	N/A
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	2,163	1,058	1,459	401	38.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	2,163	1,058	1,459	401	38.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	218,462	232,630	226,486	-6,144	-2.6	792.1	825.0	825.0	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table RL0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table RL0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	59,083	61,027	63,304	65,470	2,166	3.4
12 - REGULAR PAY - OTHER	1,050	1,767	983	1,029	47	4.8
13 - ADDITIONAL GROSS PAY	1,810	1,846	1,355	1,355	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	13,863	14,558	16,522	16,087	-435	-2.6
15 - OVERTIME PAY	1,496	1,456	1,146	1,146	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	77,302	80,654	83,310	85,087	1,777	2.1

Table RL0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
20 - SUPPLIES AND MATERIALS	281	257	342	324	-19	-5.5
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	595	627	762	624	-138	-18.1
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	1,273	978	855	1,001	146	17.1
32 - RENTALS - LAND AND STRUCTURES	5,520	5,693	6,894	6,805	-89	-1.3
33 - JANITORIAL SERVICES	51	51	150	150	0	0.0
34 - SECURITY SERVICES	2,049	1,402	2,300	1,298	-1,001	-43.5
35 - OCCUPANCY FIXED COSTS	1,788	1,167	1,073	372	-701	-65.3
40 - OTHER SERVICES AND CHARGES	3,862	5,820	4,190	3,850	-340	-8.1
41 - CONTRACTUAL SERVICES - OTHER	15,347	7,638	11,355	9,462	-1,893	-16.7
50 - SUBSIDIES AND TRANSFERS	121,772	113,279	120,425	116,476	-3,949	-3.3
70 - EQUIPMENT AND EQUIPMENT RENTAL	818	896	974	1,037	62	6.4
91 - EXPENSE NOT BUDGETED OTHERS	14	0	0	0	0	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	153,369	137,808	149,320	141,399	-7,921	-5.3
GROSS FUNDS	230,672	218,462	232,630	226,486	-6,144	-2.6

*Percent change is based on whole dollars.

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

Table RL0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table RL0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL SERVICES ACTIVITY	973	1,843	1,934	91	12.6	14.0	14.0	0.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	1,803	1,894	2,212	318	10.6	12.0	15.0	3.0
(1020) CONTRACTING AND PROCUREMENT ACTIVITY	1,862	1,882	1,975	93	14.3	15.0	16.0	1.0
(1030) PROPERTY MANAGEMENT ACTIVITY	13,348	14,136	12,595	-1,541	12.3	15.0	19.0	4.0
(1040) INFORMATION TECHNOLOGY ACTIVITY	2,249	6,921	7,509	588	27.8	27.0	27.0	0.0
(1050) FINANCIAL MANAGEMENT ACTIVITY	2,483	2,439	2,401	-38	15.2	18.0	17.0	-1.0
(1055) RISK MANAGEMENT ACTIVITY	309	237	133	-104	0.0	0.0	1.0	1.0
(1060) LEGAL AFFAIRS ACTIVITY	1,713	1,403	1,607	204	7.5	9.0	11.0	2.0
(1070) FLEET MANAGEMENT ACTIVITY	739	1,063	904	-159	0.0	0.0	0.0	0.0
(1080) COMMUNICATION ACTIVITY	395	380	358	-22	2.8	3.0	3.0	0.0
(1085) CUSTOMER SERVICES ACTIVITY	11	5	5	0	0.0	0.0	0.0	0.0

Table RL0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1087) LANGUAGE ACCESS	395	170	135	-35	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT ACTIVITY	5,516	2,025	1,607	-418	25.4	18.0	13.0	-5.0
(1099) COURT SUPERVISION	1,265	1,442	1,567	125	7.6	7.0	8.0	1.0
SUBTOTAL (1000) AGENCY MANAGEMENT	33,060	35,840	34,942	-898	136.2	138.0	144.0	6.0
(100F) AGENCY FINANCIAL OPERATIONS								
(110F) BUDGET OPERATIONS	325	389	387	-2	2.8	3.0	3.0	0.0
(120F) ACCOUNTING OPERATIONS	1,545	2,362	2,350	-13	20.4	21.0	21.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	1,870	2,751	2,737	-15	23.2	24.0	24.0	0.0
(2000) AGENCY PROGRAMS								
(2012) PERMANENCY	7,283	9,378	10,697	1,319	85.4	95.0	99.0	4.0
(2030) TEEN SERVICES ACTIVITY	7,145	5,417	4,930	-487	46.7	49.0	44.0	-5.0
(2045) FAMILY RESOURCES	4,566	4,771	2,620	-2,151	34.0	36.0	22.0	-14.0
(2055) FACILITY LICENSING	3,090	3,544	2,507	-1,037	24.5	22.0	14.0	-8.0
(2065) CONTRACT MONITORING	2,649	2,431	2,464	33	26.2	23.0	24.0	1.0
(2066) CHILD PLACEMENT	50,223	57,579	54,275	-3,304	45.4	78.0	43.0	-35.0
(2067) KINSHIP SUPPORT	3,828	542	3,468	2,926	31.9	1.0	31.0	30.0
SUBTOTAL (2000) AGENCY PROGRAMS	78,785	83,661	80,960	-2,701	294.1	304.0	277.0	-27.0
(3000) COMMUNITY SERVICES								
(3010) CHILD PLACEMENT ACTIVITY	35	0	0	0	0.0	0.0	0.0	0.0
(3020) FAMILY RESOURCES ACTIVITY	5	0	0	0	0.0	0.0	0.0	0.0
(3086) CHILD PROTECTIVE SVCS-FAMILY ASSESSMENT	6,688	7,124	6,651	-473	75.1	74.0	70.0	-4.0
(3087) CHILD PROTECTIVE SERVICES- INVESTIGATIONS	8,851	11,183	12,606	1,423	96.7	102.0	116.0	14.0
(3090) CLINICAL HEALTH SERVICES	4,444	3,073	2,831	-241	5.9	0.0	0.0	0.0
(3091) NURSE CARE MANAGEMENT	2,382	125	125	0	18.9	0.0	0.0	0.0
(3092) HEALTHY HORIZON'S CLINIC	647	949	1,135	186	0.0	0.0	0.0	0.0
SUBTOTAL (3000) COMMUNITY SERVICES	23,052	22,454	23,349	895	196.5	176.0	186.0	10.0
(4000) ADOPTION AND GUARDIAN SUBSIDY PROGRAM								
(4010) ADOPTION AND GUARDIANSHIP SUBSIDY	19,094	19,494	18,642	-851	0.0	0.0	0.0	0.0
(4011) GUARDIANSHIP SUBSIDY ACTIVITY	14,382	12,946	11,831	-1,115	0.0	0.0	0.0	0.0
(4012) GRANDPARENT SUBSIDY ACTIVITY	5,024	4,971	5,932	961	0.0	0.0	0.0	0.0
SUBTOTAL (4000) ADOPTION AND GUARDIAN SUBSIDY PROGRAM	38,500	37,411	36,406	-1,005	0.0	0.0	0.0	0.0
(6000) POLICY AND PLANNING								
(6010) POLICY	1,155	2,521	1,393	-1,129	1.9	2.0	0.0	-2.0
(6020) PLANNING AND DATA ANALYSIS	3,246	2,973	3,717	744	27.2	29.0	35.0	6.0
(6030) QUALITY ASSURANCE	1,609	1,750	1,720	-29	15.1	16.0	16.0	0.0
SUBTOTAL (6000) POLICY AND PLANNING	6,010	7,244	6,830	-414	44.2	47.0	51.0	4.0

Table RL0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(7000) CLINICAL PRACTICE								
(7020) WELL BEING	6,984	11,246	10,916	-330	17.0	49.0	52.0	3.0
SUBTOTAL (7000) CLINICAL PRACTICE	6,984	11,246	10,916	-330	17.0	49.0	52.0	3.0
(8000) COMMUNITY PARTNERSHIPS								
(8010) COMMUNITY PARTNERSHIP SERVICES	23,031	4,907	3,590	-1,317	12.3	27.0	19.0	-8.0
(8020) IN-HOME	7,171	6,154	7,347	1,193	68.6	57.0	69.0	12.0
(8030) PREVENTION SERVICES	0	20,961	19,410	-1,552	0.0	3.0	3.0	0.0
SUBTOTAL (8000) COMMUNITY PARTNERSHIPS	30,202	32,023	30,347	-1,676	80.9	87.0	91.0	4.0
TOTAL PROPOSED OPERATING BUDGET	218,462	232,630	226,486	-6,144	792.2	825.0	825.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Child and Family Services Agency operates through the following 8 divisions:

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

This division contains the following 7 activities:

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

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

This division contains the following 5 activities:

- **Child Protective Services - Family Assessment** – leads and conducts assessments of suspected child abuse or neglect, assesses families whose children are alleged victims of abuse or neglect, and refers children and their families for services within CFSA or the Healthy Families Thriving Communities Collaboratives. The assessments are designed to prevent further abuse and neglect, strengthen parents’ capacity to care for their children, assure that children receive adequate care, and safely prevent out-of-home placement when appropriate;
- **Child Protective Services - Investigations** – receives reports of suspected child abuse or neglect through the hotline, investigates families whose children are alleged victims of abuse or neglect, and makes determinations regarding immediate removals and/or court referrals;
- **Clinical Health Services** – provides medical and behavioral health screenings prior to placement and expert consultation in health, residential treatment, developmental disabilities, and 24/7 on-call support for medical and mental health services;
- **Nurse Care Management** – supports a cadre of nurse care professionals to support the medical needs of children in care; and
- **Healthy Horizons Clinic** – provides medical health screenings prior to placement and expert consultation in health, residential treatment, developmental disabilities, and 24/7 on-call support for medical services.

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

This division contains the following 3 activities:

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

Policy and Planning – supports CFSA’s policy development, planning and data analysis, Fair Hearings, D.C. Child Protection Registry, quality assurance, and training functions. Additionally, Policy and Planning licenses group homes and independent living facilities that provide services to youth.

This division contains the following 3 activities:

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

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

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

This division contains the following 3 activities:

- **Community Partnership Services** – provides staffing support and oversight of community-based prevention, supportive and after-care services to families and at-risk children in their homes, maximizing the use of informal and formal support systems;
- **In-Home** – serves families in-home through social work units co-located with community partners to provide community-based family supportive services; and
- **Prevention Services** – provides direct community-based prevention, supportive and after-care services to families and at-risk children in their homes, maximizing the use of informal and formal support systems.

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

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

Division Structure Change

The Child and Family Services Agency has no division structure changes in the FY 2018 proposed budget.

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

Table RL0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table RL0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		166,553	672.0
Removal of One-Time Funding	Multiple Programs	-1,050	0.0
Other CSFL Adjustments	Multiple Programs	-322	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		165,181	672.0
Increase: To support the costs of pre-existing programmatic initiatives	Multiple Programs	2,779	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	843	-3.0
Decrease: To partially offset projected adjustments in personal services costs	Multiple Programs	-429	0.0
Decrease: To align Fixed Costs with proposed estimates	Agency Management	-1,437	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-2,541	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-4,169	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		160,225	669.0

Table RL0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Reduce: Foster Care Placement Savings	Agency Programs	-1,602	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		158,623	669.0
FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE		63,778	153.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,150	3.0
Increase: To align Fixed Costs with proposed estimates	Agency Management	397	0.0
Increase: To align budget with projected grant awards	Multiple Programs	57	0.0
FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission		65,383	156.0
No Change		0	0.0
FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget		65,383	156.0
PRIVATE GRANT FUNDS: FY 2017 Approved Budget and FTE		20	0.0
Reduce: To align budget with projected revenues	Policy and Planning	-20	0.0
PRIVATE GRANT FUNDS: FY 2018 Agency Budget Submission		0	0.0
No Change		0	0.0
PRIVATE GRANT FUNDS: FY 2018 Mayor's Proposed Budget		0	0.0
PRIVATE DONATIONS: FY 2017 Approved Budget and FTE		21	0.0
No Change		0	0.0
PRIVATE DONATIONS: FY 2018 Agency Budget Submission		21	0.0
No Change		0	0.0
PRIVATE DONATIONS: FY 2018 Mayor's Proposed Budget		21	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		1,200	0.0
Decrease: To align budget with projected revenues	Agency Programs	-200	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		1,000	0.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		1,000	0.0
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		1,058	0.0
Increase: To align budget with projected revenues	Community Partnerships	323	0.0
Increase: To align budget with projected revenues	Agency Programs	78	0.0
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		1,459	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		1,459	0.0
GROSS FOR RL0 - CHILD AND FAMILY SERVICES AGENCY		226,486	825.0

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

FY 2018 Proposed Budget Changes

The Child and Family Services Agency's (CFSA) proposed FY 2018 gross budget is \$226,485,929, which represents a 2.6 percent decrease from its FY 2017 approved gross budget of \$232,629,822. The budget is comprised of \$158,623,209 in Local funds, \$65,382,575 in Federal Grant funds, \$20,977 in Private Donations, \$1,000,000 in Special Purpose Revenue funds, and \$1,459,168 in Intra-District funds.

Current Services Funding Level

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

CFSA's FY 2018 CSFL budget is \$165,180,891, which represents a \$1,372,349, or 0.8 percent, decrease from the FY 2017 approved Local funds budget of \$166,553,240.

CSFL Assumptions

The FY 2018 CSFL calculated for CFSA included adjustments that are not described in detail on table 5. These adjustments include a decrease of \$216,105 in personal services to account for Fringe Benefit costs based on trend comparative analyses, and an increase of \$164,408 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for CFSA includes a reduction of \$1,050,000 to account for the removal of one-time funding appropriated in FY 2017 to support direct services. Additional adjustments include an increase of \$3,450 for the Medicaid Growth Factor to account for the District's FY 2018 Medicaid growth rate of 2.3 percent based on the cost of healthcare services in the District projected by the Department of Health Care Finance, and a decrease of \$274,103 for the Fixed Cost Inflation Factor to reflect estimates based on historical expenditures of Department of General Services commodities.

Agency Budget Submission

Increase: The Local funds budget proposal includes an increase of \$2,779,147 across multiple divisions, which will be used primarily to support direct services for children and youth in foster care. Personal services adjustments include an increase of \$842,749 for projected step increases, Fringe Benefit costs, the filling of vacant positions, and the reclassification of 3.0 FTEs to Federal Grant funds.

In Federal Grant funds, an increase of \$1,150,377 supports 3.0 additional FTEs and provides funding for projected salary step increases and Fringe Benefit costs. This adjustment is based on a projected increase to the Foster Care grant. Fixed Costs projections for Security services and Energy provided by the Department of General Services (DGS) collectively account for an increase of \$396,993. The proposed budget in Federal Grant funds also increased by \$56,776 to properly align funding with anticipated grant awards.

CFSA's Intra-District funds budget proposal reflects an increase of \$323,352 to the Community Partnerships in support of the agency's work with the Department of Behavioral Health to support services for Wayne's Place, a transitional home for young adults who need support to live independently. This is part of an initiative to keep District residents out of homelessness and provide assistance in getting them on a path to the middle class. Also in Intra-District funds, an increase of \$78,140 to the Agency Programs division will be used in collaboration with the Department of Human Services for the Refugee Minor program to support unaccompanied children and youth.

Decrease: The proposed budget in Local funds reflects a decrease of \$429,299, mainly for Supplies and Materials to partially offset increases in personal services. A net decrease of \$1,437,301 in Local funds from the Agency Management division aligns the budget with Fixed Costs projections from DGS and the Office of the Chief Technology Officer.

CFSA's budget allocation process identifies savings in Local funds to optimize funding for programmatic priorities. In this regard, the proposed budget is reduced by \$2,541,391 in Local funds to reflect projected savings across multiple divisions in nonpersonal services. Additionally, the budget in Local funds reflects a reduction of \$4,169,331 across multiple divisions to account for anticipated savings from funding allocated for contractual services. These adjustments enable CFSA to continue support its mission and strategically focus on investing in programs and activities for underserved populations.

In Private Grant funds, CFSA's budget proposal decreased by \$19,500 from the Policy and Planning division due to the expiration of the Pregnant and Parenting Youth Private grant. A decrease of \$200,000 in Special Purpose Revenue funds from the Agency Programs division aligns the budget with revenue projections pertaining to the Social Security Administration for Social Security income based on Medicaid eligibility.

Mayor's Proposed Budget

Reduce: CFSA's budget proposal reflects a reduction of \$1,602,255 in Local funds based on projected savings in the Agency Programs division due to anticipated reductions in foster care placement costs.

Agency Performance Plan*

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

ACTIVITIES

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

1. Exit to Positive Permanency - Every child and youth exits foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills for successful adulthood. (3 Activities)

Activity Title	Activity Description	Type of Activity
Permanency Administration	Provides permanency support, consultation, technical assistance, training and case management for children from inception of concurrent permanency planning through finalization of adoption or guardianship.	Daily Service
Office of Youth Empowerment	Serves older youth, ages 16 to 21, in care. OYE provides programs, services, and supports to prepare these young people for successful adulthood while continuing to seek permanent homes for them through reunification, guardianship, or adoption.	Daily Service
After Care Services	CFSA will work with community partners to provide Aftercare services to Foster Care Youth who Age out of Foster Care.	Daily Service

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

Activity Title	Activity Description	Type of Activity
In-Home Services Administration	Monitors and assists families through 10 social work units co-located with the Healthy Families/Thriving Communities Collaborative. This administration also manages the agency's rapid housing program which assists kin, transitioning youth, and families reunifying with housing resources.	Daily Service
CPS-I	Maintains 24/7 protective services for children, including the District's hotline for reporting child abuse/neglect and necessary investigative responses.	Daily Service
Family Assessment	Providing assessment and support to referred families at risk of child abuse and neglect. Includes referrals for educational neglect.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Health Services Administration	Provides in-house medical screenings for children and youth before entry into out-of-home care and a full medical evaluation within 30 days.	Daily Service
Office of Youth Empowerment	Serves older youth, ages 16 to 21, in care. OYE provides programs, services, and supports to prepare these young people for successful adulthood while continuing to seek permanent homes for them through reunification, guardianship, or adoption.	Daily Service
The Office of Well-Being	The Office of Well-Being plays a leadership role in defining, supporting, and enhancing the overall well-being of children and youth involved with child welfare. CFSA uses trauma-informed and evidence-based practices, with the goal of achieving measurable and meaningful outcomes in the well-being domains of education, cognitive functioning, physical health and development, emotional and behavioral functioning, and social and emotional functioning within the context of a trauma-informed system. The Office of Well-Being includes four specialty areas (education, substance abuse, domestic violence, and day care) that support these outcomes, in addition to the Health Services Administration that provides in-house medical screenings for children and youth before entry into out-of-home care and a full medical evaluation within 30 days.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Placement Services Administration	Identifies appropriate settings that can meet the needs of children and youth who must leave home temporarily to be safe.	Daily Service
Kinship Support Administration	Conducts Family Team Meetings to prevent removal, when possible, and conducts other activities to engage and support relatives in caring for their children.	Daily Service
Foster Care Resources Administration	Foster Care Resources Administration recruits, District-based foster homes, group homes and independent living programs for children and youth; provides support to foster and adoptive parents and coordinates service monitoring of CFSA contracts with private providers who manage a portion of the caseload of children and youth in out-of-home care. These providers operate networks of foster homes and congregate care facilities (group homes and independent living programs).	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. Exit to Positive Permanency - Every child and youth exits foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills for successful adulthood. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Share of exits to a permanent home	No	77%	81%	84%	84%	80%
Share of youth age 20 who are employed or in post-secondary education	No	45%	61%	55%	55%	60%
Share of youth engaged in after-care services	No	Not Available	92%	Not Available	98%	98%

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
New entries into foster care	No	381	325	362	344	320
Number of removals from in-home within one year	No	97	108	87	87	85
Share of investigations initiated within 48 hours	No	91%	89%	95%	95%	95%

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of children ages 0-5 getting a developmental screening within 30 days of entering care	No	77%	90%	86%	86%	85%
Percent of youth in foster care who graduate from college	No	8%	16%	15%	15%	20%
Percent of youth in foster care who graduate from high school	No	60%	76%	70%	70%	70%
Share of youth age 11 and older getting a pre-placement substance abuse screening	No	86%	93%	95%	95%	95%
Share of children/youth getting a health screening before an initial and re-entry to foster care placement	No	94%	96%	95%	95%	95%
Share of youth in foster care who complete vocational training and/or receive industry certification	No	44%	69%	48%	48%	70%

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent increase of relative placements (kinship care)	No	21%	21%	25%	25%	25%
Percent of foster care placements within the District of Columbia	No	48%	49%	53%	53%	60%
Percent of placements in family foster homes	No	83%	84%	88%	88%	88%

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

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

(Continued on next page)

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

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

WORKLOAD MEASURES

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

1. In-home Services Administration

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of in-home children served	No	Not Available	Not Available	1,563
Number of in-home families served	No	Not Available	Not Available	574

2. CPS-I

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Rate of substantiated child abuse and neglect per 1,000 children in the District	No	Not Available	Not Available	7.6
Total hotline calls received	No	Not Available	Not Available	17,239
Total number of new investigations	No	Not Available	Not Available	5,294

3. Placement Services Administration

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of out-of-home children served	No	Not Available	Not Available	989

Performance Plan End Note

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

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

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

Department of Behavioral Health

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

Table RM0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$268,931,330	\$273,422,234	\$271,104,891	-0.8
FTEs	1,345.6	1,409.7	1,400.7	-0.6

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

Summary of Services

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

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

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

Table RM0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table RM0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	228,301	226,758	228,253	1,495	0.7	1,200.5	1,160.5	1,143.0	-17.5	-1.5
SPECIAL PURPOSE REVENUE FUNDS	2,867	4,270	4,234	-36	-0.8	28.8	37.5	37.0	-0.5	-1.3
TOTAL FOR GENERAL FUND	231,168	231,028	232,487	1,459	0.6	1,229.3	1,198.0	1,180.0	-18.0	-1.5
FEDERAL RESOURCES										
FEDERAL GRANT FUNDS	21,198	20,012	20,279	266	1.3	58.8	108.0	114.0	6.0	5.6
FEDERAL MEDICAID PAYMENTS	3,471	3,431	1,430	-2,001	-58.3	6.7	5.0	5.0	0.0	0.0
TOTAL FOR FEDERAL RESOURCES	24,669	23,443	21,709	-1,734	-7.4	65.5	113.0	119.0	6.0	5.3
PRIVATE FUNDS										
PRIVATE GRANT FUNDS	152	255	258	3	1.1	0.0	0.0	0.0	0.0	N/A
PRIVATE DONATIONS	64	289	289	0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR PRIVATE FUNDS	216	544	546	3	0.5	0.0	0.0	0.0	0.0	N/A
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	12,878	18,408	16,363	-2,045	-11.1	50.8	98.8	101.8	3.0	3.0
TOTAL FOR INTRA-DISTRICT FUNDS	12,878	18,408	16,363	-2,045	-11.1	50.8	98.8	101.8	3.0	3.0
GROSS FUNDS	268,931	273,422	271,105	-2,317	-0.8	1,345.6	1,409.7	1,400.7	-9.0	-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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table RM0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table RM0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	90,085	97,462	100,827	102,678	1,851	1.8
12 - REGULAR PAY - OTHER	7,061	8,243	9,022	8,632	-390	-4.3
13 - ADDITIONAL GROSS PAY	4,847	4,989	1,693	5,147	3,453	203.9
14 - FRINGE BENEFITS - CURRENT PERSONNEL	22,434	24,245	28,013	27,602	-411	-1.5

Table RM0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
15 - OVERTIME PAY	3,966	2,845	1,953	3,263	1,310	67.1
99 - UNKNOWN PAYROLL POSTINGS	0	18	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	128,391	137,802	141,509	147,322	5,813	4.1
20 - SUPPLIES AND MATERIALS	6,576	6,795	6,151	5,954	-198	-3.2
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	1,512	1,341	2,128	1,789	-338	-15.9
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	805	1,059	1,004	729	-275	-27.4
32 - RENTALS - LAND AND STRUCTURES	5,756	5,253	5,816	6,185	369	6.3
34 - SECURITY SERVICES	4,528	4,342	4,838	3,873	-965	-19.9
35 - OCCUPANCY FIXED COSTS	183	151	219	266	47	21.2
40 - OTHER SERVICES AND CHARGES	12,595	11,758	13,013	9,941	-3,072	-23.6
41 - CONTRACTUAL SERVICES - OTHER	49,917	32,144	35,030	32,883	-2,147	-6.1
50 - SUBSIDIES AND TRANSFERS	59,900	66,222	62,126	61,589	-538	-0.9
70 - EQUIPMENT AND EQUIPMENT RENTAL	1,305	2,064	1,587	573	-1,014	-63.9
SUBTOTAL NONPERSONAL SERVICES (NPS)	143,078	131,129	131,914	123,783	-8,131	-6.2
GROSS FUNDS	271,469	268,931	273,422	271,105	-2,317	-0.8

*Percent change is based on whole dollars.

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

Table RM0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table RM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL	1,716	1,742	1,824	82	16.4	16.0	16.0	0.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	362	385	417	32	3.1	3.0	3.0	0.0
(1017) LABOR RELATIONS	397	434	460	26	3.1	3.0	3.0	0.0
(1020) CONTRACTING AND PROCUREMENT	1,115	25	0	-25	10.3	0.0	0.0	0.0
(1030) PROPERTY MANAGEMENT	3,761	3,344	3,995	652	2.0	2.0	2.0	0.0
(1040) INFORMATION TECHNOLOGY	6,891	6,718	0	-6,718	25.5	27.0	0.0	-27.0
(1050) FINANCIAL MANAGEMENT-AGENCY	1,893	1,831	2,684	854	12.3	12.0	22.0	10.0
(1055) RISK MANAGEMENT	185	185	0	-185	1.0	1.0	0.0	-1.0
(1060) LEGAL SERVICES	730	701	0	-701	4.6	4.5	0.0	-4.5
(1080) COMMUNICATIONS	24	26	0	-26	0.0	0.0	0.0	0.0
(1085) CUSTOMER SERVICES	41	59	0	-59	0.0	0.0	0.0	0.0
(1087) LANGUAGE ACCESS	60	60	0	-60	0.0	0.0	0.0	0.0

Table RM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1088) CLAIMS ADMINISTRATION	0	0	1,286	1,286	0.0	0.0	13.0	13.0
(1089) HEALTH INFORMATION MANAGEMENT	0	0	684	684	0.0	0.0	9.0	9.0
(1091) OFFICE OF ADMINISTRATION OPERATIONS	0	0	286	286	0.0	0.0	2.0	2.0
SUBTOTAL (1000) AGENCY MANAGEMENT	17,174	15,510	11,637	-3,873	78.3	68.5	70.0	1.5
(100F) DBH FINANCIAL OPERATIONS								
(110F) DBH BUDGET OPERATIONS	713	886	944	58	4.1	4.8	5.0	0.2
(120F) DBH ACCOUNTING OPERATIONS	969	965	945	-20	10.1	9.2	9.0	-0.2
(130F) DBH FISCAL OFFICER	315	316	330	14	2.0	2.0	2.0	0.0
SUBTOTAL (100F) DBH FINANCIAL OPERATIONS	1,997	2,168	2,220	52	16.3	16.0	16.0	0.0
(1800) BEHAVIORAL HEALTH AUTHORITY								
(1810) OFC OF THE DIRECTOR/ CHIEF EXEC OFFICER	1,355	1,102	1,371	269	7.2	7.0	9.0	2.0
(1815) OFF OF THE CHIEF CLINICAL OFFICER	738	0	0	0	3.1	0.0	0.0	0.0
(1820) CONSUMER AND FAMILY AFFAIRS	1,442	1,725	2,122	397	3.1	3.0	10.0	7.0
(1825) OFF OF PROGRAMS & POLICY	-19	0	0	0	0.0	0.0	0.0	0.0
(1865) OFFICE OF POLICY SUPPORT	553	584	0	-584	4.1	4.0	0.0	-4.0
(1866) OFFICE OF STRAT. PLANNING AND GRANT MGMT	1,201	775	0	-775	1.0	1.0	0.0	-1.0
(1880) OFFICE OF ACCOUNTABILITY - QI/AUDIT	1,130	115	0	-115	9.3	0.0	0.0	0.0
(1881) OA - CERTIFICATION/LICENSURE	787	827	0	-827	6.7	7.0	0.0	-7.0
(1882) OA - INVESTIGATIONS	104	278	0	-278	1.5	2.0	0.0	-2.0
(1883) OFFICE OF ACCOUNTABILITY - PROGRAM INTEG	0	1,149	0	-1,149	0.0	9.1	0.0	-9.1
(1884) OFFICE OF COUNCIL AND COMMUNITY AFFAIRS	0	146	0	-146	0.0	1.0	0.0	-1.0
(1885) OFFICE OF OMBUDSMAN	0	146	361	215	0.0	1.0	3.0	2.0
(1886) ADULT SERVICES - FORENSIC	0	879	0	-879	0.0	1.0	0.0	-1.0
(1887) OUTPATIENT FORENSIC SERVICES DIVISION	0	1,628	0	-1,628	0.0	14.0	0.0	-14.0
(1888) LEGAL SERVICES	0	0	724	724	0.0	0.0	4.5	4.5
(1889) LEGISLATIVE AND PUBLIC AFFAIRS	0	0	1,114	1,114	0.0	0.0	9.0	9.0
SUBTOTAL (1800) BEHAVIORAL HEALTH AUTHORITY	7,290	9,354	5,692	-3,661	36.0	50.1	35.5	-14.6
(3800) SAINT ELIZABETHS HOSPITAL								
(3805) OFFICE OF THE CHIEF EXECUTIVE	345	419	513	94	2.0	2.0	2.0	0.0
(3810) OFFICE OF CLINICAL AND MEDICAL SVS - SEH	18,551	18,557	18,967	410	118.2	116.0	116.0	0.0
(3815) ENGINEERING AND MAINTENANCE - SEH	4,301	4,259	3,856	-403	15.4	20.0	20.0	0.0
(3820) FISCAL AND SUPPORT SERVICES - SEH	3,009	2,962	2,692	-270	3.6	3.0	1.5	-1.5

Table RM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(3828) QUALITY AND DATA MANAGEMENT	1,643	2,111	1,343	-768	16.4	17.0	11.0	-6.0
(3830) HOUSEKEEPING - SEH	2,176	2,713	2,688	-25	45.9	49.0	48.0	-1.0
(3835) MATERIALS MANAGEMENT - SEH	1,778	2,016	1,475	-541	10.3	10.0	9.0	-1.0
(3845) NURSING - SEH	36,465	39,160	43,943	4,782	417.4	429.8	423.8	-6.0
(3850) NUTRITIONAL SERVICES SEH	3,573	3,365	3,389	25	28.8	28.1	28.1	0.0
(3860) SECURITY AND SAFETY - SEH	4,479	4,516	4,320	-196	18.5	22.0	31.0	9.0
(3865) TRANSPORTATION AND GROUNDS - SEH	724	710	898	188	4.1	5.0	5.0	0.0
(3870) OFF OF THE CHIEF OF STAFF - SEH	208	432	243	-188	2.0	2.0	1.0	-1.0
(3875) OFF OF THE CHIEF OPERATING OFFICER - SEH	1,136	1,146	1,122	-24	13.3	11.0	11.0	0.0
(3880) OFFICE OF CHIEF CLINICAL OFFICER-SEH	10,200	11,018	11,122	104	115.2	115.0	112.0	-3.0
SUBTOTAL (3800) SAINT ELIZABETHS HOSPITAL	88,588	93,384	96,570	3,186	811.1	830.0	819.5	-10.5
(4800) BEHAVIORAL HEALTH SERVICES AND SUPPORTS								
(4805) OFFICE OF THE DEPUTY DIRECTOR - BHSS	20,942	22,985	0	-22,985	14.1	13.0	0.0	-13.0
(4810) ORGANIZATIONAL DEVELOPMENT - BHSS	1,938	2,226	0	-2,226	17.9	17.0	0.0	-17.0
(4815) ADULT SERVICES - SUPPORT HOUSING - BHSS	14,050	11,295	0	-11,295	6.5	14.0	0.0	-14.0
(4820) ADULT SERVICES-SUPPORTIVE HOUSING - BHSS	207	0	0	0	2.8	0.0	0.0	0.0
(4825) ADULT SVCS ASSERTIVE COMM. TRMT - BHSS	443	26	0	-26	2.9	0.0	0.0	0.0
(4830) ADULT SERVICES - FORENSIC - BHSS	1,064	0	0	0	2.4	0.0	0.0	0.0
(4835) CARE COORDINATION - BHSS	1,475	1,412	0	-1,412	15.4	15.0	0.0	-15.0
(4840) BEHAVIORAL HEALTH SERVICES - BHSS	2,709	0	0	0	24.8	0.0	0.0	0.0
(4845) COMPREHENSIVE PSYCH EMER PROG(CPEP)-BHSS	8,008	100	0	-100	55.0	0.0	0.0	0.0
(4850) PHARMACY - BHSS	2,127	0	0	0	4.8	0.0	0.0	0.0
(4855) HOMELESS OUTREACH SERVICES - BHSS	1,089	0	0	0	6.3	0.0	0.0	0.0
(4860) CHILDREN AND YOUTH - BHSS	15,345	13,348	0	-13,348	39.6	43.0	0.0	-43.0
(4865) EARLY CHILDHOOD AND SCHOOL MH PGM - BHSS	7,748	8,283	0	-8,283	81.2	77.0	0.0	-77.0
(4870) INTEGRATED CARE - BHSS	2,348	2,652	0	-2,652	8.6	8.0	0.0	-8.0
(4880) PHYSICIANS PRACTICE GROUP - BHSS	2,314	0	0	0	10.4	0.0	0.0	0.0
(4885) OUTPATIENT FORENSIC SERVICES	1,445	0	0	0	14.4	0.0	0.0	0.0
SUBTOTAL (4800) BEHAVIORAL HEALTH SERVICES AND SUPPORTS	83,252	62,327	0	-62,327	306.9	187.0	0.0	-187.0

Table RM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(4900) ACCOUNTABILITY								
(4905) OFFICE OF ACCOUNTABILITY	0	0	348	348	0.0	0.0	2.1	2.1
(4910) INVESTIGATIONS	0	0	475	475	0.0	0.0	4.0	4.0
(4920) LICENSURE	0	0	483	483	0.0	0.0	4.0	4.0
(4930) CERTIFICATION	0	0	1,061	1,061	0.0	0.0	9.0	9.0
(4940) PROGRAM INTEGRITY	0	0	1,835	1,835	0.0	0.0	15.0	15.0
SUBTOTAL (4900) ACCOUNTABILITY	0	0	4,203	4,203	0.0	0.0	34.1	34.1
(5800) CLINICAL SERVICES DIVISION								
(5810) OFFICE OF THE CHIEF CLINICAL OFFICER	0	949	1,999	1,050	0.0	5.0	8.9	3.9
(5820) PHYSICIANS PRACTICE GROUP	0	3,007	0	-3,007	0.0	13.4	0.0	-13.4
(5830) BEHAVIORAL HEALTH SERVICES	0	2,939	742	-2,197	0.0	26.0	7.0	-19.0
(5831) BEHAVIORAL HEALTH SERVICES - ADULT	0	0	3,632	3,632	0.0	0.0	26.0	26.0
(5832) BEHAVIORAL HEALTH SERVICES - CHILD	0	0	2,103	2,103	0.0	0.0	16.0	16.0
(5836) BEHAVIORAL HEALTH SERVICES - PHARMACY	0	0	2,107	2,107	0.0	0.0	5.0	5.0
(5840) COMPREHENSIVE PSYCH EMER PROG-CPEP	0	9,796	1,982	-7,814	0.0	0.0	9.0	9.0
(5840) COMPREHENSIVE PSYCH EMER PROG(CPEP)	0	0	0	0	0.0	65.8	0.0	-65.8
(5841) PSYCHIATRIC EMERGENCY SERVICES - CPEP	0	0	7,458	7,458	0.0	0.0	40.5	40.5
(5842) HOMELESS OUTREACH / MOBILE CRISIS - CPEP	0	0	2,418	2,418	0.0	0.0	23.2	23.2
(5850) HOMELESS OUTREACH SERVICES	0	1,144	0	-1,144	0.0	8.0	0.0	-8.0
(5860) PHARMACY	0	2,307	0	-2,307	0.0	8.0	0.0	-8.0
(5870) ACCESS HELPLINE	0	0	1,707	1,707	0.0	0.0	17.0	17.0
(5880) FORENSICS	0	0	3,841	3,841	0.0	0.0	20.0	20.0
(5890) ASSESSMENT AND REFERRAL CENTER (ARC)	0	0	2,180	2,180	0.0	0.0	26.0	26.0
SUBTOTAL (5800) CLINICAL SERVICES DIVISION	0	20,142	30,169	10,027	0.0	126.2	198.7	72.5
(5900) SYSTEM TRANSFORMATION								
(5901) SYSTEM TRANSFORMATION ADMINISTRATION	0	0	127	127	0.0	0.0	1.0	1.0
(5905) OFFICE OF SYSTEM TRANSFORMATION	0	0	740	740	0.0	0.0	5.0	5.0
(5910) INFO SYSTEMS INNOVATION/DATA ANALYTICS	0	0	2,973	2,973	0.0	0.0	4.0	4.0
(5911) ISIDA - DATA/PERFORMANCE MGMT	0	0	2,225	2,225	0.0	0.0	18.0	18.0
(5912) ISIDA - INFORMATION SYSTEMS	0	0	1,391	1,391	0.0	0.0	13.0	13.0
(5913) ISIDA - TECHNOLOGY INFRASTRUCTURE	0	0	897	897	0.0	0.0	9.0	9.0
(5920) STRATEGIC MGMT AND POLICY	0	0	1,816	1,816	0.0	0.0	6.0	6.0
(5930) NETWORK DEVELOPMENT	0	0	1,592	1,592	0.0	0.0	13.0	13.0
(5940) TRAINING INSTITUTE	0	0	622	622	0.0	0.0	5.0	5.0
SUBTOTAL (5900) SYSTEM TRANSFORMATION	0	0	12,381	12,381	0.0	0.0	74.0	74.0

Table RM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(6800) ADDICTION PREVENTION AND RECOVERY ADMIN								
(6810) OFFICE OF SENIOR DEPUTY	557	291	0	-291	4.1	3.0	0.0	-3.0
(6820) DEPUTY DIRECTOR FOR OPERATIONS	7,488	9,337	0	-9,337	15.2	25.0	0.0	-25.0
(6830) DEPUTY DIRECTOR FOR ADMINISTRATION	2,761	3,338	0	-3,338	9.8	18.0	0.0	-18.0
(6840) PREVENTION SERVICES	6,013	4,623	0	-4,623	10.1	13.0	0.0	-13.0
(6850) PERFORMANCE MANAGEMENT	635	488	0	-488	5.3	4.0	0.0	-4.0
(6855) DEPUTY DIRECTOR FOR TREATMENT	8,395	7,780	0	-7,780	31.6	49.0	0.0	-49.0
(6870) IMPLEMENTATION OF DRUG TREATMENT CHOICE	12,376	12,044	0	-12,044	0.0	0.0	0.0	0.0
SUBTOTAL (6800) ADDICTION PREVENTION AND RECOVERY ADMIN	38,224	37,901	0	-37,901	76.1	112.0	0.0	-112.0
(6900) COMMUNITY SERVICES								
(6901) COMMUNITY SERVICES ADMINISTRATION	0	0	121	121	0.0	0.0	1.0	1.0
(6905) OFFICE OF COMMUNITY SERVICES	0	0	6,933	6,933	0.0	0.0	8.0	8.0
(6910) PREVENTION AND EARLY INTERVENTION	0	0	819	819	0.0	0.0	3.0	3.0
(6911) PREVENTION/EARLY INTERVEN-EARLY CHLDHOOD	0	0	2,041	2,041	0.0	0.0	10.0	10.0
(6912) PREVENTION/EARLY INTERVEN-SCH MENT HLTH	0	0	5,928	5,928	0.0	0.0	62.0	62.0
(6913) PREVENTION SUBSTANCE USE DISORDER	0	0	3,992	3,992	0.0	0.0	10.0	10.0
(6920) SPECIALTY CARE	0	0	3,938	3,938	0.0	0.0	2.0	2.0
(6921) SPECIALTY CARE - COMMUNITY-BASED SERVICE	0	0	2,251	2,251	0.0	0.0	12.0	12.0
(6922) SPECIALTY CARE - NEW INITIATIVES	0	0	2,180	2,180	0.0	0.0	13.0	13.0
(6930) LINKAGE AND ASSESSMENT	0	0	3,707	3,707	0.0	0.0	2.0	2.0
(6931) LINKAGE AND ASSESSMENT/ASSESSMENT CENTER	0	0	1,125	1,125	0.0	0.0	5.0	5.0
(6932) LINKAGE AND ASSESSMENT/CO-LOCATED PRGMS	0	0	1,007	1,007	0.0	0.0	9.0	9.0
(6933) LINKAGE AND ASSESSMENT - PRTF	0	0	509	509	0.0	0.0	5.0	5.0
(6940) HOUSING DEVELOPMENT	0	0	28,542	28,542	0.0	0.0	7.0	7.0
(6950) RESIDENTIAL SUPPORT SRVS/CARE CONTINUITY	0	0	436	436	0.0	0.0	4.0	4.0
(6960) IMPLEMENTATION OF DRUG TREATMENT CHOICE	0	0	13,559	13,559	0.0	0.0	0.0	0.0
(6970) BEHAVIORAL HEALTH REHAB	0	0	12,901	12,901	0.0	0.0	0.0	0.0
(6980) BEHAVIORAL HEALTH REHAB-LOCAL MATCH	0	0	18,244	18,244	0.0	0.0	0.0	0.0
SUBTOTAL (6900) COMMUNITY SERVICES	0	0	108,232	108,232	0.0	0.0	153.0	153.0

Table RM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(7800) BEHAVIORAL HEALTH FINANCING/FEE FOR SVC								
(7810) BEHAVIORAL HEALTH INFORMATION MANAGEMENT	335	327	0	-327	4.1	4.0	0.0	-4.0
(7820) BEHAVIORAL HEALTH REHABILITATION SVCS	10,085	10,254	0	-10,254	0.0	0.0	0.0	0.0
(7825) BEHAVIORAL HEALTH REHAB SVCS-LOCAL MATCH	20,430	20,430	0	-20,430	0.0	0.0	0.0	0.0
(7870) CLAIMS ADMINISTRATION/BILLING	1,017	1,049	0	-1,049	12.3	12.0	0.0	-12.0
(7880) PROVIDER RELATIONS	539	576	0	-576	4.4	4.0	0.0	-4.0
SUBTOTAL (7800) BEHAVIORAL HEALTH FINANCING/FEE FOR SVC	32,406	32,636	0	-32,636	20.8	20.0	0.0	-20.0
TOTAL PROPOSED OPERATING BUDGET	268,932	273,422	271,105	-2,317	1,345.6	1,409.7	1,400.7	-9.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Behavioral Health operates through the following 8 divisions:

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

This division contains the following 5 activities:

- **Office of the Director/Chief Executive Officer**– leads management and oversight of the public behavioral health system; directs the design, development, communication, and delivery of behavioral health services and supports; and identifies approaches to enhance access to services that support recovery and resilience;
- **Consumer and Family Affairs** – promotes and protects the rights of individuals with behavioral health disorders; encourages and facilitates consumer and client and family leadership of treatment and recovery plans; and ensures consumer and client voice in the development of the behavioral health system. The Administration also promotes consumer and client leadership, manages the peer certification training, and provides expertise on the consumer and client perspective and is made up of the following teams: Peer Support, Consumer Engagement, Consumer Rights, Quality Improvement and Saint Elizabeths;

- **Office of Ombudsman** – identifies and helps consumers and clients resolve problems, complaints and grievances through existing processes; educates on available services and helps to maximize outreach; refers individuals when appropriate to other District agencies for assistance; and comments on behalf of residents on District behavioral health policy, regulations and legislation;
- **Legal Services** – provides legal advice to the Director on all aspects of DBH’s operations and activities; drafts, researches and/or reviews legislation, regulations, and policies affecting DBH’s mission and programs; formulates strategic advice on DBH program development and compliance and oversight activities; and
- **Legislative and Public Affairs** – develops, leads and coordinates the agency’s public education, internal and external communications, and public engagement and outreach initiatives; manages legislative initiatives and acts as the liaison to the District Council; facilitates responses to constituent complaints and service requests; and provides information and support for special projects.

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

This division contains the following 14 activities:

- **Office of the Chief Executive** – provides overall executive management and leadership for all services and departments of Saint Elizabeths;
- **Office of Clinical and Medical Services – SEH** – provides the clinical, operational, strategic, and cultural leadership necessary to deliver care that is high-value (in terms of cost, quality and patient experience) to support their recovery and reintegration into the community;
- **Engineering and Maintenance – SEH** – provides maintenance and repairs to ensure a functional, safe, and secure facility to maximize the benefits of the therapeutic environment;
- **Fiscal and Support Services – SEH**– provides for the formulation, execution, and management of the hospital’s budget, billing and revenue operations; approves and finances all requests for procurements; and oversees the overall financial integrity of the Hospital to ensure the appropriate collection, allocation, utilization and control of resources;
- **Quality and Data Management** – provides quality improvement utilizing performance improve-ment techniques; uses data and research to guide clinical practices; provides oversight of reporting functions; and manages the reporting functions from the electronic medical record;
- **Housekeeping – SEH** – maintains a clean and sanitized environment to enhance the therapeutic environment and level of clinical performance;
- **Materials Management – SEH**– receives and delivers materials, supplies, postal and laundry services; maintains an inventory of goods, replenishes stock, and performs electronic receiving for all goods and services;
- **Nursing Services – SEH** – provides active treatment and comprehensive, high quality 24-hour nursing care through a recovery-based therapeutic program; establishes the training curriculum for all levels of hospital staff and ensures compliance with training programs for clinical and clinical support staff to maintain the health and safety of patients and staff;
- **Nutritional Services – SEH** – provides optimum nutrition and food services, medical nutrition therapy and nutrition education services in a safe and sanitary environment;
- **Security and Safety – SEH** – provides a safe and secure facility for patients, visitors, and staff to support a therapeutic environment;
- **Transportation and Grounds – SEH** – manages the resources, administrative functions, contracts, and personnel; provides transportation and maintenance services including solid and medical waste disposal, and snow and ice removal;

- **Office of the Chief of Staff – SEH** – primarily responsible for the organization, ongoing management and oversight of key hospital administrative functions; regularly interacts and coordinates with medical staff and executive leadership; and serves as liaison with external partners including the Department of Corrections, DC Superior Court, and the District of Columbia Hospital Association;
- **Office of the Chief Operating Officer – SEH** – provides the operational, strategic, and cultural leadership necessary to plan, direct, and manage major administrative functions. This ensures the provision of high quality services while also meeting the needs of individuals in care and external stakeholders. The Chief Operating Officer regularly interacts and coordinates with finance, information systems, human resources, performance improvement, and risk management; and
- **Office of the Chief Clinical Officer – SEH** – provides clinical leadership and interdisciplinary treatment teams; ensures the provision of social work services, treatment programs, rehabilitation services, utilization review, and volunteer services.

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

This division contains the following 5 activities:

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

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

This division contains the following 11 activities:

- **Office of the Chief Clinical Officer** – supervises and sets standards for the provision of clinical care throughout the agency and public behavioral health system for children, youth, and adults; oversees community hospitals that treat agency consumers on an involuntary basis; and serves as the petitioner in guardianship cases, and oversees the agency’s disaster response for the city;
- **Behavioral Health Services** – directs and manages mental health services at two agency-operated locations;

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

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

This division contains the following 9 activities:

- **System Transformation Administration** – provides for administrative support and coordination among and between internal and external partners to achieve operational and programmatic results;
- **Office of System Transformation** – leads development and implementation of programmatic, organizational, and system change management process; and manages the agency’s grant process, from identifying opportunities to submitting reports to grantors;
- **Information Systems Innovation and Data Analytics (ISIDA)** – provides and maintains high-quality hardware and software applications that support the provision and monitoring of consumer and client services, and produces and analyzes data for decision-making;

- **ISIDA – Data and Performance Management** – meets the agency’s data reporting and analysis needs by working with staff to identify what information is needed, creating reports and dashboards that present and make the information accessible, and helping staff understand what the information means and how it can be used to improve performance;
- **ISIDA – Information Systems** – ensures continuity of operations and functionality improvement of existing practice management, billing, electronic health record applications and other systems, as well as providing business analysis support when the need for new systems is identified;
- **ISIDA – Technology Infrastructure** – manages the agency’s technical backbone, including server maintenance, asset inventory management, distribution of personal hardware, telecommunication, and multi-functional device support and management;
- **Strategic Management and Policy** – develops programmatic regulations, policies and procedures to support the agency’s mission, and develops the agency’s Performance Plan and Performance Accountability Report;
- **Network Development** – monitors and provides technical assistance to individual providers and/or the provider network at large on emerging clinical, care coordination, administrative and organizational issues that need to be addressed to ensure and enhance the provision of services; and
- **Training Institute** – enhances the knowledge and competencies of the DBH provider network, and internal and external customers, through performance-based and data-driven learning environments.

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

This division contains the following 18 activities:

- **Community Services Administration** – provides support services for community-based programs to ensure the coordination of services among and between internal and external partners to achieve programmatic results;
- **Office of Community Services** – leads oversight and management of the agency’s integrated community-based, prevention, early intervention and specialty behavioral health programs;
- **Prevention and Early Intervention** – develops and delivers prevention and early intervention services, education, support, and outreach activities to help inform and identify children, youth and their families who may be affected by some level of mental health and/or substance use disorder issue;
- **Prevention and Early Intervention – Early Childhood** – provides school-based and center-based early childhood mental health supports and child and family-centered consultation to child development center staff and families to build their skills and capacity to promote social/emotional development and to prevent, identify, and respond to mental health issues among children in their care;
- **Prevention and Early Intervention – School Mental Health**– provides school-based, primary prevention services to students and school staff, early intervention and treatment to students and parents, and consultation to individual teachers;
- **Prevention Substance Use Disorder** – ensures comprehensive prevention systems by developing policies, programs, and services to prevent the onset of illegal drug use, prescription drug misuse and abuse, alcohol misuse and abuse, and underage alcohol and tobacco use;
- **Specialty Care** – develops, implements and ensures sustainability of specialized and evidence-based behavioral health programs for adults, adolescents, transition-aged youth, children and their families;
- **Specialty Care – Community-Based Services** – oversees development, implementation and monitoring of a comprehensive array of community-based mental health and substance use disorders services including evidenced-based and promising practices, implemented within the behavioral health provider network to address the needs of adults, children, youth and their families;

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

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

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

Division Structure Change

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

Table RM0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table RM0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		226,758	1,160.5
Other CSFL Adjustments	Multiple Programs	-1,533	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		225,225	1,160.5
Create: Restructuring of the agency	Multiple Programs	99,765	201.7
Increase: To support the costs of pre-existing programmatic initiatives	Multiple Programs	3,316	-1.3
Decrease: Restructuring of the agency	Multiple Programs	-108,182	-210.4
Technical Adjustment: Medicaid Growth Factor Rate adjustment	Community Services	3,794	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		223,918	1,150.5
Enhance: To support additional costs associated with Union Labor agreements	Saint Elizabeths Hospital	3,008	0.0
Enhance: To support additional overtime costs	Saint Elizabeths Hospital	1,310	0.0
Enhance: To support Wayne Place Transitional Housing	Community Services	844	0.0
Reduce: To recognize savings from the reduction of FTEs from the Multi-Cultural clinic and the Assessment and Referral Center	Multiple Programs	-827	-7.5
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		228,253	1,143.0
FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE		20,012	108.0
Create: To reallocate resources for agency restructure	Multiple Programs	11,950	37.0
Increase: To align budget with projected grant awards	Multiple Programs	3,457	55.0
Decrease: To reallocate resources for agency restructure	Multiple Programs	-15,141	-86.0
FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission		20,279	114.0
No Change		0	0.0
FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget		20,279	114.0
FEDERAL MEDICAID PAYMENTS: FY 2017 Approved Budget and FTE		3,431	5.0
Create: To reallocate resources for agency restructure	Multiple Programs	1,019	3.0
Decrease: To reallocate resources for agency restructure	Multiple Programs	-840	-3.0
Decrease: To align budget with projected federal Medicaid reimbursements	Multiple Programs	-2,179	0.0
FEDERAL MEDICAID PAYMENTS: FY 2018 Agency Budget Submission		1,430	5.0
No Change		0	0.0
FEDERAL MEDICAID PAYMENTS: FY 2018 Mayor's Proposed Budget		1,430	5.0
PRIVATE GRANT FUNDS: FY 2017 Approved Budget and FTE		255	0.0
Increase: To align budget with projected revenues	Saint Elizabeths Hospital	3	0.0
PRIVATE GRANT FUNDS: FY 2018 Agency Budget Submission		258	0.0
No Change		0	0.0
PRIVATE GRANT FUNDS: FY 2018 Mayor's Proposed Budget		258	0.0
PRIVATE DONATIONS: FY 2017 Approved Budget and FTE		289	0.0
No Change		0	0.0
PRIVATE DONATIONS: FY 2018 Agency Budget Submission		289	0.0
No Change		0	0.0
PRIVATE DONATIONS: FY 2018 Mayor's Proposed Budget		289	0.0

Table RM0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		4,270	37.5
Create: To reallocate resources for agency restructure	Multiple Programs	265	0.5
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	59	-1.0
Decrease: To reallocate resources for agency restructure	Behavioral Health Services and Supports	-360	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		4,234	37.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		4,234	37.0
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		18,408	98.8
Create: To reallocate resources for agency restructure	Multiple Programs	7,222	18.9
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	300	3.7
Decrease: To align budget with projected revenues	Multiple Programs	-458	0.0
Decrease: To reallocate resources for agency restructure	Multiple Programs	-9,109	-19.6
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		16,363	101.8
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		16,363	101.8
GROSS FOR RM0 - DEPARTMENT OF BEHAVIORAL HEALTH		271,105	1,400.7

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

FY 2018 Proposed Budget Changes

The Department of Behavioral Health's (DBH) proposed FY 2018 gross budget is \$271,104,891, which represents a less than 1.0 percent decrease from its FY 2017 approved gross budget of \$273,422,234. The budget is comprised of \$228,252,983 in Local funds, \$20,278,689 in Federal Grant funds, \$1,430,000 in Federal Medicaid Payments, \$257,700 in Private Grant funds, \$288,775 in Private Donations, \$4,234,099 in Special Purpose Revenue funds, and \$16,362,645 in Intra-District funds.

Current Services Funding Level

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

DBH's FY 2018 CSFL budget is \$225,225,050, which represents a \$1,532,699, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$226,757,748.

CSFL Assumptions

The FY 2018 CSFL calculated for DBH included adjustments that are not described in detail on table 5. These adjustments include a decrease of \$162,274 in personal services to account for Fringe Benefit costs based on trend comparative analyses, and an increase of \$975,560 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DBH includes an increase of \$294,660 for the Medicaid Growth Factor to account for the District's FY 2018 Medicaid growth rate of 2.3 percent projected by the Department of Health Care

Finance based on the cost of healthcare services in the District, and a decrease of \$2,640,645 for the Fixed Cost Inflation Factor to reflect estimates based on historical expenditures of Department of General Services' commodities.

Agency Budget Submission

The FY 2018 budget proposed by DBH reflects a major programmatic realignment of resources. The newly created Accountability, System Transformation (ST), and Community Services (CS) divisions are funded from the elimination of the Behavioral Health Services and Supports (BHSS), Addiction Prevention and Recovery Administration (APRA), and Behavioral Health Financing/Fee for Service (BHFS) divisions. The agency's budget submission also added new and eliminated some existing activities within the Agency Management, Behavioral Health Authority, and Clinical Services divisions.

Create: The three newly created divisions are allocated an aggregate total of \$99,764,928 and 201.7 Full-Time Equivalents (FTEs) in Local funds. This amount is comprised of \$86,215,860 and 107.3 FTEs to support the CS division, \$9,588,323 and 62.3 FTEs to support the ST division, and \$3,960,745 and 32.1 FTEs to support the Accountability division. Funds allocated to the CS division will be used primarily in areas that focus on community-based behavioral services. These areas of direct patient services will serve District residents of all ages. The activities within the ST division will support areas designed to improve the overall efficiency and effectiveness of service delivery systems. The Accountability division will focus on areas of oversight and compliance to ensure claims and payments are valid, accurate, and punctual.

In the budget submission for Federal grant funds, an allocation of \$11,950,473 and 37.0 FTEs supports the new agency's structure as follows: \$10,000,367 and 28.0 FTEs to the CS division, \$1,823,169 and 8.0 FTEs to the ST division, and \$126,937 and 1.0 FTE to the Accountability division. Similarly, the budget submission for Federal Medicaid Payments includes a total allocation of \$1,018,755 and 3.0 FTEs for the three newly created divisions, which is comprised of \$753,554 and 2.0 FTEs to support the ST division, \$150,000 to support the CS division, and \$115,201 and 1.0 FTE to support the Accountability division. In Special Purpose Revenue funds, a total allocation of \$265,222 and 0.5 FTE is comprised of \$200,000 for the CS division to cover professional service fees, and \$65,222 and 0.5 FTE for the ST division to cover personal services costs and tuition for employee training.

The proposed programmatic realignment of resources also impacts DBH's budget proposal in Intra-District (ID) funds. A total of \$7,221,632 and 18.9 FTEs budgeted in ID funds is comprised of \$7,070,492 and 17.7 FTEs for the CS division and \$151,140 and 1.2 FTEs for the ST division. DBH's ID funding supports various services as the agency continues to collaborate with the Department of Human Services, the Department of Health Care Finance (DHCF), the Child and Family Services Agency, the Department of Health, and the Department of Youth Rehabilitation Services. Some of the services provided include prevention and treatment plans for Temporary Assistance for Needy Families (TANF) clients, Behavioral Health Rehabilitation Services, and wraparound services provided by Care Management entities.

Increase: DBH's budget proposal in Local funds includes a net increase of \$3,315,661 along with a net reduction of 1.3 FTEs across multiple current divisions. Of this amount, \$1,560,985 will be used primarily to support the Comprehensive Psychiatric Emergency Program (CPEP) and forensics studies through the issuance of contracts; \$1,008,462 will address personal services projections including Fringe Benefits; and \$746,214 accounts for Fixed Costs estimates for Energy, Rent, Security Services, Occupancy and Telecommunication, as projected by the Department of General Services (DGS) and the Office of the Chief Technology Officer (OCTO).

In Federal Grant funds, an increase of \$3,457,083 and 55.0 FTEs will support various services across multiple divisions, and aligns the budget with projected grant award revenues. DBH's federal grant funding enables the agency to continue to operate in areas that focus on substance abuse prevention and treatment for adults and children in communities of high need, cooperative agreements to benefit the homeless, improving access to behavioral health treatment and support services for youth and young adults among the ages 16 and 25, and Medicare services for individuals 65 years of age and older.

In Private Grant funds, the proposed budget submission includes an increase of \$2,700 to the Saint Elizabeths Hospital division, which is attributed to the Virginia Commonwealth University School of Pharmacy stipend. The proposed budget submission in Special Purpose Revenue (SPR) funds includes an increase of \$59,021 in projected personal services costs, accompanied with a net decrease of 1.0 FTE across multiple divisions. An increase of \$300,050 is projected in ID funds to cover personal service costs for existing positions as well as funding for an additional 3.7 FTEs.

Decrease: In the budget submission for Local funds, a total reduction of \$108,182,302 and 210.4 FTEs accounts for DBH's programmatic realignment of resources, which resulted in the elimination of three divisions. This adjustment is due to 200.4 FTEs reallocated to multiple newly created divisions and 10.0 FTEs that were eliminated. The reduced amount is comprised of \$55,608,713 and 158.4 FTEs reallocated from the Behavioral Health Services and Supports (BHSS) division, \$28,202,274 and 19.0 FTEs relocated from the Behavioral Health Financing/Fee for Service (BHFS) division, and \$24,371,315 and 33.0 FTEs relocated from the Addiction Prevention and Recovery Administration (APRA) division.

A reduction of an aggregate amount of \$15,141,276 and 86.0 FTEs in Federal Grant funds is due to reallocation of \$13,214,936 and 78.0 FTEs from the APRA division and \$1,926,340 and 8.0 FTEs from the BHSS division as part of the agency's restructure. The budget proposal in Federal Medicaid Payments reflects a reduction of \$840,042 and 3.0 FTEs. This adjustment is comprised of \$708,987 and 2.0 FTEs reallocated from the BHSS division and \$131,055 and 1.0 FTE reallocated from the BHFS division as part of the agency's restructure. The proposed budget for Federal Medicaid Payments also includes a decrease of \$2,179,258 across multiple divisions. This adjustment aligns the budget with projected federal reimbursement for qualified Medicaid services provided to District residents based on spending of the corresponding statutory local match.

The elimination of the BHSS division accounts for a reduction of \$360,000 in SPR funds. In ID funds, a decrease of \$458,193 primarily from the Clinical Services division aligns the budget with projected federal Medicaid reimbursement transmitted through DHCF. A total reduction of \$9,108,743 and 19.6 FTEs is proposed in Intra-District funds due to the agency's restructure. This adjustment is comprised of \$4,424,143 and 18.6 FTEs reallocated from the BHSS division, \$4,300,000 from the BHFS division, and \$384,600 and 1.0 FTE from the APRA division.

Technical Adjustment: DBH's budget proposal in Local funds reflects an increase of \$3,794,177 to the Community Services division to account for an adjustment to the Medicaid growth rate.

Mayor's Proposed Budget

Enhance: DBH's proposed budget reflect additional adjustments in Local funds for personal services costs in the Saint Elizabeths Hospital division. These adjustments account for increases of \$3,007,714 to cover additional gross pay costs associated with the existing union labor agreement, and \$1,310,392 for overtime costs, union compensation, and paid family leave for nurses. The Community Services division's budget in Local funds is proposed for an increase of \$844,000 for Wayne Place, which is a transitional home for young adults who need support to live independently and succeed.

Reduce: A Local funds reduction of \$826,637 and 7.5 FTEs is based on transitioning of services currently provided by the Multi-Cultural clinic to be absorbed in the community-based provider network, reviewing the scope of coverage for individuals with a particular Level of Care Utilization System (LOCUS) score, and a reduction in services within the Assessment and Referral Center.

Agency Performance Plan*

Department of Behavioral Health (DBH) has the following strategic objectives for FY 2018:

Strategic Objectives

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

Objectives

1. Ensure the public behavioral health system is person-centered, and promotes and supports the leadership of peers with lived experience in recovery and the development of the system of care.
2. Ensure individualized mental health and substance use disorder services across the entire continuum of care from community-based treatment and support services to inpatient hospitalization to support the behavioral health, wellness, and recovery of District residents.
3. Maximize housing resources and target the most vulnerable District residents with serious behavioral health challenges who are homeless, returning from institutions, or moving to more independent living to prevent and minimize homelessness.
4. Heighten public awareness among District residents about mental health and substance use disorders and resources to increase their understanding of behavioral health, reduce stigma, and encourage prevention efforts and early identification and treatment.
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 the public behavioral health system is person-centered, and promotes and supports the leadership of peers with lived experience in recovery and the development of the system of care. (2 Activities)

Activity Title	Activity Description	Type of Activity
Consumer and Family Engagement	Ensure consumers and families are engaged and involved in the development and improvements of the service system.	Daily Service
Training	The DBH Training Institute provides opportunities for DBH and provider staff to enhance skills related to train-the-trainer modules.	Daily Service

2. Ensure individualized mental health and substance use disorder services across the entire continuum of care from community-based treatment and support services to inpatient hospitalization to support the behavioral health, wellness, and recovery of District residents. (7 Activities)

Activity Title	Activity Description	Type of Activity
Early Childhood and School Mental Health	Early Childhood and School Mental Health Program provides prevention, screening, early intervention and treatment for children and youth in schools and Early Childhood Development	Daily Service

(Continued on next page)

2. Ensure individualized mental health and substance use disorder services across the entire continuum of care from community-based treatment and support services to inpatient hospitalization to support the behavioral health, wellness, and recovery of District residents. (7 Activities)

Activity Title	Activity Description	Type of Activity
	Centers.	
Prevention Interventions	Strategic preventive interventions aimed at preventing and/or delaying the onset of alcohol, tobacco, and other drug use among youth and adults.	Daily Service
Recovery Support Services	Clients in active treatment or in recovery from substance use disorders receive services to help them achieve and maintain their recovery.	Daily Service
Substance Use Disorder Treatment Services	Community-based services to assist people reach recovery from substance use disorders.	Daily Service
Mental Health Services Provided to Adults	Community-based treatment services provided to adults who have a serious mental illness in order to assist them in their recovery.	Daily Service
Child/Youth Mental Health Services	Community-based treatment and supportive services provided to children, youth and young adults who have a serious mental illness or serious emotional disorder in order to assist them in their recovery.	Daily Service
Inpatient Psychiatric Services	Mental health services provided in the District's public psychiatric hospital for individuals who need an inpatient level of care to prepare them for return to the community.	Daily Service

3. Maximize housing resources and target the most vulnerable District residents with serious behavioral health challenges who are homeless, returning from institutions, or moving to more independent living to prevent and minimize homelessness. (1 Activity)

Activity Title	Activity Description	Type of Activity
Housing Services	DBH consistently works to address the needs of its clientele by connecting them to a range of housing options based on their needs from independent living to more intensive care. Proving subsidies is a core function of housing services at the agency.	Daily Service

4. Heighten public awareness among District residents about mental health and substance use disorders and resources to increase their understanding of behavioral health, reduce stigma, and encourage prevention efforts and early identification and treatment. (2 Activities)

Activity Title	Activity Description	Type of Activity
Outreach Activities	Substance Use Disorder (SUD) Mobile Assessment and Referral Center (MARC) is a mobile unit which visits various communities and residents are offered screenings for SUD treatment, health screenings, HIV/AIDS, HEP C testing, education and linkage to services. During outreach activities, staff engage residents for readiness for SUD treatment and provide them with behavioral health education and resource information. This heightens the awareness of SUD and treatment options, reducing the stigma associated with co-occurring disorders.	Daily Service
Communication Strategies	Develop and implement communication strategies to promote recovery and well-being.	Daily Service

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 the public behavioral health system is person-centered, and promotes and supports the leadership of peers with lived experience in recovery and the development of the system of care. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of new Certified Peer Specialists to include those in specialty tracks of family and youth in FY 2018	No	60	51	40	40	40
Number of people trained in Recovery Coaching in FY 2018	No	Not Available	25	Not Available	25	20

2. Ensure individualized mental health and substance use disorder services across the entire continuum of care from community-based treatment and support services to inpatient hospitalization to support the behavioral health, wellness, and recover of District residents. (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent increase in the number of consumers receiving a SUD assessment and are referred to treatment in FY 2018	Yes	Not Available	New Measure	Not Available	New Measure	5%
Percent increase in the number of Crisis Intervention Officers (CIO) trained in FY 2018	Yes	Not Available	New Measure	Not Available	New Measure	25%
Percent increase in the number of developmental/behavioral health screenings completed by primary care providers in FY18	Yes	Not Available	New Measure	Not Available	New Measure	5%
Percent increase in the number of individuals (adults and youth) reached through planned prevention strategies over FY 2017 number	Yes	Not Available	New Measure	Not Available	New Measure	5%
Percent increase in utilization of Child Parent Psycho-Therapy (CPP) over FY 2017 number	Yes	Not Available	New Measure	Not Available	New Measure	5%
Percent increase in utilization of Trauma Focused Cognitive Behavioral Therapy (TF-CBT) over FY 2017 number	Yes	Not Available	New Measure	Not Available	New Measure	5%
Percent of post fall assessments conducted with 72 hours of event	Yes	Not Available	New Measure	Not Available	New Measure	90%

3. Maximize housing resources and target the most vulnerable District residents with serious behavioral health challenges who are homeless, returning from institutions, or moving to more independent living to prevent and minimize homelessness. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of housing subsidies to individuals who are mentally ill and homeless in 2018	No	Not Available	Not Available	Not Available	45	50

4. Heighten public awareness among District residents about mental health and substance use disorders and resources to increase their understanding of behavioral health, reduce stigma, and encourage prevention efforts and early identification and treatment. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent increase in number of public events over baseline established in FY 2017	Yes	Not Available	Not Available	Not Available	New Measure	20%
Percent increase in social media hits (Facebook and Twitter) over baseline established in FY 2017	Yes	Not Available	Not Available	Not Available	New Measure	20%
Percent increase in website traffic in FY18 over baseline established in FY 2017	Yes	Not Available	Not Available	Not Available	New Measure	10%

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

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

WORKLOAD MEASURES

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

1. Prevention interventions

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of prevention activities by Prevention Centers	No	Not Available	Not Available	Not Available

2. Recovery Support Services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of clients who remain housed after completing six-month Environmental Stability program	No	Not Available	Not Available	Not Available
Number of individual clients in treatment services who are also enrolled in recovery services	No	Not Available	Not Available	Not Available

3. Substance Use Disorder Treatment Services for youth and adults

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of individuals enrolled in treatment services	No	Not Available	Not Available	Not Available
Number of individuals receiving an intake assessment	No	Not Available	Not Available	Not Available

4. Mental Health Services provided to adults

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of adults receiving a non-Crisis/Emergency Mental Health Rehabilitation Service (MHRS)	No	Not Available	Not Available	Not Available
Number of adults receiving Health Home services	No	Not Available	Not Available	Not Available

5. Child/Youth Mental Health Services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of children and youth diverted from Psychiatric Residential Treatment Facilities	No	Not Available	Not Available	Not Available
Number of children receiving non-crisis/emergency MHRS	No	Not Available	Not Available	Not Available

6. Inpatient Psychiatric Services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Average daily census of forensic patients	No	Not Available	Not Available	Not Available
Average daily census of non-forensic patients	No	Not Available	Not Available	Not Available

7. Housing Services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of people moving out of Saint Elizabeths Hospital into community settings	No	Not Available	Not Available	Not Available

8. Outreach Activities

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of people visiting the SUD Mobile Assessment and Referral Center (MARC)	No	Not Available	Not Available	Not Available

9. Consumer and Family Engagement

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Certified Peers employed in meaningful work	No	Not Available	Not Available	Not Available

10. Training

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of supervisors, trainers and other management-level staff trained in the train-the-trainer modules	Yes	Not Available	Not Available	Not Available

11. Communication Strategies

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of communications including press announcements and social media (Facebook and Twitter)	No	Not Available	Not Available	Not Available
Number of public outreach events	No	Not Available	Not Available	Not Available

Performance Plan End Notes

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

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

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

Department of Health

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

Table HC0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$253,547,157	\$292,952,323	\$231,635,696	-20.9
FTEs	495.8	628.3	606.2	-3.5

The mission of the Department of Health (DOH) is to promote healthy lifestyles, prevent illness, protect the public from threats to their health, and assure equal access to quality healthcare services for all in the District of Columbia.

Summary of Services

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

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

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

Table HC0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table HC0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	74,485	76,857	74,156	-2,700	-3.5	178.3	178.2	155.9	-22.4	-12.5
SPECIAL PURPOSE REVENUE FUNDS	11,183	18,068	19,977	1,909	10.6	89.2	110.5	137.2	26.6	24.1
TOTAL FOR GENERAL FUND	85,668	94,925	94,133	-792	-0.8	267.5	288.8	293.0	4.3	1.5
FEDERAL RESOURCES										
FEDERAL PAYMENTS	4,948	5,000	5,000	0	0.0	0.0	0.0	0.0	0.0	N/A
FEDERAL GRANT FUNDS	115,508	128,205	131,673	3,468	2.7	218.6	327.2	308.8	-18.3	-5.6
TOTAL FOR FEDERAL RESOURCES	120,456	133,205	136,673	3,468	2.6	218.6	327.2	308.8	-18.3	-5.6
PRIVATE FUNDS										
PRIVATE GRANT FUNDS	0	0	32	32	N/A	0.0	0.0	0.3	0.3	N/A
TOTAL FOR PRIVATE FUNDS	0	0	32	32	N/A	0.0	0.0	0.3	0.3	N/A
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	47,423	64,823	798	-64,025	-98.8	9.7	12.4	4.0	-8.4	-67.6
TOTAL FOR INTRA-DISTRICT FUNDS	47,423	64,823	798	-64,025	-98.8	9.7	12.4	4.0	-8.4	-67.6
GROSS FUNDS	253,547	292,952	231,636	-61,317	-20.9	495.8	628.3	606.2	-22.1	-3.5

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

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table HC0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table HC0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	34,518	35,827	43,833	45,275	1,442	3.3
12 - REGULAR PAY - OTHER	9,442	9,325	10,434	7,776	-2,658	-25.5
13 - ADDITIONAL GROSS PAY	784	686	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	9,141	9,783	12,294	11,496	-798	-6.5
15 - OVERTIME PAY	95	131	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	53,980	55,752	66,561	64,547	-2,015	-3.0

Table HC0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
20 - SUPPLIES AND MATERIALS	65,621	55,752	72,050	9,016	-63,034	-87.5
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	424	309	639	524	-115	-18.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	1,319	1,604	1,478	1,610	132	8.9
32 - RENTALS - LAND AND STRUCTURES	10,369	11,210	12,284	13,501	1,216	9.9
34 - SECURITY SERVICES	745	424	632	536	-96	-15.2
35 - OCCUPANCY FIXED COSTS	286	298	605	284	-321	-53.0
40 - OTHER SERVICES AND CHARGES	3,047	3,159	3,485	3,187	-298	-8.6
41 - CONTRACTUAL SERVICES - OTHER	59,481	51,647	56,868	54,534	-2,334	-4.1
50 - SUBSIDIES AND TRANSFERS	69,449	72,751	77,909	83,600	5,690	7.3
70 - EQUIPMENT AND EQUIPMENT RENTAL	1,402	641	441	298	-142	-32.3
SUBTOTAL NONPERSONAL SERVICES (NPS)	212,144	197,795	226,391	167,089	-59,302	-26.2
GROSS FUNDS	266,124	253,547	292,952	231,636	-61,317	-20.9

*Percent change is based on whole dollars.

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

Table HC0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table HC0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL	750	950	1,153	203	5.2	8.0	10.2	2.2
(1017) LABOR MANAGEMENT	115	143	142	-1	1.0	1.0	1.0	0.0
(1020) CONTRACTING AND PROCUREMENT	669	647	642	-6	2.2	6.0	6.0	0.0
(1030) PROPERTY MANAGEMENT	13,846	16,852	17,428	575	3.0	6.0	4.0	-2.0
(1040) INFORMATION TECHNOLOGY	1,316	2,057	2,224	167	4.0	7.0	10.0	3.0
(1055) RISK MANAGEMENT	142	149	150	0	0.7	1.0	1.0	0.0
(1060) LEGAL	1,980	2,527	2,666	140	13.5	16.0	17.0	1.0
(1080) COMMUNICATIONS	434	312	286	-26	1.7	2.0	2.0	0.0
(1085) CUSTOMER SERVICE	175	262	261	0	2.6	3.0	3.0	0.0
(1087) LANGUAGE ACCESS	76	100	100	0	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	2,664	2,192	2,225	33	5.6	10.0	10.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	22,168	26,192	27,277	1,085	39.6	60.0	64.2	4.2

Table HC0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(100F) AGENCY FINANCIAL OPERATIONS								
(110F) AGENCY FISCAL OFFICER OPERATIONS	992	1,382	958	-424	5.7	10.0	7.0	-3.0
(120F) ACCOUNTING OPERATIONS	1,072	1,660	1,242	-418	9.4	12.0	11.0	-1.0
(130F) ACFO	287	373	296	-77	2.4	4.0	3.0	-1.0
(140F) AGENCY FISCAL OFFICER	95	469	381	-88	5.5	4.0	3.0	-1.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	2,446	3,883	2,877	-1,007	23.0	30.0	24.0	-6.0
(2000) ADDICTION PREVENTION & RECOVERY ADMIN								
(2040) PREVENTION SERVICES	-155	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) ADDICTION PREVENTION & RECOVERY ADMIN	-155	0	0	0	0.0	0.0	0.0	0.0
(2500) HLTH EMERG PREPAREDNESS AND RESP ADMIN								
(2540) PUBLIC HEALTH EMERGENCY PREPAREDNESS	1,557	1,671	2,537	866	1.4	5.5	6.4	1.0
(2550) PUBLIC HEALTH EMERG OPS AND PGM SUPT	46,189	64,212	175	-64,037	7.6	11.0	2.2	-8.8
(2560) EPIDEMIOLOGY DISEASE SURVL AND INVESTING	462	371	611	240	1.4	2.5	4.8	2.3
(2570) EMERGENCY MEDICAL SERVICES REGULATION	515	559	432	-127	7.0	4.2	4.2	0.0
(2580) SENIOR DEPUTY DIRECTOR	5,675	3,435	2,940	-495	15.6	20.0	16.4	-3.6
SUBTOTAL (2500) HLTH EMERG PREPAREDNESS AND RESP ADMIN	54,399	70,248	6,695	-63,553	32.9	43.2	34.0	-9.2
(3000) HIV/AIDS HEPATITIS STD AND TB ADMIN								
(3010) HIV/AIDS SUPPORT SERVICES	1,844	1,646	1,631	-15	11.2	12.4	10.3	-2.1
(3015) HIV/AIDS POLICY AND PLANNING	5,092	2,451	3,634	1,183	5.7	7.0	10.4	3.4
(3020) HIV HEALTH AND SUPPORT SERVICES	35,374	38,754	38,901	148	10.7	14.9	16.8	2.0
(3030) HIV/AIDS DATA AND RESEARCH	2,892	2,921	2,527	-394	16.0	17.0	17.0	0.0
(3040) PREVENTION AND INTERVENTION SERVICES	11,723	13,691	11,807	-1,884	14.6	25.0	18.0	-7.0
(3060) DRUG ASSISTANCE PROGRAM (ADAP)	7,467	8,342	8,590	248	3.0	4.5	7.0	2.5
(3070) GRANTS AND CONTRACTS MANAGEMENT	888	1,026	1,408	382	6.8	8.0	11.1	3.1
(3080) STD CONTROL	2,401	2,700	2,322	-377	12.9	23.0	21.5	-1.5
(3085) TUBERCULOSIS CONTROL	1,238	1,175	1,112	-64	9.2	7.5	6.5	-1.0
(3090) HIV/AIDS HOUSING AND SUPPORTIVE SERVICES	12,008	12,192	13,453	1,261	2.2	3.2	3.8	0.6
SUBTOTAL (3000) HIV/AIDS HEPATITIS STD AND TB ADMIN	80,927	84,898	85,386	488	92.2	122.5	122.5	0.0

Table HC0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(4500) HLTH CARE REGULATION AND LICENSING ADMIN								
(4200) HEALTH PROFESSIONAL LICENSE ADMIN	7,551	7,523	9,282	1,759	63.5	67.5	67.8	0.3
(4515) FOOD DRUG RADIATION AND COMM. HYGIENE	8,807	10,682	10,320	-362	53.4	56.8	56.0	-0.8
(4530) HEALTH CARE FACILITIES REGULATION	4,967	8,219	8,141	-79	39.9	53.4	54.0	0.6
(4540) MEDICAL MARIJUANA	336	803	326	-477	3.9	7.0	2.8	-4.2
SUBTOTAL (4500) HLTH CARE REGULATION AND LICENSING ADMIN	21,661	27,227	28,068	841	160.7	184.7	180.7	-4.0
(5000) PRIMARY CARE AND PREVENTION ADMIN								
(5100) PCPA SUPPORT SERVICES	180	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (5000) PRIMARY CARE AND PREVENTION ADMIN	180	0	0	0	0.0	0.0	0.0	0.0
(7000) OFFICE OF HEALTH EQUITY								
(7010) MULTI SECTOR COLLABORATION	0	691	289	-402	0.0	2.0	2.0	0.0
(7020) COMM BASED PART. RESEARCH AND POLICY EVAL	0	210	231	21	0.0	2.0	2.0	0.0
(7030) HEALTH EQUITY PRACTICE AND PGM IMPLEMENT	0	100	99	-1	0.0	1.0	1.0	0.0
SUBTOTAL (7000) OFFICE OF HEALTH EQUITY	0	1,001	619	-382	0.0	5.0	5.0	0.0
(8200) CTR FOR POLICY, PLANNING AND EVALUATION								
(8240) EPI DISEASE SURVEY & INVESTIGATION	0	0	2,452	2,452	0.0	0.0	4.6	4.6
(8250) RESEARCH EVALUATION AND MEASUREMENT	264	404	363	-41	0.7	1.0	2.6	1.6
(8260) STATE CENTER HEALTH STATISTICS	3,975	4,078	3,588	-491	32.0	36.1	30.7	-5.4
(8270) STATE HEALTH PLANNING AND DEVELOPMENT	1,089	1,064	1,249	185	7.2	7.8	8.6	0.8
SUBTOTAL (8200) CTR FOR POLICY, PLANNING AND EVALUATION	5,328	5,547	7,653	2,106	39.8	44.8	46.4	1.6
(8500) COMMUNITY HEALTH ADMINISTRATION								
(8502) CANCER AND CHRONIC DISEASE PREVENTION	6,887	7,969	7,913	-55	18.2	27.0	30.0	3.0
(8504) PRIMARY CARE	3,276	6,629	0	-6,629	5.9	27.0	0.0	-27.0
(8505) HEALTH CARE ACCESS BUREAU	0	0	6,861	6,861	0.0	0.0	29.0	29.0
(8506) FAMILY HEALTH BUREAU	0	0	31,190	31,190	0.0	0.0	31.0	31.0
(8510) SUPPORT SERVICES	4,325	6,261	6,617	356	19.4	24.0	20.0	-4.0
(8511) PERINATAL AND INFANT HEALTH	3,524	2,925	3	-2,921	23.3	17.0	0.0	-17.0

Table HC0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(8513) NUTRITION AND PHYSICAL FITNESS	17,197	19,099	20,476	1,377	15.6	21.0	19.3	-1.7
(8514) CHILDREN, ADOLESCENT AND SCHOOL HEALTH	31,385	31,074	0	-31,074	25.2	22.0	0.0	-22.0
SUBTOTAL (8500) COMMUNITY HEALTH ADMINISTRATION	66,593	73,956	73,061	-895	107.6	138.0	129.3	-8.8
TOTAL PROPOSED OPERATING BUDGET	253,547	292,952	231,636	-61,317	495.8	628.3	606.2	-22.1

(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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Health operates through the following 8 divisions:

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

This division contains the following 5 activities:

- **Public Health Emergency Preparedness** – provides the District's response to the emergency medical needs of its visitors and residents. The responsibilities cover a wide range of activities, including the development and training of emergency response plans, coordination of medical response with federal regional and local partners across the healthcare system, and coordination of volunteers through the Medical Reserve Corps. HEPRA also works with community and community organizations to withstand and bounce back from natural and man-made disasters. Resilient communities leverage community connections, relationships, and resources to ensure optimal health and security for individuals and families in both routine and emergency situations;
- **Public Health Emergency Operations and Program Support** – supports government and private partners with the development of their health and safety plans, emergency operation plans, and training exercises. The program also provides a public health command and control element that coordinates all DOH assets and operations during incidents, special events, and national special security events. Pharmaceutical Procurement and Distribution acquires and distributes over \$58 million of life-saving medications for the DOH programs that will allow as many District residents as possible access to medications. It also provides clinical support, formulary management, and quality assurance monitoring to address the needs of all DOH programs that utilize or distribute pharmaceuticals. The program also maintains the Strategic National Stockpile (SNS) of drugs for the Washington, D.C. region in the event of a declared national emergency;
- **Epidemiology Disease Surveillance and Investigation** – HEPRA works with community and community organizations to withstand and bounce back from natural and man-made disasters.

Resilient communities leverage community connections, relationships, and resources to ensure optimal health and security for individuals and families in both routine and emergency situations; the Center for Policy, Planning, and Evaluation (CPPE) provides surveillance, investigation, and control of reportable diseases, disease outbreaks, and other public health threats within the District of Columbia (excluding sexually transmitted diseases (STDs), hepatitis, HIV/AIDS, and tuberculosis (TB));

- **Emergency Medical Services Regulation** – provides oversight and regulation of Emergency Medical Services (EMS), including certification and regulation of District of Columbia EMS providers, ambulance agencies, and EMS educational institutions. The program monitors training standards and certifies instructional programs and instructors. In addition, it provides inspection and certification of all ambulances operated in the District whether they are governmental, private, or volunteer; and
- **Office of the Senior Deputy Director** – provides overall direction, policy development, and supervision for the four subordinate activities.

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

This division contains the following 10 activities:

- **HIV/AIDS Support Services** – provides overall management, planning, direction and support for the HIV/AIDS, STD, TB and adult hepatitis surveillance, prevention, treatment, care, and control programs. It also provides HIV/AIDS information to individuals and community organizations, coordinates HAHSTA participation in public events, prepares written and other resources for public distribution, and manages special projects;
- **HIV/AIDS Policy and Planning** – provides community capacity to more effectively respond to the HIV/AIDS and STD epidemics through the Effi Barry program, which provides training and technical assistance to small, ward-based community organizations, a social marketing program aiming to promote health behavior to reduce risk of disease, and a free condom distribution program. It writes reports and creates other written materials for public distribution; and it provides HIV/AIDS, STD, TB, and hepatitis information to government agencies, community organizations, media, and individuals. It also coordinates participation in public events;
- **HIV Health and Support Services** – provides a comprehensive range of primary medical care and supportive services for persons living with HIV and AIDS;
- **HIV/AIDS Data and Research** – provides a comprehensive picture of the HIV/AIDS epidemic in the District of Columbia for purposes of ensuring that the needs of people infected with HIV, or at risk of infection, are met. It collaborates with healthcare providers and laboratories to collect and maintain comprehensive HIV/AIDS data in a confidential and secure manner; analyzes, interprets, and distributes epidemiologic information for use in developing public policy, planning, and evaluating prevention intervention and health care services; and supports funding requests;
- **Prevention and Intervention Services** – provides comprehensive HIV prevention programs and services through community organizations to the residents of the District of Columbia. Prevention programs include health education, HIV testing and counseling services, science-based prevention programs, and other support services, including condom distribution. In addition, the program

monitors organizations to ensure that quality prevention services are being delivered through program evaluation and quality assurance activities as well as through the provision of capacity building, training, and technical assistance to sub-grantees;

- **AIDS Drug Assistance Program (ADAP)** – provides assistance with deductibles, co-payments, and health insurance/Medicare Part D premiums. DC ADAP also provides an entry point for other District health programs available to people living with HIV/AIDS;
- **Grants and Contracts Management** – provides fiscal and administrative monitoring of District and federally appropriated funds in the form of over 100 grants and sub-grants to more than 50 providers. Fiscal monitoring includes ensuring that grant funds are expended in accordance with federal and local grant regulations, conducting site visits, providing technical assistance to grantees and sub-grantees, and providing continued analysis of grant spending to program counterparts;
- **Sexually Transmitted Disease (STD) Control** – provides assistance to prevent and control sexually transmitted diseases in the District of Columbia through the provision of clinical services, partnerships with local community providers, and promotion of healthy sexual behavior. The program also conducts surveillance for statistical purposes to track diseases and partner notification;
- **Tuberculosis Control** – provides direct care services to District residents, including clinical follow-up for active and/or suspected tuberculosis cases, directly observed therapy, preventive therapy, chest x-rays, contact investigations, and case management; and
- **HIV/AIDS Housing and Supportive Services** – provides housing support, emergency shelter, and other related services to help persons living with HIV and AIDS and their families achieve independent living.

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

This division contains the following 4 activities:

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

- **Medical Marijuana** – allows all qualifying patients to have the right to obtain and use marijuana for medical purposes when his or her primary physician has provided a written recommendation that bears his or her signature and license number. This recommendation must assert that the use of marijuana is medically necessary for the patient for the treatment of a qualifying medical condition or to mitigate the side effects of a qualifying medical treatment.

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

This division contains the following 3 activities:

- **Multi Sector Collaboration** – will provide informed, data-driven and evidence-based leadership in convening and sustaining effective multi-sector collaborative partnerships essential to promote and achieve health equity; will use a “health in all policies” (HIAP) approach to improving community health; and will serve as liaison and technical advisor to all DOH Administrations regarding health equity, as well as to external District government agencies and private partners;
- **Community Based Participatory Research and Policy Evaluation** – applies data-driven and evidence-based research methods, tools and practices, including Geographic Information Systems (GIS) and other innovative methodologies, to measure social determinant and population health outcomes, including current and projected opportunities for health, disparate outcomes, and inequities by socioeconomic and demographic subpopulation and geographic location. This core function includes support for design, development and implementation of Health Equity Programs and their evaluation, including community-based participatory research, and publication of reports that inform the policy-making process as well as building the evidence base; and
- **Health Equity Practice and Program Implementation** – develops and delivers selected programs and initiatives with demonstrable strategic health-equity ‘nexus’ and operationalization potential, so as to contribute to and inform the essential paradigm shift in policy and practice to improve population health and promote more equitable opportunities for health, especially amongst vulnerable populations.

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

This division contains the following 4 activities:

- **Epidemiology Disease Surveillance and Investigation** – provides surveillance, investigation, and control of reportable diseases, disease outbreaks, and other public health threats within the District of Columbia (excluding sexually transmitted diseases (STDs), hepatitis, HIV/AIDS, and tuberculosis (TB));
- **Research, Evaluation, and Measurement**– plans and coordinates epidemiologic studies and outbreak investigations, defines the health status of residents, and assists with tracking of health events. This includes planning, development and coordination of appropriate methodologies to

collect and process data as well as monitoring and evaluation of health and social issues. The division responds to internal and external inquiries about various health events and provides reports on health risk behaviors to both internal and external entities;

- **State Center for Health Statistics** – collects, processes, analyzes, and disseminates birth and death record information and other vital statistics data and information. It is responsible for the statistical analyses of the data generated from birth, death, and other vital records information. In addition, it develops comprehensive statistical and epidemiologic reports on District residents' health status; and
- **State Health Planning and Development** – develops the District's State Health Plan and Annual Implementation, and reviews and approves Certificate of Need applications that allow health care providers to establish new services, make certain capital expenditures, or take other actions as specified in the law. The activity is also responsible for monitoring free care requirements of hospitals and other health care providers.

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

This division contains the following 6 activities:

- **Cancer and Chronic Disease Prevention** – develops, implements and evaluates programs and policy aimed at preventing and controlling the leading causes of death in the District. The Bureau implements cancer control and prevention initiatives aimed at reducing the high rates of cancer-related mortality among District residents. Its programs target treatable or preventable cancers, such as breast, cervical, lung, and colorectal, through primary and secondary prevention. The Bureau also works to reduce the impact of chronic conditions such as cardiovascular disease, hypertension, and diabetes mellitus, by developing innovative management approaches and building community partnerships. It supports clinical quality improvement initiatives, which includes developing decision support tools and participating in the design of clinical delivery systems, and it provides expert technical assistance to clinical and community settings around best practices for chronic disease prevention and management. The Bureau implements social marketing campaigns to change social norms and introduces long-lasting protective interventions, like cancer screening and tobacco cessation and treatment programs. The Bureau also helps strengthen the infrastructure for chronic disease care and promotes population-based policy strategies to reduce the common risk factors for chronic disease, including tobacco use, poor nutrition, and physical inactivity;
- **Health Care Access Bureau** – supports population-based programs to improve access to quality primary care services for residents. The Bureau works to support and promote medical and dental homes so that all residents can access comprehensive preventive medical and dental services. The Bureau administers the State Oral Health Program, the Immunization program including its Vaccines for Children program and the immunization registry, and health care workforce development programs. By administering the District's Health Professional Shortage Areas and Medically Underserved Area programs, the Bureau is a key component of the District's health planning infrastructure. The Bureau also supports innovations in primary care service delivery and quality, diffusion of primary care access to underserved communities, and fosters linkages to primary care services regardless of resident's ability to pay. The Bureau also ensures that underserved populations maintain access and linkages to healthcare services and the services provided by other CHA bureaus;
- **Family Health Bureau** – works to improve perinatal, early childhood, and child and adolescent health outcomes so that every child in the District of Columbia is healthy and able to thrive in school and beyond. The Bureau supports the development of a coordinated, culturally competent,

family-centered health care delivery system; promotes community and clinical linkages for women, parents, children and adolescents; and works to align and integrate services to connect District families with resources they need. It also provides expert technical assistance and builds the capacity of clinical and community-based organizations to deliver evidence-based practices and innovative programs in perinatal, early childhood, child, and adolescent health directly in communities. In addition, the Bureau facilitates school-based health services and coordinates with education partners to implement policies and programs that support healthy school environments that support the whole child;

- **Support Services** – provides overall oversight of all of the programs and operations of CHA. Provides strategic direction for the administration and represents the agency within District government and to community stakeholders. Sets priorities for administration activities and leads policy development, planning, and operational management. It also includes program support services whose purpose is to ensure efficient and effective daily operations across the administration through the development, implementation, execution, and review of all administrative functions and policies, including administration-specific human resources, information technology, facilities, and customer service activities, a grant and budget monitoring unit whose purpose is to uniformly address all of the administration’s fiscal duties, including responsibility for the development of, oversight over the execution of, and reporting of the fiscal year budget; provision of support for all local and grant-funded Administration programs; procurement, monitoring, and evaluation for all non-personnel activities, such as contracts, memoranda of understanding, and sub-grants; and implementation of comprehensive strategic fiscal plans to include allocation of personnel costs across all administration funding sources, and a program evaluation unit whose purpose is to collaborate with program and fiscal staff to ensure effective and efficient performance of sub grantees. Program analysts will review and provide ongoing feedback on performance metrics and process and outcome measures to program staff and sub grantees, provide technical assistance around evaluation and measurement, and advise on performance improvement activities. They will work closely with grant monitors as well as program staff to ensure positive impact of funded initiatives. A Deputy Director of Programs and Policy (DDPP) unit leads the activities of CHA that address the determinants of health in the District of Columbia. The DDPP oversees implementation of evidence-based programs and policies to prevent illness and injury, promote healthy behaviors and healthy environments across the lifespan, improve access to medical and dental homes, and foster clinical quality improvement and innovation. The DDPP ensures that CHA programs follow best practices and are aligned with the core public health functions and essential services. The DDPP serves as the Title V Maternal and Child Health Block Grant Director and oversees the four programmatic bureaus within CHA, the Cancer and Chronic Disease Prevention Bureau, the Nutrition and Physical Fitness Bureau, the Health Care Access Bureau, and the Family Health Bureau;
- **Perinatal and Infant Health** – provides comprehensive services to improve perinatal outcomes for high-risk pregnant and parenting women, the health and development of their infants into early childhood, and health outcomes for children with special healthcare needs by facilitating access to coordinated primary and specialty health care and other services in partnership with their families and community organizations. The overarching goal is to reduce infant mortality and perinatal health disparities in the District of Columbia primarily through a home visiting approach; and
- **Nutrition and Physical Fitness** – promotes health and reduces obesity among District residents by encouraging behavior change through direct nutrition and physical activity education and by facilitating policy, systems, and environmental changes that make healthy choices the easy choice in every community. The Bureau administers programs that supply food or funds for food such as the Supplemental Nutrition Assistance Program, Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), the Produce Plus Program, pop-up community markets, and other programs to impact socioeconomic factors that influence access to healthy foods. The Bureau also provides food, health and nutrition assessments and intervention, as well as education and counseling aimed at improving dietary habits and overall nutrition. Nutritional support is coupled with programs to promote physical activity and to decrease obesity.

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

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

Division Structure Change

The Department of Health has no program structure changes in the FY 2018 proposed budget.

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

Table HC0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table HC0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		76,857	178.2
Removal of One-Time Funding	Multiple Programs	-2,950	0.0
Other CSFL Adjustments	Multiple Programs	78	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		73,985	178.2
Increase: To adjust the Contractual Services budget	Multiple Programs	1,173	0.0
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	337	0.0
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-1,546	-22.7
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-2,184	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		71,765	155.6
Enhance: To support Joyful Food Markets	Community Health Administration	1,000	0.3
Enhance: To support the Urban Health Initiative for opioid treatment	HIV/AIDS Hepatitis STD and TB Admin	850	0.0
Enhance: To support Teen Pregnancy programs and initiatives (one-time)	Community Health Administration	625	0.0
Reduce: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-84	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		74,156	155.9
FEDERAL PAYMENTS: FY 2017 Approved Budget and FTE		5,000	0.0
No Change		0	0.0
FEDERAL PAYMENTS: FY 2018 Agency Budget Submission		5,000	0.0
No Change		0	0.0
FEDERAL PAYMENTS: FY 2018 Mayor's Proposed Budget		5,000	0.0
FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE		128,205	327.2
Increase: To align budget with projected grant awards	Multiple Programs	6,687	0.0
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	923	0.0
Increase: To align resources with operational spending goals	Multiple Programs	343	0.0
Decrease: To align budget with projected grant awards	Multiple Programs	-4,485	-18.3
FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission		131,673	308.8
No Change		0	0.0
FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget		131,673	308.8

Table HC0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
PRIVATE GRANT FUNDS: FY 2017 Approved Budget and FTE		0	0.0
Increase: To align personal services and Fringe Benefits with projected costs	HIV/AIDS Hepatitis STD and TB Admin	32	0.3
PRIVATE GRANT FUNDS: FY 2018 Agency Budget Submission		32	0.3
No Change		0	0.0
PRIVATE GRANT FUNDS: FY 2018 Mayor's Proposed Budget		32	0.3
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		18,068	110.5
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	2,602	26.6
Decrease: To align resources with operational spending goals	Multiple Programs	-693	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		19,977	137.2
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		19,977	137.2
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		64,823	12.4
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-1,063	-8.4
Decrease: To realize programmatic cost savings in nonpersonal services	Hlth Emerg Preparedness and Resp Admin	-62,961	0.0
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		798	4.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		798	4.0
GROSS FOR HC0 - DEPARTMENT OF HEALTH		231,636	606.2

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

FY 2018 Proposed Budget Changes

The Department of Health's (DOH) proposed FY 2018 gross budget is \$231,635,696, which represents a 20.9 percent decrease from its FY 2017 approved gross budget of \$292,952,323. The budget is comprised of \$74,156,345 in Local funds, \$5,000,000 in Federal Payments, \$131,672,529 in Federal Grant funds, \$32,010 in Private Grant funds, \$19,976,889 in Special Purpose Revenue funds, and \$797,924 in Intra-District funds.

Current Services Funding Level

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

DOH's FY 2018 CSFL budget is \$73,984,891, which represents a \$2,871,718, or 3.7 percent, decrease from the FY 2017 approved Local funds budget of \$76,856,609.

CSFL Assumptions

The FY 2018 CSFL calculated for DOH included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$32,667 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$636,134 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DOH includes a reduction of \$2,950,000 to account for the removal of one-time funding appropriated in FY 2017. Of this amount, \$2,550,000 was allocated to the Community Health Administration (CHA) division, which consisted of \$1,000,000 to support the Urban Health Initiative at Howard University to expand substance abuse disorder care, \$750,000 to expand the Joyful Food Markets, \$500,000 for Crittenden Services of Greater Washington to support teen pregnancy prevention programming, \$150,000 to support teen peer educators who are responsible for providing sexual health information and condoms to District youths, \$100,000 to support the Oral Health Program to provide dental services to DC Schools, and \$50,000 for a pilot program for Mobile Markets, which are farm stands on wheels that distribute local, sustainably produced food to underserved communities in the Washington, DC area. The remaining \$400,000 was allocated to the Office of Health Equity to support the establishment of the Office on Violence Prevention and Health.

Additionally, a decrease of \$525,185 for the Fixed Cost Inflation Factor reflects estimates based on historical expenditures of Department of General Services' commodities and Telecommunications estimates provided by the Office of the Chief Technology Officer.

Agency Budget Submission

Increase: The proposed Local funds budget for DOH includes a net increase of \$1,173,158 in Contractual Services, primarily in the Community Health Administration division, to correctly reflect funding reduced in the previous fiscal year in support of the move to the Vital Records fund; and an increase of \$337,045 to align Fixed Costs based on estimates provided by the Department of General Services (DGS), and Telecommunication estimates provided by the Office of the Chief Technology Officer.

The proposed budget in Federal Grant funds reflects an increase of \$6,686,874, primarily in the Community Health Administration division to reflect the conversion of contracts to sub-grants. This adjustment also impacts the Health Emergency Preparedness and Response Administration because of new sub-grants supporting Ebola activities. Other adjustments in Federal Grant funds include increases of \$923,003 based on the estimates provided by DGS for building rental costs, and \$343,324 primarily for Information Technology assessments and various other services.

In Private Grant funds, an increase of \$32,010 supports an additional 0.3 Full-Time Equivalent (FTE) position for a grant award from Gilead Sciences, Inc. This funding enables DOH to develop a model program that embodies best practices in HIV and/or hepatitis screening and linkage to care.

DOH's proposed budget in Special Purpose Revenue funds reflects an increase of \$2,602,002 and 26.6 FTEs, primarily in the Center for Policy, Planning, and Evaluation Administration division for the Vital Records fund, due to a change in funding from contracts to personal services.

Decrease: The proposed budget in Local funds reflects a reduction of \$1,545,933 and 22.7 FTEs, primarily from the Center for Policy, Planning, and Evaluation division based on the reclassification of funding to SPR funds, specifically for the Vital Records fund. DOH's proposed budget in Local funds also reflects a net reduction of \$2,183,817, mainly from reductions in the Community Health Administration division for sub-grants supporting School Based Health Centers and the HIV/AIDS, Hepatitis, STD, and TB Administration division's reduction in prevention services.

The proposed budget in Federal Grant funds reflects a decrease of \$4,485,291 and 18.3 FTEs across multiple divisions to align the budget with projected grant awards.

DOH's proposed budget in Special Purpose Revenue funds reflects a net decrease of \$693,367, due to a change in funding from contracts to personal services within the Vital Records fund. This decrease is net of an increase in contracts for the Board of Medicine fund.

The proposed budget in Intra-District funds reflects reductions of \$1,063,439 and 8.4 FTEs from the Health Emergency Preparedness and Response Administration division, primarily due to the discontinuation of a Memorandum of Understanding (MOU) agreement with the Department of Health

Care Finance (DHCF) for the Medicaid 1915(B)(4) waiver. The proposed budget also includes a decrease of \$62,961,484 for medical supplies based on the discontinuance of the MOU agreement with DHCF for bulk purchasing of pharmaceuticals and subsequent closure of the Pharmacy Warehouse.

Mayor's Proposed Budget

Enhance: DOH's proposed Local funds budget includes an increase of \$1,000,000 and 0.3 FTE in the Community Health Administration (CHA) division to support Joyful Food Markets, the healthful food access program in Ward 7 and 8 that helps to reduce inequalities by ensuring greater access to affordable food, including locally sourced produce. Joyful Food Markets are monthly pop-up grocery stores operating in high-needs schools throughout the District. The proposed budget in Local funds also includes an enhancement of \$850,000 to the HIV/AIDS, Hepatitis, STD, and TB Administration division to expand substance abuse treatment for opioids. Additionally, the proposed Local funds budget includes a one-time increase of \$625,000 in the CHA division to support Teen Pregnancy programs and initiatives by providing funding to the Crittenton Hospital, supporting the objective of reducing pregnancies, births, and sexually transmitted infections among teenage girls ages 14–19, and increase their motivation and aspirations to succeed and complete high school and post-secondary education.

Reduce: The proposed budget in Local funds includes a decrease of \$84,000 across multiple divisions based on projected programmatic cost savings. This adjustment is comprised of \$20,000 from the elimination of Zip Car funding, which will no longer be needed since the Healthy Start program has been contracted out and DOH employees will not need the Zip cars; and \$64,000 in savings as DOH implements a plan to purchase medications in FY 2017 and obtain pharmaceutical rebates that will be used to purchase medications in FY 2018.

Agency Performance Plan*

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

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

Activity Title	Activity Description	Type of Activity
Health Professional Licensing	Receive, process, and review for compliance with District and Federal regulatory compliance license applications for 39 different healthcare professions.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Food Safety and Hygiene Inspection Services	Food Safety and Hygiene Inspection Services Division inspects food establishments (e.g. restaurants, food trucks, etc.) to prevent the spread of food-borne illness. They also inspect public pools, barbershops, and beauty salons for cleanliness.	Daily Service
Health Care Facilities Division	The Health Care Facilities Division inspects, monitors, and investigates: Ambulatory Surgical Centers, Certified Home Health Agencies, End-Stage Renal Disease Facilities, Hospices, Hospitals, Laboratories (Clinical Laboratory Improvement Amendments of 1988[CLIA] , Certificate of Waiver Programs (COW), Communicable Disease Laboratories, Tissue Banks, and Hospital Laboratories, Maternity Centers, Nursing Homes, Outpatient Physical Therapy or Speech Pathology Services, and Portable X-Ray Suppliers in the District of Columbia. The Division inspects these sites to determine compliance with local licensure health and safety regulations and federal standards for participation in Medicare and Medicaid programs under Titles XVIII and XIX of the Social Security Act. The Division also conducts Architectural Plans Review of health care facilities in the District of Columbia and inspects renovated projects and new construction. In addition, the Division inspects the DC Detention Facility aka (DC Jail) and the DC Youth Services Administration Detention Center – at New Beginnings Youth Development Center (located in Laurel, Maryland) and Mt. Olivet Road, NE (Washington, DC) in accordance with court mandates.	Daily Service
Criminal Background Check Program	The Division is responsible for processing criminal background checks for health care professionals and prospective applicants of long term care facilities.	Daily Service
Compliance and Quality Assurance	The Office of Compliance and Quality Assurance enforces the District and federal laws and regulations governing licensed health professionals (Health Professional Boards and Advisory Committees). In addition, to determine compliance with federal participation in Medicare and Medicaid programs regarding Nursing Homes and Intermediate Care Facilities for Individuals with Intellectual Disabilities (ICF/ID), the Office also conducts investigations, as necessary.	Daily Service
Rodent and Vector Control Division	The Rodent and Vector Control Division conducts field inspections, rodent baiting and community education activities to reduce the rat population in the District of Columbia.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Animal Services Program (ASP)	The ASP is responsible for the prevention and spread of diseases transmitted by animals to people, follow-up on disease investigations, dog licensing, regulation and enforcement, field inspection and animal sheltering services in the District of Columbia. In addition, the ASP responds to any animal related complaint.	Daily Service
Pharmaceutical Control Division (PCD)	The PCD licenses, regulates and inspects community and hospital pharmacies. It also registers, regulates and inspects medical marijuana dispensaries and cultivation centers. The PCD also licenses pharmaceutical detailers (e.g., pharmaceutical representatives).	Daily Service
Radiation Protection Division (RPD)	The RPD seeks to reduce and/or eliminate radiation overexposure of naturally occurring or man-made radiation in the District of Columbia.	Daily Service
Intermediate Care Facilities Division (ICFD)	The ICFD seeks to ensure applicable agencies substantially comply with District and/or federal regulatory requirements for licensure and/or federal certification. ICFD has the regulatory oversight responsibility for the following seven different programs: 1) Intermediate Care Facilities for Individuals with Intellectual Disabilities; 2) Group Homes for Individuals with Intellectual Disabilities; 3) Child Placing Agencies; 4) Home Care Agencies; 5) Assisted Living Residence; 6) Community Residence Facilities; and 7) Nurse Staffing Agencies. The oversight of these facilities is conducted at least annually and when necessary to ensure the health and safety of residents.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Multi-Sector Collaboration	The Office of Health Equity (OHE) provides informed, data driven and evidence-based leadership in convening and sustaining effective multi-sector collaborative partnerships essential to promote and achieve health equity. OHE uses a “health in all policies” (HIP) approach to improving community health. OHE serves as a liaison and technical advisor to all DOH Administrations regarding health equity, as well as external DC government agencies and private partners.	Daily Service
Participatory Research and Policy Evaluation	OHE applies data driven and evidence-based research methods, tools and practices, including Geographic Information Systems (GIS) and other innovative methodologies, to measure social determinant and population health outcomes. This includes current and projected opportunities for health, disparate outcomes and	Daily Service

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

Activity Title	Activity Description	Type of Activity
	inequities by socio-economic and demographic subpopulation and geographic location. This core function includes support to design, development, and implementation of Health Equity Programs and their evaluation, including community-based participatory research, and publication of reports that inform the policy-making process as well as building the evidence base.	
Health Equity Practice and Program Implementation	Development and delivery of selected programs and initiatives with demonstrable strategic health equity nexus and operational potential, so as to contribute to, and inform, the essential paradigm shift in policy and practice to improve population health and promote more equitable opportunities for health, especially amongst vulnerable populations.	Daily Service

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

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

4. Community Health Administration (CHA). Provide programs and services that promote coordination among the health care systems in the city and enhance access to effective prevention, primary and specialty medical care through collaborations with public and private organizations. (22 Activities)

Activity Title	Activity Description	Type of Activity
DC Control Asthma Now (DC CAN)	DC CAN collaborates with local stakeholders to develop and implement strategic initiatives to reduce the burden of asthma and promotes comprehensive asthma management across the lifespan.	Daily Service
Cancer Programs Division	The Cancer Programs Division encompasses three programs (Project WISH, Comprehensive Cancer Control, Cancer Management, Leadership and Coordination, and Colorectal Screening) engaged in reducing the District's cancer burden.	Daily Service

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4. Community Health Administration (CHA). Provide programs and services that promote coordination among the health care systems in the city and enhance access to effective prevention, primary and specialty medical care through collaborations with public and private organizations. (22 Activities)

Activity Title	Activity Description	Type of Activity
DC Cancer Registry (DCCR)	DCCR is a population-based registry that maintains data on all cancer patients diagnosed and/or treated within the District. All cancer cases are required by DC Law to be reported to DCCR within six months of first contact with a cancer patient.	Daily Service
Cardiovascular Disease and Diabetes Program	This program promotes and reinforces healthful behaviors and practices across the lifespan. The program works to ensure the implementation of best-practices to improve quality, effectiveness, delivery, and use of clinical preventive services related to cardiovascular disease, diabetes, and obesity.	Daily Service
Tobacco Control Program	This program aims to reduce disease, disability and death due to tobacco use by: preventing youth from smoking; helping adults and youth quit their tobacco use; reducing exposure to secondhand smoke; and identifying and eliminating tobacco-related disparities among specific populations.	Daily Service
Health and Sexuality Education Program	This program focuses on modifying unhealthy behavior through the use of age appropriate educational sessions. The program partners with District of Columbia Public Schools and District of Columbia Public Charter Schools to provide health and sexuality education sessions for youth in grades K – 12.	Daily Service
Home Visiting Program	This program is designed to promote maternal, infant and early childhood health as well as the development of strong parent-child relationships. The program's key outcomes include improved maternal and child health; prevention of child injuries, child abuse or maltreatment; improvement in school readiness and achievement; reduction in crime or domestic violence; and improvements in family economic self-sufficiency.	Daily Service
Help Me Grow (HMG)	HMG builds collaboration across sectors, including child health care, early care and education, and family support. Through comprehensive physician and community outreach and centralized information and referral centers, families are linked with needed programs and services.	Daily Service
Oral Health Program	This program aids schools in maintaining educational readiness by providing preventive oral health services for DC Public and Public Charter students.	Daily Service
Home Delivered Meals	This program administers a home delivered meals program through a local grant award to Food and Friends.	Daily Service
Pop-Up Markets in elementary schools	This program administers a school based pop-up market program through a local grant award to Martha's Table.	Daily Service

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4. Community Health Administration (CHA). Provide programs and services that promote coordination among the health care systems in the city and enhance access to effective prevention, primary and specialty medical care through collaborations with public and private organizations. (22 Activities)

Activity Title	Activity Description	Type of Activity
Supplemental Nutrition Assistance Program, Education and Obesity Grant	This program provides oversight to two grantees who provide health and wellness education and SNAP referrals to eligible District residents.	Daily Service
Special Supplemental Nutrition Program for Women, Infants and Children (WIC)	This program provides oversight to four WIC Local Agencies that provide no-cost nutrition assessments, breastfeeding support and healthful foods that have been prescribed to promote healthy pregnancies and growth during the first five years of life.	Daily Service
Farmers' Market Nutrition Program (FMNP)	This program provides oversight for 52 farmers who participate in healthful food access programs that assist income stressed District residents purchase locally sourced fruits and vegetables. Residents receive health and wellness education along with the food benefit.	Daily Service
Newborn Hearing Program	This program provides a comprehensive, coordinated system for universal newborn hearing screening and intervention. The program works to ensure all newborns are screened for hearing loss prior to hospital discharge and infants needing additional evaluation are linked with specialized services and a medical home.	Daily Service
The Safe Sleep Program	This program provides safe sleep education for parents/caregivers, child serving community partners, and health providers. The program distributes portable cribs to families in need of a safe sleep environment for their newborn infant.	Daily Service
Health Professional Loan Repayment Program (HPLRP)	This program aims to recruit and retain health professionals in the District have underserved areas. The HPLRP, funded with both local and Federal dollars, provides loan repayment awards to eligible primary medical, dental, and mental health, health professionals in exchange for two to four years of service at approved sites.	Daily Service
Sexual Violence Prevention Program	This program provides single and multiple sexual assault prevention sessions to elementary, middle, and high school students using evidence-based curricula.	Daily Service
School Health Programs	These programs consist of both school health services and the School Based Health Centers (SBHC). The School Health Services Program provides comprehensive school health services in District of Columbia public and public charter schools. Located within the school building, SBHCs are designed to bring the medical provider's office to the school. Each SBHC is designed to complement and enhance the health care system in the District by collaborating with each student's medical home/primary care provider or serving as the student's medical home/primary care provider.	Daily Service
Produce Plus Program	This program administers the Produce Plus farmers' market incentive program and the Fruit and Vegetable Prescription (FVRx) initiative through a local grant award to DC Greens.	Daily Service

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4. Community Health Administration (CHA). Provide programs and services that promote coordination among the health care systems in the city and enhance access to effective prevention, primary and specialty medical care through collaborations with public and private organizations. (22 Activities)

Activity Title	Activity Description	Type of Activity
DC Healthy Start	This program seeks to eliminate disparities in perinatal health, including prematurity and infant mortality by improving women's health, promoting quality services, strengthening family resilience, and achieving collective impact. The program works with community providers to provide medical and case management services for women and families at high risk for poor perinatal health outcomes.	Daily Service
Diffusions of Care and Innovations In Care	These programs oversee grants to community health centers to expand access to primary and specialty services, improve the delivery and quality of primary care services, and improve patient outcomes.	Daily Service

5. HIV/AIDS, Hepatitis, STD and TB Administration (HAHSTA) Reduce HIV, STD, TB and hepatitis-related morbidity and mortality and ensure healthy outcomes for persons living with those diseases. Administer federal and local funding, provide grants to service providers, monitor and evaluate programs, ensure quality services, and track the cases and status of the epidemics in the District. (3 Activities)

Activity Title	Activity Description	Type of Activity
AIDS Drug Assistance (ADAP) Program	The ADAP provides medication for the treatment of HIV disease. Through screening of clients to determine eligibility, enrollment and medication management the District of Columbia will continue providing this critical service.	Daily Service
Condom Distribution	The District of Columbia Condom Program distributes both male and female condoms to District residents. The program utilizes an online platform to distribute condoms to individuals and District providers of health and support services.	Daily Service
DC Needle Exchange Program (DC NEX)	DC NEX supports harm reduction through the distribution of clean needles in exchange for used ones. The program partners with 3 District community based providers to implement these interventions and link clients to primary medical services.	Daily Service

6. Health Emergency Preparedness and Response Administration (HEPRA) Provide regulatory oversight of emergency medical services (EMS) and seek to ensure that DOH, its partners and the community are prepared for, can respond to, and recover from public health and health care system events and emergencies. (5 Activities)

Activity Title	Activity Description	Type of Activity
Training	HEPRA will ensure that all DOH staff with a designated role within the Health Emergency Coordination Center (HECC) and/or the Emergency Support Function (ESF) #8 response are prepared for and can respond to events and emergencies utilizing the concepts of the National Incident Management System Training	Daily Service

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6. Health Emergency Preparedness and Response Administration (HEPRA) Provide regulatory oversight of emergency medical services (EMS) and seek to ensure that DOH, its partners and the community are prepared for, can respond to, and recover from public health and health care system events and emergencies. (5 Activities)

Activity Title	Activity Description	Type of Activity
	(NIMS) of FEMA Incident Command System (ICS) trainings and participation in planned exercises, as directed by Homeland Security Presidential Directive #5.	
Special events	HEPRA reviews the Health, Medical and Safety Plan components of applications, requesting a special event permit to utilize DC public space, processed through the Mayor's Special Events Task Force to ensure that it meets health and medical standards for the size and type of event as defined by the policy.	Daily Service
Healthcare Coalition Development	HEPRA provides coordination and DOH-HMC oversight, policy guidance and leadership through meeting participation, planning support and communications to promote, attain and sustain Health and medical emergency preparedness services during routine and emergency operations. HEPRA compiles and distributes situation reports (sitreps), conducts Radio Calls to ensure timely and adequate communication and response, and monitors bed availability status.	Daily Service
Medical Material Management and Distribution	HEPRA ensures the secure distribution and integrity of the stockpile from receipt to recovery of the materiel through planning, real time inventory tracking, and partner collaboration.	Daily Service
Training and Certification of Emergency Medical Service (EMS) and Emergency Medical Technicians (EMTs)	HEPRA coordinates training and certification for EMS vehicles and EMTs in the District to ensure optimal healthcare response in accordance with District regulations per EMS Act of 2009 and DCMR, Title 29, Chapter 5, Emergency Medical Services.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Health Regulation and Licensing Administration (HRLA). Protect the health of those who reside and do business in the District of Columbia by fostering excellence in health professional practice and building quality and safety in health systems and facilities through an effective regulatory framework. (8 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of intermediate care facilities identified with immediate jeopardies investigated within 24 hours	No	Not Available	100%	100%	100%	100%
Percent of registered controlled substance facilities inspected	No	Not Available	94.5%	100%	100%	90%

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1. Health Regulation and Licensing Administration (HRLA). Protect the health of those who reside and do business in the District of Columbia by fostering excellence in health professional practice and building quality and safety in health systems and facilities through an effective regulatory framework. (8 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of follow-up inspections of health care facilities with harm level deficiencies completed within 30 days	No	Not Available	100%	100%	100%	100%
Percent of food establishment complaints inspected within 5 days	No	Not Available	78.5%	100%	100%	95%
Percent of food-borne outbreak notifications in which suspected products were embargoed or collected and submitted for testing	No	Not Available	100%	100%	100%	95%
Percent of inspections of pharmacy facilities where pharmacists are in compliance with patient counseling requirements	No	Not Available	100%	100%	100%	90%
Percent of rodent activity complaints inspected or baited within 48 hours	No	Not Available	100%	100%	100%	100%
Percent of samples taken from rabies suspect animals submitted for testing within 48 hours	No	Not Available	100%	100%	100%	100%

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of Certificates of Need (CON) Appeals	No	Not Available	1	0	0	0
Percent of CONs reviewed on time within 90 days	No	Not Available	100%	100%	100%	100%
Percent of vital records walk-in requests processed within 30 minutes	No	96.8%	97.3%	95%	97%	95%

3. Community Health Administration (CHA). Provide programs and services that promote coordination among the health care systems in the city and enhance access to effective prevention, primary and specialty medical care through collaborations with public and private organizations. (13 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Breastfeeding initiation rates among African-American WIC enrollees	No	Not Available	41.60%	46%	47%	47%
Number of children <18 years of age who receive a dental examination and a fluoride varnish treatment through the School-Based Preventive Oral Health Program (SBPOHP)	No	Not Available	Not Available	2,000	3,000	3,000

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3. Community Health Administration (CHA). Provide programs and services that promote coordination among the health care systems in the city and enhance access to effective prevention, primary and specialty medical care through collaborations with public and private organizations. (13 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent increase in the number of students utilizing school-based oral health services	No	Not Available	Not Available	5%	7.5%	1%
Percent increase in visits for primary medical, dental, and behavioral health services funded by the Diffusion of Care grants	No	Not Available	90.1%	5%	5%	5%
Percent of eligible children enrolled in the Maternal, Infant, and Early Childhood Home Visiting (MIECHV) programs who receive developmental and social-emotional screenings	No	Not Available	78.9%	95%	95%	95%
Percent of eligible perinatal program participants with a documented reproductive health plan	No	Not Available	34%	90%	90%	90%
Percent of HPLRP participants that are practicing in priority underserved areas	No	Not Available	95.7%	40%	90%	90%
Percent of infants that receive documented follow up care after the first referral	No	61.6%	56.3%	80%	80%	80%
Percent of parents receiving educational counseling for newborn hearing loss	No	95.1%	92.8%	95%	95%	95%
Percent of school age children with up-to-date immunizations	No	87.4%	74.2%	92%	92%	92%
Percent of women enrolled in the MIECHV programs that are screened for depression	No	Not Available	79.5%	95%	95%	95%
Total breastfeeding initiation rates among WIC enrollees	No	Not Available	62.3%	55%	57%	57%
Total number of nutrition education and wellness contacts made to low income District residents participating in DOH Healthful Food Access programs	No	Not Available	43,448	42,000	44,000	44,000

4. HIV/AIDS, Hepatitis, STD and TB Administration (HAHSTA) Reduce HIV, STD, TB and hepatitis-related morbidity and mortality and ensure healthy outcomes for persons living with those diseases. Administer federal and local funding, provide grants to service providers, monitor and evaluate programs, ensure quality services, and track the cases and status of the epidemics in the District. (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of individuals started on Pre-Exposure Prophylaxis (PrEP)	No	Not Available	Not Available	Not Available	100	100
Percent of clients linked to care within three months of diagnosis	No	86.3%	85.4%	87%	88%	88%
Percent of clients with a positive Hepatitis C test enrolling in treatment	No	Not Available	Not Available	Not Available	40%	40%

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4. HIV/AIDS, Hepatitis, STD and TB Administration (HAHSTA) Reduce HIV, STD, TB and hepatitis-related morbidity and mortality and ensure healthy outcomes for persons living with those diseases. Administer federal and local funding, provide grants to service providers, monitor and evaluate programs, ensure quality services, and track the cases and status of the epidemics in the District. (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of DOH-supported HIV tests conducted with focus populations	No	Not Available	18.7%	Not Available	12%	12%
Percent of individuals diagnosed with HIV identified as out-of-care that are re-engaged in care within three months	No	Not Available	Not Available	Not Available	50%	50%
Percent of individuals diagnosed with HIV living in the District that are on Anti-Retroviral Therapy	No	Not Available	Not Available	Not Available	80%	80%
Percent of individuals diagnosed with HIV retained in care that are virally suppressed	No	Not Available	Not Available	Not Available	80%	80%
Proportion of gonorrhea cases with appropriate treatment confirmed	No	Not Available	29.9%	50%	75%	75%
Proportion of TB patients completing treatment	No	Not Available	50%	85%	90%	90%

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average set-up time for Points of Dispensing (PODs)	No	Not Available	Not Available	Not Available	2	2
Percent of DOH employees participating in an emergency preparedness training exercise	No	Not Available	Not Available	Not Available	30%	30%
Percent of health and medical plan applications with initial review completed within 72 hours	No	Not Available	100%	90%	100%	100%
Percent of HEPRA new hires that completed ICS 100 and 200 training	No	Not Available	Not Available	75%	100%	100%
Percent of Medical Reserve Corps (MRC) units that can respond within two hours during an emergency	No	Not Available	Not Available	Not Available	75%	75%
Percent of unannounced ambulance inspections resulting in a pass rating	No	Not Available	88.5%	95%	95%	95%

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee On-board Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Number of documents converted to the electronic file management system	No	210,506	111,753	89,000	98,000	98,000
Percent of all sub-grantees receiving DOH funding registered in Enterprise Grants Management System (EGMS)	No	Not Available	100%	100%	100%	100%
Percent of DOH employees participating in a public health development activity	No	Not Available	28.7%	50%	60%	60%
Percent of DOH grants management (program/fiscal) personnel completing EGMS Training	No	Not Available	96.9%	90%	90%	90%
Percent of eligible employee reviews completed on time	No	37.9%	57.6%	90%	90%	90%
Percent of employees who are in compliance with the mandatory ethics training requirements	No	Not Available	76.4%	90%	95%	95%
Percent of lapsed dollar amounts on federal awards	No	Not Available	1%	3%	3%	3%
Percent of MSS employees who complete the required MSS training curriculum	No	Not Available	32.1%	75%	80%	80%
Percent of sub-grantee organizations that have submitted all required business documents into EGMS accounts	No	Not Available	86.9%	90%	100%	100%
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

WORKLOAD MEASURES

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

1. AIDS Drug Assistance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of clients with DC ADAP and Alliance receiving pharmaceutical services through the pharmaceutical procurement and distribution program	No	Not Available	Not Available	274.0
Number of DC ADAP clients receiving pharmaceutical services through the pharmaceutical procurement and distribution program	No	Not Available	Not Available	606.0
Number of publicly-supported HIV medication prescriptions refilled	No	Not Available	Not Available	12481.0

2. Special Events

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of HECC Activations	No	Not Available	Not Available	Not Available
Number of MRC units activated	No	Not Available	Not Available	Not Available
Number of special event health, medical and safety plans requiring DOH review	No	Not Available	Not Available	58.0

3. Healthcare Coalition Development

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Health Action Network (HAN) Alerts generated	No	Not Available	Not Available	Not Available
Number of Health and Medical Coalition (HMC) Meetings held	No	Not Available	Not Available	Not Available
Number of Radio Calls conducted	No	Not Available	Not Available	Not Available
Number of sitreps distributed	No	Not Available	Not Available	Not Available

4. Medical Materiel Management and Distribution

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of closed PODs	No	Not Available	Not Available	Not Available
Number of open PODs	No	Not Available	Not Available	Not Available
Number of POD trainings held	No	Not Available	Not Available	Not Available

5. Training and Certification of EMTs and EMS Vehicles

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of emergency vehicle inspections conducted	No	Not Available	Not Available	Not Available
Number of new EMT certifications by DC DOH	No	Not Available	Not Available	173.0

6. Certificate of Need (CON) Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Certificate of Need application decisions	No	Not Available	Not Available	24.0

7. Behavioral Risk Factor Surveillance System

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of BRFSS surveys administered	No	Not Available	Not Available	1645.0

8. Vital Records

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of walk-in customers to the Vital Records Office	No	Not Available	Not Available	49990.0

9. Condom Distribution

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of clients with viral load served through treatment adherence activities	No	Not Available	Not Available	Not Available
Number of condoms (female and male) distributed by DC DOH Condom Program.	No	Not Available	Not Available	6035800.0
Number of youth (15-19 years) screened for STDs through youth outreach programs	No	Not Available	1770.0	2290.0

10. DC Needle Exchange Program (DC NEX)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of needles off the streets through DC NEX Program	No	Not Available	Not Available	797869.0

11. DC Control Asthma Now (DC CAN)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of providers participating in trainings on comprehensive asthma treatment	No	Not Available	Not Available	Not Available

12. Cancer Programs Division

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of breast screening procedures performed	No	Not Available	259.0	196.0
Number of cervical screening procedures performed	No	Not Available	1475.0	1321.0
Number of patients enrolled in Cancer Surviving and Thriving (CTS) courses	No	Not Available	Not Available	Not Available
Number of women receiving cervical cancer screenings	No	Not Available	Not Available	Not Available

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12. Cancer Programs Division

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of women receiving mammogram screenings	No	Not Available	Not Available	Not Available

13. DC Cancer Registry (DCCR)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of facility audits conducted (to determine facilities that are not meeting reporting threshold)	No	Not Available	Not Available	Not Available

14. Cardiovascular Disease and Diabetes Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of healthcare systems reporting clinical quality measures related to high blood pressure and/or diabetes	No	Not Available	Not Available	Not Available
Number of residents enrolled in self-management trainings	No	Not Available	Not Available	Not Available

15. Tobacco Control Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of calls to the DC Tobacco Quitline	No	Not Available	Not Available	Not Available
Number of health providers participating in tobacco-related educational trainings	No	Not Available	Not Available	Not Available

16. Health and Sexuality Education Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of students grades K-12 receiving education through the Health and Sexuality Education Program	No	Not Available	Not Available	Not Available

17. Home Visiting Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of families participating in-home visiting programs	No	Not Available	Not Available	Not Available
Number of resource referrals made through the Home Visiting Program	No	Not Available	Not Available	Not Available

18. Help Me Grow (HMG)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of resource referrals completed through HMG	No	Not Available	Not Available	Not Available

19. Oral Health Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of students receiving school-based oral health services	No	Not Available	Not Available	Not Available

20. Home Delivered Meals

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of District residents receiving farmer's market incentive benefits from DOH administered programs (FMNP, PPP, FVRx)	No	Not Available	Not Available	43448.0

21. Pop-Up Markets in Elementary Schools

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of students receiving supplemental groceries	No	Not Available	Not Available	Not Available

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

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of nutrition and wellness education contacts made during the fiscal year	No	Not Available	Not Available	Not Available

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

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Supplemental Nutrition Program for Women, Infants, Children (WIC) participants	No	Not Available	Not Available	Not Available

24. Farmers' Market Nutrition Program (FMNP)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of District residents receiving supplemental groceries or meals (Pop Up Market/Home delivered meals)	No	Not Available	Not Available	Not Available
Percent of WIC participants redeeming FMNP benefits	No	Not Available	Not Available	Not Available

25. Newborn Hearing Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of infants receiving a hearing screening in their first month of life	No	Not Available	Not Available	Not Available

26. The Safe Sleep Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of parents/caregivers educated on infant safe sleep practices	No	Not Available	2600.0	1191.0
Number of parents/caregivers educated on infant safe sleep practices	No	Not Available	Not Available	1191.0
Number of portable cribs (Pack-n-Play) distributed	No	Not Available	Not Available	Not Available

27. Health Professional Loan Repayment Program (HPLRP)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of HPLRP providers	No	Not Available	Not Available	Not Available

28. Sexual Violence Prevention Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of students receiving education sessions through the Sexual Violence Prevention Program	No	Not Available	Not Available	Not Available

29. School Health Programs

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of students enrolled in a school based health center	No	Not Available	Not Available	Not Available
Number of students receiving DOH-sponsored school health services	No	Not Available	Not Available	Not Available

30. Produce Plus Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Farmers Markets vendors accepting Produce Plus benefits	No	Not Available	Not Available	93.0
Number of residents redeeming Produce Plus and FVRx checks	No	Not Available	Not Available	Not Available

31. DC Healthy Start

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of participants receiving services through DC Healthy Start	No	Not Available	Not Available	Not Available

32. Diffusions of Care and Innovations in Care grant programs

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of patients receiving services through Diffusions of Care and Innovations in Care grant programs	No	Not Available	Not Available	Not Available

33. Health Professional Licensing

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of new health professional licenses issued	No	Not Available	Not Available	13530.0
Number of walk-in customers to Processing Center	No	Not Available	Not Available	Not Available

34. Food Safety and Hygiene Inspection Services Division (FSHISD)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of new and routine food establishments inspected	No	Not Available	Not Available	Not Available

35. Health Care Facilities Division

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of inspections completed by the Health Care Facilities Division	No	Not Available	Not Available	103

36. Criminal Background Check Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Criminal Background Checks processed for health professionals	No	Not Available	Not Available	Not Available
Number of Criminal Background Checks processed for non-health professionals	No	Not Available	Not Available	Not Available

37. Compliance and Quality Assurance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Intermediate Care and Nursing Home-related incidents received	No	Not Available	Not Available	10414.0
Number of investigations performed	No	Not Available	Not Available	Not Available

38. Rodent and Vector Control Division

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of 311 rodent activity complaints inspected or baited within 48 hours	Yes	Not Available	Not Available	New Measure

39. Animal Services Program (ASP)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of calls responded to by Animal Control Officers	No	Not Available	Not Available	10926.0
Number of dog licenses processed	No	Not Available	Not Available	Not Available

40. Pharmaceutical Control Division (PCD)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of pharmacies inspected	No	Not Available	Not Available	Not Available

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40. Pharmaceutical Control Division (PCD)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Registered Controlled Substance Facilities inspected	No	Not Available	Not Available	Not Available

41. Intermediate Care Facilities Division (ICFD)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of inspections completed by the Intermediate Care Facilities Division	No	Not Available	Not Available	Not Available

Performance Plan Endnotes

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

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

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

Department of Parks and Recreation

www.dpr.dc.gov
Telephone: 202-673-7647

Table HA0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$46,879,569	\$51,038,071	\$52,980,880	3.8
FTEs	486.4	746.5	752.9	0.9

The mission of the Department of Parks and Recreation (DPR) is to promote health and wellness, conserve the natural environment, and provide universal access to parks and recreation services.

Summary of Services

DPR provides a wide range of recreational activities to individuals and groups of all ages throughout the District of Columbia, including aquatics, athletics, fitness, urban camps, therapeutic recreation, environmental education, and food and nutrition programs.

To offer such diversified activities and services, DPR promotes recreation and leisure at approximately 1,000 acres of parkland, 73 recreation and community centers, 38 aquatic facilities, and several additional recreational facilities including playgrounds, athletic fields, and play courts.

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

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

Table HA0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table HA0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	42,537	45,963	47,306	1,343	2.9	483.4	740.5	737.3	-3.2	-0.4
SPECIAL PURPOSE REVENUE FUNDS	2,461	2,600	2,700	100	3.8	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	44,998	48,563	50,006	1,443	3.0	483.4	740.5	737.3	-3.2	-0.4
FEDERAL RESOURCES										
FEDERAL GRANT FUNDS	-71	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
TOTAL FOR FEDERAL RESOURCES	-71	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
PRIVATE FUNDS										
PRIVATE GRANT FUNDS	88	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
PRIVATE DONATIONS	22	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
TOTAL FOR PRIVATE FUNDS	110	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	1,843	2,475	2,975	500	20.2	2.9	6.0	15.6	9.6	159.2
TOTAL FOR INTRA-DISTRICT FUNDS	1,843	2,475	2,975	500	20.2	2.9	6.0	15.6	9.6	159.2
GROSS FUNDS	46,880	51,038	52,981	1,943	3.8	486.4	746.5	752.9	6.4	0.9

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

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table HA0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table HA0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	21,757	22,902	27,170	27,271	101	0.4
12 - REGULAR PAY - OTHER	5,338	6,768	6,803	7,562	759	11.2
13 - ADDITIONAL GROSS PAY	664	691	135	135	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	6,314	7,182	8,495	9,054	559	6.6
15 - OVERTIME PAY	564	1,061	138	138	0	0.0
99 - UNKNOWN PAYROLL POSTINGS	0	0	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	34,637	38,605	42,741	44,161	1,420	3.3

Table HA0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
20 - SUPPLIES AND MATERIALS	932	956	1,018	940	-78	-7.6
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	20	30	88	83	-5	-5.7
34 - SECURITY SERVICES	0	0	143	156	13	9.4
40 - OTHER SERVICES AND CHARGES	1,111	1,207	1,889	1,014	-875	-46.3
41 - CONTRACTUAL SERVICES - OTHER	4,969	4,664	4,334	5,809	1,475	34.0
50 - SUBSIDIES AND TRANSFERS	100	-7	155	19	-136	-88.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	454	1,425	670	799	129	19.3
SUBTOTAL NONPERSONAL SERVICES (NPS)	7,586	8,275	8,297	8,820	523	6.3
GROSS FUNDS	42,223	46,880	51,038	52,981	1,943	3.8

*Percent change is based on whole dollars.

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

Table HA0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table HA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL	744	1,027	924	-103	6.2	9.5	8.0	-1.5
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	307	337	275	-62	0.0	0.0	0.0	0.0
(1020) CONTRACTING AND PROCUREMENT	81	86	87	2	0.9	1.0	1.0	0.0
(1040) INFORMATION TECHNOLOGY	703	760	979	219	3.5	5.0	4.0	-1.0
(1055) RISK MANAGEMENT	287	286	338	52	1.8	3.0	4.0	1.0
(1060) LEGAL	259	273	376	103	1.8	2.0	3.0	1.0
(1070) FLEET MANAGEMENT	1,839	1,801	1,642	-159	15.9	24.0	21.0	-3.0
(1080) COMMUNICATIONS	479	478	536	59	4.4	5.0	5.0	0.0
(1085) CUSTOMER SERVICE	63	174	276	102	2.6	3.0	4.0	1.0
(1087) LANGUAGE ACCESS	122	129	129	0	0.9	1.0	1.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	4,885	5,350	5,563	213	37.9	53.5	51.0	-2.5
(100F) AGENCY FINANCIAL OPERATIONS								
(110F) AGENCY BUDGET OPERATIONS	146	156	161	5	0.9	1.0	1.0	0.0
(120F) AGENCY ACCOUNTING OPERATIONS	271	269	270	2	2.6	3.0	3.0	0.0
(130F) AGENCY FISCAL OFFICER OPERATIONS	166	213	213	0	0.9	1.0	1.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	583	638	644	6	4.4	5.0	5.0	0.0

Table HA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(2500) OFFICE OF THE DIRECTOR								
(2511) DIRECTOR'S OFFICE	845	846	1,175	330	5.3	7.0	7.0	0.0
(2555) DATA AND ACCOUNTABILITY	97	689	680	-9	0.9	7.0	7.9	0.9
SUBTOTAL (2500) OFFICE OF THE DIRECTOR	942	1,535	1,855	320	6.2	14.0	14.9	0.9
(3600) PROGRAMS DIVISION								
(3601) SMALL PARKS - PROGRAMS	0	17	106	89	0.0	0.0	1.0	1.0
(3602) COMMUNITY GARDENS - PROGRAMS	0	78	50	-28	0.0	0.5	0.0	-0.5
(3610) AQUATICS - PROGRAMS	1,185	1,509	956	-553	5.3	9.0	13.0	4.0
(3611) AQUATICS-OPERATIONS	5,630	6,210	7,324	1,114	102.7	114.5	135.0	20.6
(3616) SPORTS, HEALTH AND FITNESS PROGRAMS	1,733	2,990	3,462	472	12.8	26.0	43.8	17.8
(3626) SEASONAL CAMPS	4,514	4,002	4,771	769	3.9	133.2	121.5	-11.7
(3631) EARLY CHILDHOOD PROGRAMS (AGES 3-5)	951	945	829	-116	15.2	16.7	13.5	-3.2
(3636) MIDDLE CHILDHOOD PROGRAMS (AGES 6-12)	18	0	0	0	0.0	0.0	0.0	0.0
(3637) OUT-OF-SCHOOL TIME PROGRAMS	0	64	107	44	0.0	1.0	1.0	0.0
(3640) TEEN PROGRAMS	3,527	0	0	0	43.7	0.0	0.0	0.0
(3641) ROVING LEADERS PROGRAMS	0	2,781	2,806	25	0.0	39.8	41.0	1.2
(3642) TEENS PROGRAMS(AGES 13-18)	0	938	800	-138	0.0	11.5	7.5	-4.0
(3650) SENIOR SERVICES PROGRAM	917	950	1,164	214	11.5	13.0	14.0	1.0
(3655) THERAPEUTIC RECREATION PROGRAM	567	931	657	-274	11.9	13.5	8.5	-5.0
(3658) ENVIRONMENT AND THE GREAT OUTDOORS	37	251	309	58	0.9	3.0	3.0	0.0
SUBTOTAL (3600) PROGRAMS DIVISION	19,078	21,666	23,341	1,675	207.7	381.6	402.8	21.2
(3700) PARTNERSHIPS AND DEVELOPMENT DIVISION								
(3710) PARTNERSHIPS AND VOLUNTEERS	76	75	268	193	0.9	1.0	3.0	2.0
(3720) DONATIONS AND GRANTS	15	3	68	65	0.9	0.0	1.0	1.0
(3730) BUSINESS DEVELOPMENT	160	223	146	-77	1.8	2.0	1.0	-1.0
SUBTOTAL (3700) PARTNERSHIPS AND DEVELOPMENT DIVISION	250	301	483	182	3.5	3.0	5.0	2.0
(3800) PARK POLICY AND PROGRAMS DIVISION								
(3805) SMALL PARKS PROGRAMS	132	0	0	0	3.5	0.0	0.0	0.0
(3810) COMMUNITY GARDENS PROGRAMS	249	0	0	0	3.1	0.0	0.0	0.0
(3815) SUSTAINABILITY PROGRAMS	15	0	0	0	0.9	0.0	0.0	0.0
(3825) PLANNING CAPITAL PROJECTS	1,807	197	870	672	3.5	2.0	4.0	2.0
SUBTOTAL (3800) PARK POLICY AND PROGRAMS DIVISION	2,204	197	870	672	11.0	2.0	4.0	2.0

Table HA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(3900) AREA MANAGEMENT								
(3905) RECREATION PROGRAMS	4,628	17,257	16,087	-1,169	12.6	262.8	243.6	-19.2
(3910) AREA 1	970	8	0	-8	15.9	0.0	0.0	0.0
(3915) AREA 2	641	7	0	-7	16.1	0.0	0.0	0.0
(3920) AREA 3	938	8	0	-8	17.6	0.0	0.0	0.0
(3925) AREA 4	461	9	0	-9	13.2	0.0	0.0	0.0
(3930) AREA 5	1,116	8	0	-8	18.5	1.0	0.0	-1.0
(3935) AREA 6	1,154	6	0	-6	18.5	0.0	0.0	0.0
(3940) AREA 7	1,436	10	0	-10	20.7	0.0	0.0	0.0
(3945) AREA 8	1,484	10	0	-10	22.0	0.0	0.0	0.0
(3950) AREA 9	1,341	9	0	-9	17.2	0.0	0.0	0.0
(3955) AREA 10	1,100	11	0	-11	19.8	0.0	0.0	0.0
SUBTOTAL (3900) AREA MANAGEMENT	15,268	17,342	16,087	-1,255	192.2	263.8	243.6	-20.2
(4500) OPERATIONS DIVISION								
(4540) STAGECRAFT	307	290	73	-217	2.6	3.0	1.0	-2.0
(4550) WAREHOUSE	364	291	293	2	4.0	4.5	4.5	0.0
(4570) PERMIT SERVICES	324	175	223	47	2.6	2.0	3.0	1.0
(4580) FOOD AND NUTRITION SERVICES	1,853	2,408	2,414	5	2.6	3.0	4.0	1.0
(4590) FOOD AND NUTRITION SERVICES	-71	0	0	0	0.0	0.0	0.0	0.0
(4595) SUPPORT SERVICES	98	85	286	201	0.0	0.0	2.0	2.0
(4596) PARK MONITORS	793	760	851	90	11.5	11.0	12.0	1.0
SUBTOTAL (4500) OPERATIONS DIVISION	3,668	4,009	4,139	129	23.4	23.5	26.5	3.0
TOTAL PROPOSED OPERATING BUDGET	46,880	51,038	52,981	1,943	486.3	746.5	752.9	6.4

(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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Parks and Recreation operates through the following 8 divisions:

Office of the Director – provides vision and guidance to senior managers to achieve the agency's mission and goals.

This division contains the following 2 activities:

- **Director's Office** – provides vision for, and support to, the department in order to guide senior managers in a direction most advantageous to the government and residents of the District of Columbia; and
- **Data and Accountability** – collects and reports data on agency functions, such as program participation, work orders request and completion, and facility usage, to inform decision-making.

Programs Division – plans and collaborates with community groups, non-profit organizations, and volunteers to provide programming and other services at DPR facilities.

This division contains the following 13 activities:

- **Small Parks Programs** – manages the programming for small parks and provides leadership in the agency’s policy efforts focused on small parks;
- **Community Gardens** – provides programming and outreach for community gardens across the District and provides leadership in the agency’s gardening policies;
- **Aquatics - Programs** – provides swimming instruction, fitness, and competitive opportunities to District residents and visitors;
- **Aquatics - Operations** – provides personnel, programs, and equipment to ensure the safety of District residents and visitors at DPR aquatic facilities;
- **Sports, Health, and Fitness Programs** – provides structured and self-directed recreational sports, health, and fitness programs to District residents and visitors;
- **Seasonal Camps** – provides direct services to thousands of youth during the school breaks, including a wide range of access to pools, trails, and courts, as well as supervised activities at recreation centers;
- **Early Childhood Programs (Ages 3 - 5)** – provides daily services to District children ages 3 to 5 years old at locations throughout the city and engages children in various developmentally appropriate activities;
- **Out-of-School Time Programs** – provides specialized programming to District youth ages 6 to 12 years old;
- **Roving Leaders Programs** – provides specialized outreach services to District children and youth ages 9 to 21 years old who are at risk of negative social behavior, by providing opportunities in education, employment, community services, and scholarship;
- **Teen Programs** – provides specialized programming and outreach to District youth ages 13 to 18 years old by providing opportunities in education and community services, and manages the Summer Youth Employment Program in partnership with the Department of Employment Services;
- **Senior Services Programs** – provides recreational, seasonal, social, educational, health promotion, and transportation services to District residents and visitors ages 50 years or older;
- **Therapeutic Recreation Programs** – provides comprehensive rehabilitative services to persons of all abilities, particularly to persons with disabilities; and
- **Environment and the Great Outdoors** – provides District area residents of all ages with outdoor recreation and environmental education experiences to cultivate a genuine connection to the great outdoors and to activate responsibility and stewardship for the environment.

Partnerships and Development – provides support to increase external financial and partner support of DPR’s goals and objectives, and to decrease reliance on the District’s General Fund through the solicitation and management of grants, donations, partnerships, sponsorships, and volunteer resources.

This division contains the following 3 activities:

- **Partnership and Volunteers** – recruits, manages and supports volunteer activities and develops outside partnerships to provide programming at DPR facilities and sustain the overall mission of DPR;
- **Donations and Grants** – solicits, facilitates, tracks and writes donation and grant agreements that support DPR’s goal of increasing its fiscal sustainability; and
- **Business Development** – works to develop new non-Local fund revenue sources that support DPR’s programs and initiatives.

Park Policy and Programs – manages the programming of all small parks and community garden properties and provides leadership in the agency’s policies and sustainability efforts across the District.

Area Management – supervises facility operations; manages staff; administers programs, activities and special events (budgets, planning, implementation, marking and evaluation); and provides strategic planning for recreation and leisure activities for District residents.

Operations – oversees the maintenance of over 900 acres of parkland and 68 facilities across the District of Columbia, including recreation and community centers, pools, playgrounds, athletic fields, and play courts. These resources are managed and operated to support recreational programs and activities and to provide open recreational spaces for customers.

This division contains the following 6 activities:

- **Stagecraft** – accommodates special events for the enjoyment of District residents by providing tools, equipment and installation support;
- **Warehouse** – receives all shipments for DPR and provides sufficient space and expertise to assemble, house, and manage shipments of materials, equipment, and supplies;
- **Permit Services** – allocates use permits for ball fields, parks, picnic areas, and other facilities operated and maintained by DPR;
- **Food and Nutrition Services** – provides nutritious meals and nutritional supplements to eligible children and families in the District of Columbia enrolled in recreational programming in care centers, outside school hours;
- **Support Services** – provides tools, equipment, and installation to successfully support events throughout the community; and
- **Park Monitors** – secures and promotes safe and sound settings for park visitors.

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 Parks and Recreation has no division structure changes in the FY 2018 proposed budget.

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

Table HA0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table HA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		45,963	740.5
Removal of One-Time Funding	Multiple Programs	-60	0.0
Other CSFL Adjustments	Multiple Programs	1,173	0.0

Table HA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		47,076	740.5
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	2,019	17.0
Increase: To support provision of free ice skating at Ft. DuPont Ice Arena	Park Policy and Programs Division	235	0.0
Increase: To align resources with operational spending goals	Multiple Programs	203	0.0
Increase: To support security at the Barry Farm Recreation Center	Area Management	79	0.0
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-1,609	-20.2
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-1,610	0.0
Technical Adjustment: To support the Living Wage legislation	Multiple Programs	423	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		46,816	737.3
Enhance: To support the DPR youth trips program and FitDC	Programs Division	340	0.0
Enhance: To support funding for maintenance and repair	Park Policy and Programs Division	150	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		47,306	737.3
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		2,600	0.0
Increase: To align budget with projected revenues	Multiple Programs	100	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		2,700	0.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		2,700	0.0
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		2,475	6.0
Increase: To align resources with operational spending goals	Multiple Programs	500	9.6
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		2,975	15.6
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		2,975	15.6
GROSS FOR HA0 - DEPARTMENT OF PARKS AND RECREATION		52,981	752.9

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

FY 2018 Proposed Budget Changes

The Department of Parks and Recreation's (DPR) proposed FY 2018 gross budget is \$52,980,880, which represents a 3.8 percent increase over its FY 2017 approved gross budget of \$51,038,071. The budget is comprised of \$47,305,880 in Local funds, \$2,700,000 in Special Purpose Revenue funds, and \$2,975,000 in Intra-District funds.

Current Services Funding Level

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

DPR's FY 2018 CSFL budget is \$47,075,827, which represents a \$1,112,756, or 2.4 percent, increase over the FY 2017 approved Local funds budget of \$45,963,071.

CSFL Assumptions

The FY 2018 CSFL calculated for DPR included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$16,904 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$65,019 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DPR include a reduction of \$60,000 to account for a removal of one-time funding appropriated in FY 2017 to purchase aquabikes for the Ferebee-Hope and Barry Farm Recreation centers, Additional adjustments include increases of \$211,414 for the Fixed Costs Inflation Factor to account for estimates for fleet services and \$913,226 for the Operating Impact of Capital for costs for Congress Heights, Kenilworth-Parkside, Edgewood Recreation Center, and Fort DuPont Ice Arena replacement.

Agency Budget Submission

Increase: The budget proposed in Local funds reflects an increase of \$2,018,522 and 17.0 FTEs across multiple divisions. This adjustment aligns DPR's personal services resources to accommodate needs associated with summer programs and activities. It also supports projected salary step increases, Fringe Benefits, and Overtime costs across multiple divisions. Additionally, the Local funds proposed budget increased by \$235,000 to support funding for a grant allocated to a third-party organization to provide free ice skating to low-income residents at the Fort DuPont Ice Arena.

Furthermore, in Local funds, the proposed budget reflects increases of \$203,126 to account for reallocation of funds from professional services to Contractual Services to ensure accurate alignment of resources, and \$79,156 to support funding for security guards at the Barry Farm Recreation and Aquatic Center to ensure the safety of DPR personnel and guests.

In Special Purpose Revenue funds, the proposed budget includes an increase of \$100,000 across multiple divisions to align funding with revenue projected from rental use of DPR facilities and fees charged for recreational activities.

In Intra-District funds, the proposed budget includes an increase of \$500,000 and 9.6 FTEs to support a Memorandum of Understanding agreement with the District of Columbia Public Schools (DCPS) for pool management, life guards, and personal services at onsite DCPS pools.

Decrease: DPR's proposed budget in Local funds reflects a decrease of \$1,608,542 to account for inter-programmatic reallocation of 20.2 FTEs and redirection of associated funding. Also, funding in Local funds includes a net decrease of \$1,610,380 in the nonpersonal services budget, primarily to recognize savings in office supplies, communication, professional services fees, and procurement of equipment across multiple divisions in the agency.

Technical Adjustment: The budget proposal in Local funds includes an increase of \$423,171 to account for the revised forecast of salary and wages due to compliance requirements for the Living Wage legislation.

Mayor's Proposed Budget

Enhance: DPR's proposed Local funds budget includes an increase of \$340,000 in the Programs division, of which \$250,000 supports FitDC, an initiative to encourage more physical and health activities in the District of Columbia, and \$90,000 supports DPR expansion of the youth trips program to provide more opportunities to visit national parks and monuments for youth ages 14 to 24 participating in DPR's Supreme Teens programs.

Additionally, the proposed Local funds budget includes an increase of \$150,000 in the Park Policy and Programs division to support an on-call repair and maintenance services contract for the agency's extensive Closed Circuit Television (CCTV) Security System at 33 DPR facilities.

Agency Performance Plan*

Department of Parks and Recreation (DPR) 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 of life for District residents by providing equal access to high quality, outcomes-based recreation and leisure services.
2. Promote program success through high quality operational and administrative 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. Improve the quality of life for District residents by providing equal access to high quality, outcomes-based recreation and leisure services. (5 Activities)

Activity Title	Activity Description	Type of Activity
Recreation Centers and Programs	DPR operates the District’s recreation centers and provides recreational programs and activities such as camps; sports, health and fitness; youth; senior; therapeutic recreation; environmental; and personal enrichment programs.	Daily Service
Aquatic Facilities and Programs	DPR operates the District’s aquatic facilities and provides aquatic programs and activities such as learn to swim, water aerobics, and swim teams.	Daily Service
Parks Policy and Programs	DPR operates District parks and provides programs and activities to promote environmental stewardship and sustainability.	Daily Service
Special Events	DPR hosts community and citywide special events to promote healthy lifestyles and encourage participation in DPR programs and activities.	Daily Service
Permits	DPR issues permits for ball fields, parks, picnic areas, and other facilities and equipment operated and maintained by the agency.	Daily Service

2. Promote program success through high quality operational and administrative support. (7 Activities)

Activity Title	Activity Description	Type of Activity
Partnerships and Donations	DPR solicits and manages grants, donations, partnerships, and sponsorships to support DPR programs and facilities.	Daily Service
Volunteers	DPR recruits and manages volunteers to support DPR programs and activities.	Daily Service

(Continued on next page)

2. Promote program success through high quality operational and administrative support. (7 Activities)

Activity Title	Activity Description	Type of Activity
Planning and Design	DPR plans, designs, and manages capital projects to renovate existing or build new playgrounds, recreation centers, aquatic facilities, and parks.	Daily Service
Customer Service	DPR measures and improves customer satisfaction by soliciting community input and feedback.	Daily Service
Support Services	Agency operations are supported by stagecraft, warehouse, and transportation services. Transportation is provided for program participants and constituents to various programs, activities, and events.	Daily Service
Human Resources	DPR's Human Resources division provides services for the agency's workforce through employee recruitment, professional development, payroll, compliance, employee benefits, and wellness.	Daily Service
Communications	The Communications Division keeps District residents, visitors, and staff informed about DPR programs, activities, and events through media campaigns, social media, printed materials, etc.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Improve the quality of life for District residents by providing equal access to high quality, outcomes-based recreation and leisure services. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of participants who met program goals	No	82.5%	78.5%	88%	90%	90%
Percent of program participants surveyed rating their experience in DPR programs as Good or Excellent	No	Not Available	Not Available	Not Available	90%	90%
Percent of program participants surveyed that plan to register for a DPR program again in the future	No	Not Available	Not Available	Not Available	75%	87%
Percent of program participants surveyed that would recommend a DPR program to others	No	Not Available	Not Available	Not Available	85%	87%
Percent of programs meeting minimum quality standards	No	Not Available	Not Available	Not Available	90%	90%

**2. Promote program success through high quality operational and administrative support.
(4 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of agency's budget supplemented by outside resources	No	10.3%	4.3%	11%	5%	5%
Percent of customers rating net-positive customer experience	No	94.8%	93%	93%	94%	95%
Percent of staff completing industry-specific training	No	Not Available	Not Available	Not Available	75%	75%
Percent of staff with professional certifications	No	Not Available	Not Available	Not Available	15%	15%

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

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

WORKLOAD MEASURES

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

1. Recreation Centers and Programs

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of at-risk youth connected through the Roving Leaders services	No	Not Available	Not Available	Not Available
Number of fitness center memberships (Non-Residents)	No	Not Available	Not Available	Not Available
Number of fitness center memberships (Residents)	No	Not Available	Not Available	Not Available

(Continued on next page)

1. Recreation Centers and Programs

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of meals served through nutrition programs	No	Not Available	Not Available	583,261
Number of programs provided	No	Not Available	Not Available	1,273
Number of visitors at recreation centers	No	Not Available	Not Available	1,634,462
Program utilization rate	No	Not Available	Not Available	80.2%

2. Aquatic Facilities and Programs

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of minority youth learning to swim	No	Not Available	Not Available	Not Available
Number of new lifeguards trained	No	Not Available	Not Available	Not Available
Number of programs provided	No	Not Available	Not Available	872
Number of visitors at aquatic facilities	No	Not Available	Not Available	781,272
Program utilization rate	No	Not Available	Not Available	84.3%

3. Parks Policy and Programs

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Community Gardening Classes	No	Not Available	Not Available	122
Number of residents participating in classes	No	Not Available	Not Available	Not Available
Program utilization rate	No	Not Available	Not Available	61.4%

4. Special Events

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of external special events served	No	Not Available	Not Available	Not Available
Number of participants at special events	No	Not Available	Not Available	Not Available
Number of special event surveys collected	No	Not Available	Not Available	Not Available
Number of special events	No	Not Available	Not Available	Not Available

5. Permits

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of permit applications received	No	Not Available	Not Available	11,350
Number of permits issued	No	Not Available	Not Available	Not Available

6. Partnerships and Donations

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Dollar amount from external resources	No	Not Available	Not Available	\$1,968,846
Number of park partners	No	Not Available	Not Available	Not Available
Number of programmatic partners	No	Not Available	Not Available	Not Available
Number of residents served by programmatic partners	No	Not Available	Not Available	Not Available

7. Volunteers

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of volunteer hours	No	Not Available	Not Available	31,275
Number of volunteers	No	Not Available	Not Available	730

8. Planning and Design

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of capital projects	No	Not Available	Not Available	Not Available

9. Customer Service

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of customer service surveys collected	No	Not Available	Not Available	915
Number of program surveys collected	No	Not Available	Not Available	1,295

10. Support Services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of transportation trips executed	No	Not Available	Not Available	Not Available

Performance Plan Endnotes

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

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

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

D.C. Office on Aging

www.dcoa.dc.gov
Telephone: 202-724-5622

Table BY0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$43,083,297	\$40,694,268	\$45,144,723	10.9
FTEs	98.9	63.0	69.0	9.5

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

Summary of Services

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

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

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

Table BY0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table BY0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	31,011	30,263	34,731	4,467	14.8	26.5	31.0	37.4	6.4	20.8
TOTAL FOR GENERAL FUND	31,011	30,263	34,731	4,467	14.8	26.5	31.0	37.4	6.4	20.8
FEDERAL RESOURCES										
FEDERAL GRANT FUNDS	7,629	7,732	7,592	-140	-1.8	5.1	5.0	4.0	-1.0	-20.0
FEDERAL MEDICAID PAYMENTS	0	1,037	2,345	1,308	126.0	0.0	11.3	24.6	13.2	116.5
TOTAL FOR FEDERAL RESOURCES	7,629	8,769	9,937	1,168	13.3	5.1	16.3	28.6	12.2	74.7
PRIVATE FUNDS										
PRIVATE DONATIONS	1	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
TOTAL FOR PRIVATE FUNDS	1	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	4,442	1,662	477	-1,185	-71.3	67.2	15.7	3.0	-12.7	-80.8
TOTAL FOR INTRA-DISTRICT FUNDS	4,442	1,662	477	-1,185	-71.3	67.2	15.7	3.0	-12.7	-80.8
GROSS FUNDS	43,083	40,694	45,145	4,450	10.9	98.9	63.0	69.0	6.0	9.5

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

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table BY0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table BY0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	2,082	1,806	2,236	2,231	-5	-0.2
12 - REGULAR PAY - OTHER	2,757	3,385	2,768	3,198	430	15.6
13 - ADDITIONAL GROSS PAY	103	24	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	948	1,072	1,038	1,159	120	11.6
SUBTOTAL PERSONAL SERVICES (PS)	5,890	6,287	6,042	6,588	546	9.0
20 - SUPPLIES AND MATERIALS	126	81	160	124	-35	-22.2
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	11	0	11	11	N/A
40 - OTHER SERVICES AND CHARGES	604	418	613	385	-228	-37.2

Table BY0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
41 - CONTRACTUAL SERVICES - OTHER	9,431	8,416	9,323	9,343	20	0.2
50 - SUBSIDIES AND TRANSFERS	26,020	27,747	24,445	28,563	4,118	16.8
70 - EQUIPMENT AND EQUIPMENT RENTAL	53	123	112	130	18	16.2
SUBTOTAL NONPERSONAL SERVICES (NPS)	36,235	36,796	34,652	38,556	3,904	11.3
GROSS FUNDS	42,125	43,083	40,694	45,145	4,450	10.9

*Percent change is based on whole dollars.

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

Table BY0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table BY0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT SERVICES								
(1010) PERSONNEL COSTS ACTIVITY	4,390	3,176	3,326	149	28.6	27.0	28.0	1.0
(1040) CONTRACT AND PROCUREMENT ACTIVITY	625	5	35	30	0.0	0.0	0.0	0.0
(1045) INFORMATION TECHNOLOGY	0	345	472	127	0.0	0.0	0.0	0.0
(1087) LANGUAGE ACCESS	5	0	0	0	0.0	0.0	0.0	0.0
(1096) FLEET SERVICES	0	198	58	-139	0.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT SERVICES	5,020	3,725	3,891	166	28.6	27.0	28.0	1.0
(9200) CONSUMER INFO., ASSISTANCE AND OUTREACH								
(9205) EMPLOYMENT SERVICES	370	0	0	0	0.0	0.0	0.0	0.0
(9215) COMMUNITY OUTREACH AND SPECIAL EVENTS	216	764	761	-4	0.0	5.0	5.0	0.0
(9220) TRAINING AND EDUCATION	4,685	0	0	0	67.2	0.0	0.0	0.0
(9222) ADVOCACY/ELDER RIGHTS	511	1,382	1,413	31	0.0	0.0	0.0	0.0
(9230) ASSISTANCE AND REFERRAL SERVICES	0	870	1,034	165	0.0	7.0	9.0	2.0
SUBTOTAL (9200) CONSUMER INFO., ASSISTANCE AND OUTREACH	5,782	3,016	3,208	192	67.2	12.0	14.0	2.0
(9300) INHOME AND CONTINUING CARE PROGRAM								
(9325) IN-HOME AND DAYCARE SERVICES	6,671	0	0	0	0.0	0.0	0.0	0.0
(9330) CAREGIVERS SUPPORT	727	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (9300) INHOME AND CONTINUING CARE PROGRAM	7,397	0	0	0	0.0	0.0	0.0	0.0

Table BY0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(9400) HOME AND COMMUNITY BASED SUPPORT PROGRAM								
(9420) IN-HOME SERVICES	0	2,061	5,650	3,589	0.0	0.0	0.0	0.0
(9430) LEAD AGENCIES AND CASE MANAGEMENT	0	9,878	10,241	363	0.0	22.0	26.0	4.0
(9440) SENIOR WELLNESS CENTER/FITNESS	3,760	2,436	2,891	455	3.1	0.0	0.0	0.0
(9450) COMMUNITY SERVICES	18,570	0	0	0	0.0	0.0	0.0	0.0
(9460) SENIOR VILLAGES	0	250	300	50	0.0	0.0	0.0	0.0
(9470) SUPPORTIVE RESIDENTIAL SERVICES	1,674	735	735	0	0.0	0.0	0.0	0.0
(9475) CAREGIVER SUPPORT	0	1,304	477	-827	0.0	2.0	1.0	-1.0
(9480) ADVOCACY/ELDER RIGHTS	881	0	0	0	0.0	0.0	0.0	0.0
(9485) TRANSPORTATION	0	4,991	5,436	445	0.0	0.0	0.0	0.0
(9490) DAY PROGRAMS	0	1,658	1,676	18	0.0	0.0	0.0	0.0
SUBTOTAL (9400) HOME AND COMMUNITY BASED SUPPORT PROGRAM	24,884	23,314	27,406	4,092	3.1	24.0	27.0	3.0
(9500) NUTRITION								
(9520) CONGREGATE MEALS	0	4,798	4,798	0	0.0	0.0	0.0	0.0
(9530) HOME DELIVERED MEALS	0	4,832	4,832	0	0.0	0.0	0.0	0.0
(9540) NUTRITION SUPPLEMENTS	0	21	21	0	0.0	0.0	0.0	0.0
(9550) COMMODITY AND FARMERS MARKET	0	989	989	0	0.0	0.0	0.0	0.0
SUBTOTAL (9500) NUTRITION	0	10,640	10,640	0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	43,083	40,694	45,145	4,450	98.8	63.0	69.0	6.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The District of Columbia Office on Aging operates through the following 4 programs:

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

This program contains the following 3 activities:

- **Community Outreach and Special Events** – provides socialization, information, and recognition services for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers in order to combat social isolation, increase awareness of services provided, and project a positive image of aging;

- **Advocacy and Elder Rights** – provides legal support and advocacy for elder rights for District residents age 60 or older who need assistance with relevant state laws, long-term planning, or complaint resolution between residents/families and nursing homes and other community residential facilities for seniors; and
- **Assistance and Referral Services** – provides information on, connection to, and assistance with accessing home and community-based services, long-term care options, and public benefits for District residents age 60 or older, persons with a disability between the ages of 18 and 59, and caregivers.

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

This program contains the following 8 activities:

- **In-Home Services** – provides home health and homemaker services for District residents 60 years of age and older to help manage activities of daily living;
- **Lead Agencies and Case Management** – provides core services and supports, such as case management and counseling services, for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers;
- **Senior Wellness Centers/Fitness** – provides socialization, physical fitness, and programs that promote healthy behavior and awareness for District residents age 60 or older;
- **Senior Villages** – provides support and technical assistance to the grass roots movement of neighbors helping neighbors age in place;
- **Supportive Residential Services** – provides emergency shelter, supportive housing, and aging-in-place programs;
- **Caregivers Support** – provides caregiver education and training, respite, stipends, and transportation services to eligible caregivers;
- **Transportation** – provides transportation to life-sustaining medical appointments and group social and recreational activities for District residents age 60 or older; and
- **Day Programs** – provides day programs through adult day health and senior centers, which allow District residents age 60 or older to have socialization and access to core services.

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

This program contains the following 4 activities:

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

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

Program Structure Change

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

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

Table BY0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table BY0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		30,263	31.0
Removal of One-Time Funding	Multiple Programs	-250	0.0
Other CSFL Adjustments	Multiple Programs	8	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		30,022	31.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	435	6.4
Increase: To support the costs of pre-existing programmatic initiatives	Agency Management	61	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-1,328	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		29,189	37.4
Enhance: To support the Safe at Home program (one-time)	Consumer Info., Assistance and Outreach	3,000	0.0
Enhance: To support transportation services, recreation activities, and residential facilities for seniors	Home and Community Based Support	1,109	0.0
Transfer-In: From DHCF to support the Aging and Disability Program operations	Home and Community Based Support	1,433	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		34,731	37.4
FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE		7,732	5.0
Decrease: To align budget with projected grant awards	Multiple Programs	-140	-1.0
FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission		7,592	4.0
No Change		0	0.0
FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget		7,592	4.0
FEDERAL MEDICAID PAYMENTS: FY 2017 Approved Budget and FTE		1,037	11.3
Increase: To align budget with projected federal Medicaid reimbursements	Multiple Programs	1,308	13.2
FEDERAL MEDICAID PAYMENTS: FY 2018 Agency Budget Submission		2,345	24.6
No Change		0	0.0
FEDERAL MEDICAID PAYMENTS: FY 2018 Mayor's Proposed Budget		2,345	24.6
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		1,662	15.7
Decrease: To align budget with projected revenues	Multiple Programs	-1,185	-12.7
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		477	3.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		477	3.0
GROSS FOR BY0 - D.C. OFFICE ON AGING		45,145	69.0

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

FY 2018 Proposed Budget Changes

The District of Columbia Office on Aging's (DCOA) proposed FY 2018 gross budget is \$45,144,723, which represents a 10.9 percent increase over its FY 2017 approved gross budget of \$40,694,268. The budget is comprised of \$34,730,921 in Local funds, \$7,591,728 in Federal Grant funds, \$2,345,115 in Federal Medicaid Payments, and \$476,958 in Intra-District funds.

Current Services Funding Level

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

DCOA's FY 2018 CSFL budget is \$30,021,520, which represents a \$241,906, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$30,263,426.

CSFL Assumptions

The FY 2018 CSFL calculated for DCOA included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$5,493 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$147,032 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DCOA includes a reduction of \$250,000 to account for the removal of one-time funding appropriated in FY 2017 to support the Senior Villages program. Also, a decrease of \$144,432 for the Fixed Costs Inflation Factor accounts for estimates for Fleet Services.

Agency Budget Submission

Increase: In Local funds, the proposed budget includes an increase of \$434,873, primarily in the Consumer Information, Assistance, and Outreach program. The increase supports an additional 6.4 Full-Time Equivalents (FTEs) as well as projected salary increases and Fringe Benefits adjustments. In addition, the Local funds proposed budget includes a net increase of \$60,964 in nonpersonal services to the Agency Management program. This funding will be used to procure additional Supplies and Materials for operational needs, agency-managed TelecommunicationS services including needed technical support, and maintenance costs associated with the Harmony computer system.

An increase of \$1,307,636 and 13.2 FTEs across multiple programs in Federal Medicaid Payments aligns the budget with anticipated reimbursements for eligible services. This program commenced in fiscal year 2017 and allows the agency to fully execute and expand Medicaid administrative functions, such as enrolling beneficiaries in the Waiver for the Elderly and Individuals with Physical Disabilities and Adult Day Health programs with the Department of Health Care Finance (DHCF).

Decrease: The proposed Local funds budget reflects a reduction of \$1,328,112 across multiple programs, which will be offset by funds that will be received from DHCF. The proposed Federal Grant funds budget reflects a net reduction of \$139,916 and 1.0 FTE due to the expiration of the Alzheimer Disease Initiative grant. In Intra-District funds, a net decrease of \$1,184,759 and 12.7 FTEs is the result of lower revenue projections for Memoranda of Understanding (MOUs) with DHCF. DCOA will continue to work in conjunction with DHCF to provide services for the Long-Term Care Ombudsman program.

Mayor's Proposed Budget

Enhance: In Local Funds, the proposed budget includes an increase of \$3,000,000 in one-time funding in the Consumer Information Assistance and Outreach program to support the Safe at Home program. This program provides preventative adaptations to reduce the risk of falls in the homes of qualifying seniors and people with disabilities. The proposed Local funds budget also reflects an increase of \$1,108,966 in

Home and Community-Based Support program. This adjustment is comprised of \$458,966 for transportation services, \$350,000 for recreation activities, and \$300,000 for additional Senior Villages for District residents who are 60 years of age or older. A Village is a neighborhood-based nonprofit membership organization supported by volunteers that focus on the elderly. They offer programs that make it easier for older District residents to live safely and comfortably and remain active in their own homes by staying connected with their neighbors.

Transfer-In: In Local funds, the proposed budget includes an increase of \$1,432,710 to reflect the transfer of funds from the Department of Health Care Finance to support the Aging and Disability Resource Center and its Medicaid administrative functions. These funds will be allocated to the Home and Community-Based Support program.

Agency Performance Plan*

The District of Columbia Office on Aging (DCOA) 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. Consumer Information, Assistance and Outreach: Provide information, assistance, and outreach to District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promotes awareness and access to long-term care services and supports offered in the District.
2. Home and Community-Based Supports: Provide direct services and supports in the community, including nutrition services, for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promote aging-in-place with dignity and respect.
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. Consumer Information, Assistance and Outreach: Provide information, assistance, and outreach to District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promotes awareness and access to long-term care services and supports offered in the District. (3 Activities)

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

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

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of callers looking for information and assistance that heard about DCOA services through the agency's outreach efforts	No	Not Available	Not Available	Not Available	20%	20%
Percent of residents working with D.C. Long-Term Care Ombudsman Program that self-report a satisfactory resolution to a complaint, concern, or problem	No	Not Available	Not Available	Not Available	80%	80%
Percent of residents working with DCOA’s Medicaid Enrollment Staff that self-report a positive experience through the Medicaid enrollment process	No	Not Available	Not Available	Not Available	80%	80%

2. Home and Community-Based Supports: Provide direct services and supports in the community, including nutrition services, for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promote aging-in-place with dignity and respect. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average annual amount DCOA saves an older adult who regularly participates in services that promote aging in place	No	\$5,165	\$6,123	\$5,055	\$6,000	\$6,000
Percent of family caregivers participating in D.C. Caregivers Institute that self-report an improved ability to provide care	No	Not Available	Not Available	Not Available	90%	90%
Percent of residents attending Senior Wellness Centers that self-report an increase in awareness and practices of health habits	No	Not Available	84.3%	Not Available	75%	75%

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

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

WORKLOAD MEASURES

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

1. Advocacy/Elder Rights

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of hours of advocacy and legal support provided to residents	Yes	Not Available	Not Available	Not Available
Number of hours of Long-Term Care Ombudsman services provided to residents	Yes	Not Available	Not Available	Not Available

2. Assistance And Referral Services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of caregivers receiving information, referral, and assistance through the Aging and Disability Resource Center	No	447	217	71
Number of people with disabilities between the ages of 18 and 59 receiving information, referral, and assistance through the Aging and Disability Resource Center	No	5,422	1,375	1,057
Number of residents age 60 or older receiving information, referral and assistance through the Aging and Disability Resource Center	No	15,140	4,184	9,477
Number of residents served by DCOA’s Medicaid Enrollment Staff	Yes	Not Available	Not Available	Not Available

3. Provide homemaker services and caregiver support for District residents age 60 or older to help manage activities of daily living and prevent caregiver burnout.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Average project cost for Safe at Home adaptations	Yes	Not Available	Not Available	New Measure
Number of residents receiving home adaptations	Yes	Not Available	Not Available	Not Available
Number of residents receiving homemaker services	Yes	Not Available	Not Available	Not Available

4. Lead Agencies And Case Management

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of residents receiving case management	Yes	Not Available	Not Available	Not Available
Number of residents receiving options counseling	No	962	915	551
Number of residents transitioned from an institutional setting to the community	Yes	Not Available	Not Available	Not Available

5. Senior Wellness Center/Fitness

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of residents attending Senior Wellness Centers	No	2,957	3,293	2,991

6. Community Outreach and Special Events

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of DCOA sponsored information and training sessions that increase knowledge and awareness of long-term services and supports in the community	Yes	Not Available	Not Available	Not Available

7. Nutrition Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of residents attending community dining sites	Yes	Not Available	Not Available	Not Available
Number of residents receiving home-delivered meals	Yes	Not Available	Not Available	Not Available

8. Provide transportation services to essential nonemergency medical appointments and social/recreational group trips.

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of residents provided transportation to medical appointments	Yes	Not Available	Not Available	2,359
Number of residents provided transportation to social and recreational activities	Yes	Not Available	Not Available	2,682

Performance Plan End Notes

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

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

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

Unemployment Compensation Fund

www.does.dc.gov
Telephone: 202-724-7000

Table BH0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$4,507,849	\$6,887,000	\$6,680,390	-3.0

The mission of the Unemployment Compensation Fund is to provide unemployment compensation benefits to former District government employees who have been separated from employment through no fault of their own.

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

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

Table BH0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table BH0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	4,508	6,887	6,680	-207	-3.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	4,508	6,887	6,680	-207	-3.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	4,508	6,887	6,680	-207	-3.0	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table BH0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table BH0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
40 - OTHER SERVICES AND CHARGES	10	0	0	0	0	N/A
50 - SUBSIDIES AND TRANSFERS	5,055	4,508	6,887	6,680	-207	-3.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	5,065	4,508	6,887	6,680	-207	-3.0
GROSS FUNDS	5,065	4,508	6,887	6,680	-207	-3.0

*Percent change is based on whole dollars.

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

Table BH0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table BH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) UNEMPLOYMENT COMPENSATION FUND								
(1100) UNEMPLOYMENT COMPENSATION FUND	4,508	6,887	6,680	-207	0.0	0.0	0.0	0.0
SUBTOTAL (1000) UNEMPLOYMENT COMPENSATION FUND	4,508	6,887	6,680	-207	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	4,508	6,887	6,680	-207	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Unemployment Compensation Fund operates through the following program:

Unemployment Compensation Fund – provides unemployment compensation to qualified former District government employees during periods of unemployment.

Program Structure Change

The Unemployment Compensation Fund has no program structure changes in the FY 2018 proposed budget.

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

Table BH0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table BH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		6,887	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		6,887	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Unemployment Compensation Fund	-207	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		6,680	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		6,680	0.0
GROSS FOR BH0 - UNEMPLOYMENT COMPENSATION FUND		6,680	0.0

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

FY 2018 Proposed Budget Changes

The Unemployment Compensation Fund's proposed FY 2018 gross budget is \$6,680,390, which represents a 3.0 percent decrease from its FY 2017 approved gross budget of \$6,887,000. The budget is comprised entirely of Local funds.

Current Services Funding Level

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

The Unemployment Compensation Fund's FY 2018 CSFL budget is \$6,887,000, which represents no change from the FY 2017 approved Local funds budget.

Agency Budget Submission

Decrease: The Unemployment Compensation Fund's proposed budget includes savings in the amount of \$206,610 due to a projected reduction in the amount of claims being approved and paid to former District employees claiming benefits, and a decrease in the average duration of unemployment.

Mayor's Proposed Budget

No Change: The Unemployment Compensation Fund's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Employees' Compensation Fund

www.orm.dc.gov
Telephone: 202-727-8600

Table BG0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$25,281,099	\$21,521,002	\$21,708,502	0.9

The mission of the Employees' Compensation Fund is to provide fiscal resources to administer the Public Sector Workers' Compensation program for District of Columbia government employees and to pay the required claims costs of eligible claimants, pursuant to applicable District laws.

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

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

Table BG0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table BG0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				FY 2017	Percentage Change*				FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	25,281	21,521	21,709	188	0.9	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	25,281	21,521	21,709	188	0.9	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	25,281	21,521	21,709	188	0.9	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table BG0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table BG0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
20 - SUPPLIES AND MATERIALS	1,265	1,762	1,500	1,500	0	0.0
40 - OTHER SERVICES AND CHARGES	5,295	9,532	7,500	7,594	94	1.2
50 - SUBSIDIES AND TRANSFERS	13,327	13,987	12,521	12,615	94	0.7
SUBTOTAL NONPERSONAL SERVICES (NPS)	19,886	25,281	21,521	21,709	188	0.9
GROSS FUNDS	19,886	25,281	21,521	21,709	188	0.9

*Percent change is based on whole dollars.

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

Table BG0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table BG0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(0010) DISABILITY COMPENSATION FUND								
(1000) DISABILITY COMPENSATION FUND	25,281	21,521	21,709	188	0.0	0.0	0.0	0.0
SUBTOTAL (0010) DISABILITY COMPENSATION FUND	25,281	21,521	21,709	188	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	25,281	21,521	21,709	188	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Employees' Compensation Fund operates through the following program:

Disability Compensation Fund – is established by the District of Columbia Merit Personnel Act (D.C. Law 2-139, as amended). Payments are made to District employees, with eligible and verified claims, as compensation for lost wages, medical services related to workplace injuries, and return-to-work services such as vocational rehabilitation. In FY 2004, the administration of the Fund was transferred to the D.C. Office of Risk Management.

Program Structure Change

The Employees' Compensation Fund has no program structure changes in the FY 2018.

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

Table BG0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table BG0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		21,521	0.0
Other CSFL Adjustments	Disability Compensation Fund	188	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		21,709	0.0
Increase: To align the budget with projected unemployment claims	Disability Compensation Fund	94	0.0
Decrease: To align the budget with professional service fees	Disability Compensation Fund	-94	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		21,709	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		21,709	0.0
GROSS FOR BG0 - EMPLOYEES' COMPENSATION FUND		21,709	0.0

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

FY 2018 Proposed Budget Changes

The Employees' Compensation Fund's (ECF) FY 2018 gross budget is \$21,708,502, which represents a less than 1.0 percent increase over its FY 2017 approved gross budget of \$21,521,002. The budget is comprised entirely of Local funds.

Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter.

Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

ECF's FY 2018 CSFL budget is \$21,708,502, which represents a \$187,500, or less than 1.0 percent, increase over the FY 2017 approved Local funds budget of \$21,521,002.

CSFL Assumptions

The FY 2018 CSFL calculated for ECF included an adjustment entry that is not described in detail on table 5. This adjustment reflects an increase of \$187,500 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

Agency Budget Submission

Increase: The Employees' Compensation Fund's (ECF) proposed budget reflects an increase of \$93,750 in Subsidies and Transfers to support projected costs associated with unemployment claims.

Decrease: ECF's proposed Local funds budget includes a decrease of \$93,750 to reflect the projected costs of professional service fees; this offsets the increase in Subsidies and Transfers.

Mayor's Proposed Budget

No Change: The Employees' Compensation Fund's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Office of Human Rights

www.ohr.dc.gov
Telephone: 202-727-4559

Table HM0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$4,201,638	\$4,420,225	\$4,330,611	-2.0
FTEs	35.8	39.0	39.0	0.0

The mission of the D.C. Office of Human Rights (OHR) is to eradicate discrimination, increase equal opportunity, and protect human rights in the city.

Summary of Services

OHR investigates and resolves complaints of discrimination in employment, housing, places of public accommodation, and educational institutions, pursuant to the D.C. Human Rights Act of 1977 and other numerous local and federal laws. OHR also prevents discrimination by providing training and education to District government employees, private employers, workers, and the community at large regarding their rights and responsibilities under the law. OHR monitors compliance with the Language Access Act of 2004 and investigates allegations of non-compliance with this Act by District government agencies. The agency also investigates complaints and conditions causing community tension and conflict that can lead to breaches of the peace. The Commission on Human Rights is the adjudicatory body that decides private sector cases after OHR has found “probable cause” of discrimination.

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

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

Table HM0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table HM0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	3,734	4,058	4,001	-58	-1.4	35.0	36.6	36.6	0.0	-0.1
TOTAL FOR GENERAL FUND	3,734	4,058	4,001	-58	-1.4	35.0	36.6	36.6	0.0	-0.1
FEDERAL RESOURCES										
FEDERAL GRANT FUNDS	381	322	330	8	2.5	0.9	2.4	2.4	0.0	2.1
TOTAL FOR FEDERAL RESOURCES	381	322	330	8	2.5	0.9	2.4	2.4	0.0	2.1
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	87	40	0	-40	-100.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	87	40	0	-40	-100.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	4,202	4,420	4,331	-90	-2.0	35.8	39.0	39.0	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table HM0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table HM0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	1,686	1,881	2,032	2,221	189	9.3
12 - REGULAR PAY - OTHER	896	1,054	1,266	1,112	-154	-12.2
13 - ADDITIONAL GROSS PAY	16	34	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	531	612	768	736	-32	-4.2
SUBTOTAL PERSONAL SERVICES (PS)	3,130	3,581	4,066	4,069	3	0.1
20 - SUPPLIES AND MATERIALS	15	29	11	12	1	7.9
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	2	3	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	300	266	104	99	-5	-5.1
41 - CONTRACTUAL SERVICES - OTHER	245	288	182	144	-38	-20.9
70 - EQUIPMENT AND EQUIPMENT RENTAL	28	34	57	7	-50	-87.3
SUBTOTAL NONPERSONAL SERVICES (NPS)	590	621	354	262	-92	-26.1
GROSS FUNDS	3,720	4,202	4,420	4,331	-90	-2.0

*Percent change is based on whole dollars.

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

Table HM0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table HM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) OFFICE OF HUMAN RIGHTS								
(1010) PERSONNEL	14	0	0	0	0.5	0.0	0.0	0.0
(1030) PROPERTY MANAGEMENT	3	4	3	-1	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	0	50	0	-50	0.0	0.0	0.0	0.0
(1060) LEGAL SERVICES	297	405	379	-26	2.0	3.0	3.0	0.0
(1090) PERFORMANCE MANAGEMENT	472	455	457	2	2.9	3.0	3.0	0.0
SUBTOTAL (1000) OFFICE OF HUMAN RIGHTS	786	914	839	-75	5.4	6.0	6.0	0.0
(2000) EQUAL JUSTICE PROGRAM								
(2010) INTAKE	258	240	239	-1	2.0	3.1	3.0	0.0
(2020) MEDIATION	444	491	492	1	4.9	5.1	5.1	0.0
(2030) INVESTIGATIONS	1,884	1,702	1,779	77	14.6	16.4	17.5	1.0
(2050) FAIR HOUSING PROGRAM	26	27	28	0	1.1	0.2	0.2	0.0
(2060) RESEARCH AND COMPLIANCE	35	10	10	0	0.0	0.0	0.0	0.0
(2070) PUBLIC EDUCATION	224	241	360	119	2.0	2.1	3.1	1.0
(2085) BULLYING PREVENTION OVERSIGHT	160	179	176	-3	1.0	1.0	1.0	0.0
(2090) LANGUAGE ACCESS OVERSIGHT	25	229	25	-205	2.0	2.0	0.0	-2.0
SUBTOTAL (2000) EQUAL JUSTICE PROGRAM	3,054	3,121	3,109	-11	27.5	30.0	30.0	0.0
(3000) COMMISSION ON HUMAN RIGHTS								
(3010) HUMAN RIGHTS COMMISSION	362	386	382	-4	3.0	3.0	3.0	0.0
SUBTOTAL (3000) COMMISSION ON HUMAN RIGHTS	362	386	382	-4	3.0	3.0	3.0	0.0
TOTAL PROPOSED OPERATING BUDGET	4,202	4,420	4,331	-90	35.8	39.0	39.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Human Rights operates through the following 3 programs:

Equal Justice – provides education and awareness and investigates, adjudicates, and provides compliance services to people who live, work, and/or conduct business in the District of Columbia so that they are informed of, and may have timely resolution of, discrimination complaints.

This program contains the following 8 activities:

- **Intake** – provides intake, referral, and counseling services to complainants who live, work, and/or conduct business in the District of Columbia so that they may have timely and quality assessments of their complaints;
- **Mediation** – provides mediation services to complainants and respondents in an attempt to resolve potentially unlawful discriminatory practices and avoid costly and time-consuming investigations and litigation;
- **Investigations** – conducts full investigations whenever prima facie evidence has been established for each complaint brought to the Office of Human Rights. This applies to cases in employment, public accommodations, educational institutions, and language access;
- **Fair Housing** – investigates complaints and provides outreach and education to people who live, work, or conduct business in the District on matters relating to alleged violations of federal and local fair housing laws;
- **Research and Compliance** – conducts compliance reviews of, provides training on, and performs research related to human rights law as well as mandates issued by the Equal Employment Opportunity Commission and the U.S. Department of Housing and Urban Development;
- **Public Education** – provides awareness, education, training, and public information to ensure a workforce environment free of discrimination in the District;
- **Bullying Prevention Oversight** – coordinates bullying prevention initiatives throughout the District; and
- **Language Access Oversight** – provides information, education, monitoring, and enforcement services pertaining to the D.C. Language Access Act and its implementation and applicability.

Commission on Human Rights – provides adjudication services through an administrative, trial-type hearing conducted before a hearing examiner or a panel of commissioners. The Commission rules and can issue injunctive relief and award damages (if discrimination is found) to people who live, work, or conduct business in the District of Columbia.

Office of Human Rights (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 Human Rights has no program structure changes in the FY 2018 proposed budget.

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

Table HM0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table HM0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		4,058	36.6
Removal of One-Time Funding	Multiple Programs	-50	0.0
Other CSFL Adjustments	Multiple Programs	-8	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		4,001	36.6
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1	0.0

Table HM0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Decrease: To offset projected adjustments in personal services costs	Multiple Programs	-1	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		4,001	36.6
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		4,001	36.6
FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE		322	2.4
Increase: To align budget with projected grant awards	Equal Justice	8	0.0
FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission		330	2.4
No Change		0	0.0
FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget		330	2.4
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		40	0.0
Decrease: To align budget with projected revenues	Equal Justice	-40	0.0
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		0	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		0	0.0
GROSS FOR HM0 - OFFICE OF HUMAN RIGHTS		4,331	39.0

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

FY 2018 Proposed Budget Changes

The Office of Human Rights' (OHR) proposed FY 2018 gross budget is \$4,330,611, which represents a 2.0 percent decrease from its FY 2017 approved gross budget of \$4,420,225. The budget is comprised of \$4,000,511 in Local funds and \$330,100 in Federal Grant funds.

Current Services Funding Level

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

OHR's FY 2018 CSFL budget is \$4,000,511, which represents a \$57,764, or 1.4 percent, decrease from the FY 2017 approved Local funds budget of \$4,058,275.

CSFL Assumptions

The FY 2018 CSFL calculated for OHR included adjustment entries that are not described in detail on table 5. These adjustments were made for a decrease of \$10,861 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$3,952 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for OHR includes a reduction of \$50,000 to account for the removal of one-time funding appropriated in FY 2017 to support Information Technology maintenance and upgrades. Additionally, a decrease of \$854 for the Fixed Costs Inflation Factor accounts for estimates for fleet services.

Agency Budget Submission

Increase: OHR's proposed Local funds budget reflects an increase of \$926 across multiple programs to align the budget with projected personal services costs. In Federal Grant funds, the proposed budget increased by a net amount of \$8,150 to align funding with projected Department of Housing and Urban Development grant awards.

Decrease: A proposed net decrease of \$926 in Local funds across multiple programs, primarily in Contractual Services, will offset the projected increase in personal services. In Intra-District funds, the budget proposal reflects a decrease of \$40,000 due to the expiration of a Memorandum of Understanding agreement with the Department of Employment Services.

Mayor's Proposed Budget

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

Agency Performance Plan*

The Office of Human Rights (OHR) has the following strategic objectives for FY 2018:

Strategic Objectives

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

Objectives

1. Provide high quality and efficient resolution of complaints filed at the Office of Human Rights in order to comply with statutory requirements, improve customer service, and strengthen enforcement.
2. Provide high quality and efficient adjudication of certified charges filed at the Commission on Human Rights in order to comply with statutory requirements and to improve customer service.
3. Provide high quality monitoring of and technical assistance in OHR's compliance programs, including Language Access, Bullying Prevention, and Equal Employment Opportunity policies.
4. Provide high quality education and awareness communication to the public in order to increase understanding of the laws enforced by OHR.
5. Create and maintain a highly efficient, transparent, and responsive District government.**

ACTIVITIES

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

1. Provide high quality and efficient resolution of complaints filed at the Office of Human Rights in order to comply with statutory requirements, improve customer service, and strengthen enforcement. (4 Activities)

Activity Title	Activity Description	Type of Activity
Investigate	The Human Rights Officer (HRO) in the Investigation Unit will review an assigned charge of Discrimination docketed and investigate the claims asserted in the Charge. The HRO will interview relevant witnesses and recommend a finding as to whether there is probable cause to believe discrimination may have occurred.	Daily Service
Intake	The Intake Officer will review inquiries (known as the Complaint Questionnaire) filed with the Office of Human Rights and determine jurisdiction. If the office has jurisdiction, the inquiry will be schedule for an intake interview. The Intake Officer will review the information provided during the interview and docket the inquiry as a Charge of Discrimination or dismiss the matter as appropriate.	Daily Service
Mediation	Once an inquiry is docketed as a Charge of Discrimination, the Mediation Unit will schedule a mandatory mediation date. If the matter is resolved at mediation, the case will be closed. If the matter is not resolved, Mediation will forward the case for full investigation.	Daily Service

(Continued on next page)

1. Provide high quality and efficient resolution of complaints filed at the Office of Human Rights in order to comply with statutory requirements, improve customer service, and strengthen enforcement. (4 Activities)

Activity Title	Activity Description	Type of Activity
Legal Review	Once a Human Rights Officer makes a probable cause determination as to whether discrimination may have occurred, the Legal Unit will review the determine for legal sufficiency and forward the matter for the Director's review.	Daily Service

2. Provide high quality and efficient adjudication of certified charges filed at the Commission on Human Rights in order to comply with statutory requirements and to improve customer service. (5 Activities)

Activity Title	Activity Description	Type of Activity
Review Certified Cases	Once the Commission receives a certified case from the Office of Human Rights, the Commission will review the certified case and if appropriate set a scheduling order. If the case is not appropriately certified to the Commission, the Commission will remand the case to the Office.	Daily Service
Review and Rule on Dispositive Motions	Upon filing of a dispositive motion, the Administrative Law Judge (ALJ) assigned to the matter will review and rule on the dispositive motion filed. When appropriate, the ALJ may hold hearings before ruling on the motion.	Daily Service
Hold Hearings Including Final Hearings	When the case has completed discovery and dispositive motions have been resolved, the Commission will schedule and hold a final hearing on the merits of the case. The Commission also holds hearings on motions and dispositive motions.	Daily Service
Issue Scheduling Order	The Commission will issue scheduling orders within 30 days of receipt of case certification from the Office of Human Rights. The Scheduling Order will contain deadlines by which the parties must file pleadings and motions.	Daily Service
Lead Or Organize Commission Meetings	The Chief Administrative Law Judge and his team organizes the Commission meetings, which occur on a bi-monthly basis. The ALJs will record minutes of the meeting.	Daily Service

3. Provide high quality monitoring of and technical assistance in OHR's compliance programs, including Language Access, Bullying Prevention, and Equal Employment Opportunity policies. (7 Activities)

Activity Title	Activity Description	Type of Activity
EEO Counselors and Officers Training	Provide training and technical assistance to EEO Counselors and Officers.	Daily Service
Bullying Prevention Policy Oversight	Oversee bullying prevention policy development and compliance and provide training.	Daily Service
Community Engagement	Provide outreach and education to the public; Work closely with consultative agencies and community stakeholders.	Daily Service

(Continued on next page)

3. Provide high quality monitoring of and technical assistance in OHR's compliance programs, including Language Access, Bullying Prevention, and Equal Employment Opportunity policies. (7 Activities)

Activity Title	Activity Description	Type of Activity
Enforcement	Assist with identifying pre-investigation intervention solution; Investigate docketed cases of language access complaints; Issue written findings after investigation is completed; Assist non-compliant agencies with systemic corrective actions.	Daily Service
Technical Assistance to Covered Entities	Provide technical assistance such as one-on-one consultations, implementing corrective actions, training staff on compliance and cultural competencies, and meeting with language access coordinators.	Daily Service
Compliance Monitoring	Review and monitor each major public contact agency's two-year LA compliance plan; monitor and review quality of services provided to LEP/NEP (Limited English Proficient/Non English Proficient) customers; meet with agency Language Access Coordinators.	Daily Service
Youth Bullying Prevention Project	As a result of a four-year grant from National Institute of Justice (NIJ), in partnership with Child Trends and Office of the State Superintendent for Education (OSSE), the Youth Bullying Prevention Program will collect school climate data, evaluate prevention strategies in schools, and support their efforts to implement evidence based programs to prevent bullying and improve school safety.	Key Project

4. Provide high quality education and awareness communication to the public in order to increase understanding of the laws enforced by OHR. (3 Activities)

Activity Title	Activity Description	Type of Activity
Provide Education/Training	The Policy and Communication team schedules and conducts training for the public and business community. Examples of trainings include the Know Your Rights trainings, Human Rights Liaison trainings, and Business Training Series.	Daily Service
Perform Outreach	To ensure awareness and compliance, the Policy and Communication team conducts outreach regarding newly enacted laws or regarding laws under which the Office has seen a rise in claims. Outreach may be provided in the form of trainings or educational campaigns.	Daily Service
Issue Press Release Statements	The Policy and Communication team is responsible for responding to press inquiries and public inquiries. The team also drafts and issues press release statements of the Director.	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 resolution of complaints filed at the Office of Human Rights in order to comply with statutory requirements, improve customer service, and strengthen enforcement. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Cost of processing an Office of Human Rights complaint under the Equal Justice Program	No	Not Available	Not Available	Not Available	\$5,870	\$5,870
Percent of assigned cases at the Office of Human Rights with letters of determination within 160 days	No	Not Available	Not Available	Not Available	80%	80%
Percent of docketed cases at the Office of Human Rights scheduled for mediation within 45 days	No	Not Available	Not Available	Not Available	80%	80%
Percent of Equal Employment Opportunity Commission (EEOC) cases resolved at the Office of Human Rights	Yes	Not Available	New Measure	Not Available	New Measure	New Measure
Percent of inquiries filed at the Office of Human Rights scheduled for intake interview within 30 days	No	Not Available	Not Available	Not Available	80%	80%
Percent of Office of Human Rights cases certified to the Commission on Human Rights within 60 days	No	Not Available	Not Available	Not Available	80%	80%

2. Provide high quality and efficient adjudication of certified charges filed at the Commission on Human Rights in order to comply with statutory requirements and to improve customer service. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of Commission on Human Rights cases pending over 15 months	No	Not Available	Not Available	Not Available	20%	20%
Percent of Commission on Human Rights cases with scheduling orders issued within 30 days	No	Not Available	Not Available	Not Available	80%	80%
Percent of dispositive motions at the Commission on Human Rights resolved within 60 days of filing	No	Not Available	Not Available	Not Available	80%	80%

3. Provide high quality monitoring of and technical assistance in OHR's compliance programs, including Language Access, Bullying Prevention, and Equal Employment Opportunity policies. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of covered entities with major public contact monitored and assessed for compliance with the Language Access Act	No	Not Available	Not Available	Not Available	80%	80%
Percent of EEO Counselors and Officers Satisfied with Training	No	Not Available	Not Available	Not Available	80%	80%
Percent of informal intervention provided in bullying cases within 30 days of reporting	No	Not Available	Not Available	Not Available	80%	80%
Percent of language access cases which receive initial intervention within 30 days	No	Not Available	Not Available	Not Available	90%	90%

4. Provide high quality education and awareness communication to the public in order to increase understanding of the laws enforced by OHR. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of Human Rights Liaisons that rate the all-day training as "good" or "excellent" in post-training survey	No	Not Available	Not Available	Not Available	80%	80%
Percent of participants that rate "Know Your Rights" presentations as "good" or "excellent" in post-training survey	No	Not Available	Not Available	Not Available	80%	80%
Percent of participants that rate the Business Training Series events as "good" or "excellent" in post-training survey	No	Not Available	Not Available	Not Available	80%	80%

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

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

(Continued on next page)

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

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

WORKLOAD MEASURES

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

1. Investigate

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of New Docketed Cases	No	Not Available	Not Available	664.0
Number of Pending Cases	No	Not Available	Not Available	806.0

2. Intake

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Inquiries Received	No	Not Available	Not Available	2045.0
Number of Intakes Conducted	Yes	Not Available	Not Available	New Measure
Number of intakes scheduled	Yes	Not Available	Not Available	New Measure

3. Mediation

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Cases Mediated	No	Not Available	Not Available	776.0
Number of cases scheduled for mediation	Yes	Not Available	Not Available	New Measure

4. Review Certified Cases

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Certified Cases Received	No	Not Available	Not Available	Not Available

5. Review and rule on dispositive motions

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Cases Remanded	No	Not Available	Not Available	Not Available
Number of Motions	No	Not Available	Not Available	Not Available

6. Hold Hearings Including Final Hearings

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Final Hearings Held	No	Not Available	Not Available	20
Number of Non-Final Hearings Held	No	Not Available	Not Available	74

7. EEO Counselors and Officers Training

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Affirmative Action Review Requests	Yes	Not Available	Not Available	New Measure
Number of EEO Counselors and Officers in the District	No	Not Available	Not Available	63.0
Number of EEO Trainings Held	No	Not Available	Not Available	12.0

8. Bullying Prevention Policy Oversight

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Covered Entities under Youth Bullying Prevention Act	No	Not Available	Not Available	159.0
Number of Youth Bullying Prevention Outreach and Education Activities	Yes	Not Available	Not Available	New Measure

9. Provide education/training

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Business Training Series	No	Not Available	Not Available	4.0
Number of Human Rights Liaisons Trained	No	Not Available	Not Available	85.0

10. Perform Outreach

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Fair Criminal Record Screening Act (FCRSA) Outreach Activities	Yes	Not Available	Not Available	New Measure
Number of Fair Housing Outreach Activities	No	Not Available	Not Available	109.0
Number of Overall Outreach Activities	No	Not Available	Not Available	231.0
Number of Unemployed Anti-Discrimination Act Outreach Activity	No	Not Available	Not Available	45.0

11. Legal Review

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Cases Reviewed	No	Not Available	Not Available	Not Available
Number of Final Determinations Reviewed	No	Not Available	Not Available	Not Available
Number of Freedom of Information Act (FOIA) Requests Received	Yes	Not Available	Not Available	New Measure
Number of Litigation Cases Reviewed	No	Not Available	Not Available	Not Available
Number of Motions Reviewed	No	Not Available	Not Available	Not Available

12. Lead or Organize Commission Meetings

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Commission Meetings Per Year	No	Not Available	Not Available	6.0

13. Community Engagement

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Community Education/Outreach Activities	No	Not Available	Not Available	231.0
Number of Meetings with Consultative Agencies	No	Not Available	Not Available	12.0
Number of Meetings with LA Stakeholders	No	Not Available	Not Available	10.0

14. Enforcement

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of LA Complaints Docketed	No	Not Available	Not Available	14.0
Number of LA Inquiries Received	No	Not Available	Not Available	18.0
Number of Language Access inquiries and cases resolved.	Yes	Not Available	Not Available	New Measure

15. Technical Assistance to Covered Entities

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Covered Entities under the LA Act	No	Not Available	Not Available	62.0
Number of Covered LA Entities with Major Public Contact	No	Not Available	Not Available	39.0
Number of LA Trainings	No	Not Available	Not Available	30.0
Number of Non-Compliant LA Entities	No	Not Available	Not Available	Not Available

16. Compliance Monitoring

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Language Access Coordinator Meetings Held	No	Not Available	Not Available	6.0

17. School Climate Data and Youth Bullying Prevention Project

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of YBP Outreach and Education Activities	Yes	Not Available	Not Available	New Measure

Performance Plan End Notes

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

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

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

Mayor's Office on Latino Affairs

www.ola.dc.gov
Telephone: 202-671-2825

Table BZ0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$3,237,036	\$3,207,448	\$3,501,491	9.2
FTEs	8.6	10.0	10.0	0.0

The mission of the Mayor's Office on Latino Affairs (MOLA) is to improve the quality of life of the District's Latino residents by addressing a broad range of social and economic needs through strategic management of public and private partnerships, expertise on policy, community relations, civic engagement, and community-based grants.

Summary of Services

MOLA awards community-based grants, forms strategic partnerships, conducts community relations, and provides outreach support and advocacy for District Latinos so that they can have access to a full range of human services, health, education, housing, economic development, and employment opportunities.

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

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

Table BZ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table BZ0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				FY 2017	FY 2018				FY 2017	Percentage Change*
GENERAL FUND										
LOCAL FUNDS	2,709	2,812	3,301	490	17.4	8.6	10.0	10.0	0.0	0.0
TOTAL FOR GENERAL FUND	2,709	2,812	3,301	490	17.4	8.6	10.0	10.0	0.0	0.0

Table BZ0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual	Approved	Proposed	Change		Actual	Approved	Proposed	Change	
	FY 2016	FY 2017	FY 2018	FY 2017	Percentage Change*	FY 2016	FY 2017	FY 2018	FY 2017	Percentage Change
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	528	396	200	-196	-49.4	0.0	0.0	0.0	0.0	N/A
TOTAL FOR										
INTRA-DISTRICT FUNDS	528	396	200	-196	-49.4	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	3,237	3,207	3,501	294	9.2	8.6	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table BZ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table BZ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	460	489	604	647	43	7.0
12 - REGULAR PAY - OTHER	45	130	105	60	-45	-42.4
13 - ADDITIONAL GROSS PAY	35	10	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	103	121	173	156	-17	-10.1
15 - OVERTIME PAY	0	0	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	643	751	883	863	-19	-2.2
20 - SUPPLIES AND MATERIALS	30	44	25	25	0	0.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	3	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	53	135	91	103	11	12.4
50 - SUBSIDIES AND TRANSFERS	2,333	2,297	2,200	2,506	305	13.9
70 - EQUIPMENT AND EQUIPMENT RENTAL	6	7	8	5	-3	-37.5
SUBTOTAL NONPERSONAL SERVICES (NPS)	2,422	2,486	2,325	2,638	313	13.5
GROSS FUNDS	3,065	3,237	3,207	3,501	294	9.2

*Percent change is based on whole dollars.

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

Table BZ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table BZ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1050) FINANCIAL MANAGEMENT	30	6	5	-1	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	379	299	317	18	1.7	2.0	2.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	410	305	322	17	1.7	2.0	2.0	0.0
(1001) COMMUNITY BASED PROGRAMS								
(1012) GRANTS MANAGEMENT	2,406	2,387	2,681	293	1.7	2.0	2.0	0.0
SUBTOTAL (1001) COMMUNITY BASED PROGRAMS	2,406	2,387	2,681	293	1.7	2.0	2.0	0.0
(2001) ADVOCACY PROGRAM								
(2011) LANGUAGE ACCESS ACTIVITY	144	201	203	2	1.7	2.0	2.0	0.0
SUBTOTAL (2001) ADVOCACY PROGRAM	144	201	203	2	1.7	2.0	2.0	0.0
(3001) COMMUNITY RELATIONS AND OUTREACH								
(3011) COMMUNITY INFORMATION EXCHANGE	271	305	296	-9	3.4	4.0	4.0	0.0
(3012) COMMUNITY PARTNERSHIPS	7	9	0	-9	0.0	0.0	0.0	0.0
SUBTOTAL (3001) COMMUNITY RELATIONS AND OUTREACH	278	314	296	-18	3.4	4.0	4.0	0.0
TOTAL PROPOSED OPERATING BUDGET	3,237	3,207	3,501	294	8.6	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Mayor's Office on Latino Affairs operates through the following 4 programs:

Community-Based Grants – provides technical assistance and grants management support, including grant selection, award funding, and monitoring services, to District Latino-serving, non-profit organizations, so that they can provide linguistically and culturally appropriate services to the limited English proficient Latino population of the District in the area of health, housing, education, jobs, and small business development in keeping with the Mayor's priorities.

Advocacy and Language Access – provides consultation, collaboration, and problem-solving services to the Mayor, District government agencies, community groups, and other entities in an effort to enhance the provision of linguistically and culturally appropriate services to the Latino community, as well as to comply with the 2004 Language Access Act.

Community Relations and Outreach – provides partnership and outreach services to District Latino residents in an effort to increase their knowledge of, and access to, vital programs and services available to them. The Community Information exchange provides information dissemination and educational services to District Latino residents so that they can better access vital services provided by the District government and the non-profit sector.

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 Mayor’s Office on Latino Affairs has no program structure changes in the FY 2018 proposed budget.

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

Table BZ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table BZ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		2,812	10.0
Removal of One-Time Funding	Multiple Programs	-13	0.0
Other CSFL Adjustments	Multiple Programs	2	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		2,801	10.0
Increase: To align resources with operational spending goals	Multiple Programs	15	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-15	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		2,801	10.0
Enhance: To fund community grants	Community Based Programs	500	0.0
LOCAL FUNDS: FY 2018 Mayor’s Proposed Budget		3,301	10.0
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		396	0.0
Decrease: To align resources with operational spending goals	Community Based Programs	-196	0.0
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		200	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor’s Proposed Budget		200	0.0
GROSS FOR BZ0 - MAYOR’S OFFICE ON LATINO AFFAIRS		3,501	10.0

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

FY 2018 Proposed Budget Changes

The Mayor’s Office on Latino Affairs’ (MOLA) proposed FY 2018 gross budget is \$3,501,491, which represents a 9.2 percent increase over its FY 2017 approved gross budget of \$3,207,448. The budget is comprised of \$3,301,491 in Local funds and \$200,000 in Intra-District funds.

Current Services Funding Level

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

MOLA's FY 2018 CSFL budget is \$2,801,491, which represents a \$10,382, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$2,811,873.

CSFL Assumptions

The FY 2018 CSFL calculated for MOLA included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$4,155 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$1,970 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for MOLA also includes a reduction of \$12,687 to account for the removal of one-time funding appropriated in FY 2017 for the Community Relations and Outreach program to support nonpersonal services. Additionally, an increase of \$4,490 for the Fixed Costs Inflation Factor accounts for adjustments to the fleet services estimates.

Agency Budget Submission

Increase: In Local funds, the Mayor's Office on Latino Affairs' proposed budget reflects an increase of \$15,281 in nonpersonal services across multiple programs, primarily for professional services fees and contracts in the Agency Management program.

Decrease: MOLA's proposed Local funds budget includes a net decrease of \$15,281 in personal services to recognize cost savings from the reallocation of 1.0 Full-Time Equivalent from Term to Continuing Full-Time, as well as other salary and Fringe Benefit adjustments; this decrease offsets the increase in nonpersonal services.

In Intra-District funds, MOLA's proposed budget reflects a reduction of \$195,575 in the Community-Based Grants program due to the completion of a Memorandum of Understanding with the Department of Employment Services for the Mayor Marion S. Barry Summer Youth Employment Program.

Mayor's Proposed Budget

Enhance: In Local funds, the Mayor's Office on Latino Affairs' proposed budget reflects an increase of \$500,000 in the Community-Based Grants program.

Agency Performance Plan*

Mayor's Office on Latino Affairs (MOLA) 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 Latino-serving non-profit organizations' institutional capacity, skills, and service program quality for services offered to DC Latinos.
2. Facilitate greater access to economic development resources among DC Constituents (resident and/or Business owners).
3. Assist Latinos in acquiring workforce skills that help them succeed in and foster the growth of the new economy in the District.
4. Improve the quality of Life among Latinos.
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. Improve Latino-serving non-profit organizations' institutional capacity, skills, and service program quality for services offered to DC Latinos. (1 Activity)

Activity Title	Activity Description	Type of Activity
Latino Community Development Grant	Provides technical support to community based organizations during the Grant Lifecycle process in order to improve their capabilities to better serve DC Latino residents.	Daily Service

2. Facilitate greater access to economic development resources among DC Constituents (resident and/or Business owners). (1 Activity)

Activity Title	Activity Description	Type of Activity
Economic Development	Facilitate greater access to economic development resources among DC Constituents.	Daily Service

3. Assist Latinos in acquiring workforce skills that help them succeed in and foster the growth of the new economy in the District. (3 Activities)

Activity Title	Activity Description	Type of Activity
Workforce Development	Provides financial and technical support to workforce development programs executed by DC community based organizations in order to increase the employability of DC Latino residents.	Daily Service
Community Outreach	MOLA will coordinate employment fairs to promote bilingual hiring.	Daily Service
Language Access	MOLA will promote bilingual hiring in district government and the non-profit sector via bi-weekly newsletters.	Daily Service

4. Improve the quality of Life among Latinos. (2 Activities)

Activity Title	Activity Description	Type of Activity
Community Outreach	Organize outreach events to provide relevant information about vital services and rights for the Latino community.	Daily Service
Demographics	Keep track of key demographic changes occurred within the Latino Community in the District of Columbia.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Performance Management	Record the type of interaction with DC Latino constituents.	Daily Service
Public Relations	Provides information to the Latino Community about MOLA's activities and important events.	Daily Service
Language Access Program	Provides technical support to DC Government Agencies and CBOs to implement the Language Access Act.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Improve Latino-serving non-profit organizations' institutional capacity, skills, and service program quality for services offered to DC Latinos. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of grantees that show satisfactory performance according to grants monitoring program	No	95%	100%	98%	98%	90%

2. Facilitate greater access to economic development resources among DC Constituents (resident and/or Business owners). (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of Latino owned, small and local business who received technical assistance through MOLA initiatives	No	Not Available	Not Available	Not Available	5	20

3. Assist Latinos in acquiring workforce skills that help them succeed in and foster the growth of the new economy in the District. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of people that attended MOLA's employment fairs	No	Not Available	Not Available	Not Available	100	200

4. Improve the quality of Life among Latinos. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of attendees that report satisfactory experience with MOLA sponsored events	No	90%	Not Available	90%	90%	90%

5. Create and maintain a highly efficient, transparent and responsive District government.** (10 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Number of Language Access Act covered agencies that implemented recommendations provided by the Language Access program	No	Not Available	Not Available	Not Available	Not Available	0
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

WORKLOAD MEASURES

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

1. Latino Community Development Grant

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of grant applications received	No	Not Available	Not Available	58
Number of grants awarded	No	Not Available	Not Available	Not Available
Total dollar amount of grants awarded	No	Not Available	Not Available	Not Available

2. Community Outreach

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of attendees at MOLA Employment Fairs	No	Not Available	Not Available	Not Available
Number of MOLA orgainized events/ activities	No	Not Available	Not Available	Not Available

3. Workforce Development

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of grants awarded to provide workforce development	No	Not Available	Not Available	Not Available

4. Language Access

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of bi-weekly newsletters produced	No	Not Available	Not Available	Not Available

5. Public Relations

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of MOLA newsletters published	No	Not Available	Not Available	Not Available

6. Demographics

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Latinos residing in the District	No	Not Available	Not Available	65,000

7. Language Access Program

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of recommendations provided to agencies named under the Language Access Act of 2004	No	Not Available	Not Available	Not Available

Performance Plan Endnotes

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

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

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

Children and Youth Investment Collaborative

Table JY0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$7,510,448	\$4,920,000	\$0	-100.0

The Children and Youth Investment Collaborative will be absorbed into the Office of the Deputy Mayor for Education's (DME) agency in FY 2018. Its mission and funding will be transferred completely to DME.

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

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

Table JY0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table JY0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	7,510	4,920	0	-4,920	-100.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	7,510	4,920	0	-4,920	-100.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	7,510	4,920	0	-4,920	-100.0	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table JY0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table JY0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
50 - SUBSIDIES AND TRANSFERS	7,000	7,510	4,920	0	-4,920	-100.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	7,000	7,510	4,920	0	-4,920	-100.0
GROSS FUNDS	7,000	7,510	4,920	0	-4,920	-100.0

*Percent change is based on whole dollars.

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

Table JY0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table JY0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) CHILDREN INVESTMENT COLLABORATIVE								
(1100) CHILDREN INVESTMENT COLLABORATIVE	7,510	4,920	0	-4,920	0.0	0.0	0.0	0.0
SUBTOTAL (1000) CHILDREN INVESTMENT COLLABORATIVE	7,510	4,920	0	-4,920	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	7,510	4,920	0	-4,920	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

Please see the Office of the Deputy Mayor for Education chapter for description of programs related to the prior functions of the the Children and Youth Investment Collaborative (CYIC).

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

Table JY0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table JY0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		4,920	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		4,920	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		4,920	0.0
Transfer-Out: To the Office of the Deputy Mayor for Education (DEM)	Multiple Programs	-4,920	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		0	0.0
GROSS FOR JY0 - CHILDREN AND YOUTH INVESTMENT COLLABORATIVE		0	0.0

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

FY 2018 Proposed Budget Changes

The Children and Youth Investment Collaborative's (CYIC) proposed FY 2018 gross budget is \$0, which represents a 100.0 percent decrease from its FY 2017 approved gross budget of \$4,920,000. The budget is comprised entirely of Local funds.

Current Services Funding Level

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

CYIC's FY 2018 CSFL budget is \$4,920,000, which represents no change from the FY 2017 approved Local funds budget.

Agency Budget Submission

No Change: The Children and Youth Investment Collaborative's proposed budget reflects no change from the CSFL to the agency budget submission.

Mayor's Proposed Budget

Transfer-Out: In FY 2018, the Children and Youth Investment Collaborative (CYIC) will transfer its entire budget of \$4,920,000 to the Office of the Deputy Mayor for Education. All functions and responsibilities that currently exist in the Children and Youth Investment Collaborative will now reside within the Office of the Deputy Mayor for Education.

Office on Asian and Pacific Islander Affairs

www.apia.dc.gov
Telephone: 202-727-3120

Table AP0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$1,107,806	\$854,987	\$854,911	0.0
FTEs	4.7	6.0	6.0	0.0

The mission of the Office on Asian and Pacific Islander Affairs (OAPIA) is to improve the quality of life for District Asian Americans and Pacific Islanders (AAPI) through advocacy and engagement.

Summary of Services

OAPIA provides a diverse range of services that are critical to ensuring that the District delivers equal access to its programs and services for District AAPI residents and merchants. OAPIA serves as the primary access point for AAPI residents and merchants with language and cultural barriers and also serves as the primary liaison to engage AAPI residents to participate in the community as a whole, both economically and socially.

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

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

Table AP0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table AP0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	749	855	855	0	0.0	4.7	6.0	6.0	0.0	0.0
TOTAL FOR GENERAL FUND	749	855	855	0	0.0	4.7	6.0	6.0	0.0	0.0
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	359	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	359	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	1,108	855	855	0	0.0	4.7	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table AP0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table AP0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	299	334	362	411	49	13.5
12 - REGULAR PAY - OTHER	237	220	107	50	-56	-52.7
13 - ADDITIONAL GROSS PAY	9	4	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	108	123	120	107	-13	-10.8
15 - OVERTIME PAY	4	1	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	658	682	588	568	-20	-3.5
20 - SUPPLIES AND MATERIALS	12	8	4	4	0	0.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	0	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	142	204	20	33	13	63.0
50 - SUBSIDIES AND TRANSFERS	333	214	240	248	8	3.1
70 - EQUIPMENT AND EQUIPMENT RENTAL	5	0	2	2	0	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	493	426	267	287	20	7.6
GROSS FUNDS	1,151	1,108	855	855	0	0.0

*Percent change is based on whole dollars.

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

Table AP0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table AP0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL	100	106	107	1	0.8	1.0	1.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	100	106	107	1	0.8	1.0	1.0	0.0
(2000) APIA PROGRAMS								
(2100) ADVOCACY	137	124	124	0	0.9	1.1	1.1	0.0
(2200) OUTREACH/EDUCATION	828	521	527	6	2.3	2.9	2.9	0.0
(2300) INTERAGENCY COORDINATION	43	103	96	-7	0.8	1.0	1.0	0.0
SUBTOTAL (2000) APIA PROGRAMS	1,008	749	748	-1	3.9	5.0	5.0	0.0
TOTAL PROPOSED OPERATING BUDGET	1,108	855	855	0	4.7	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office on Asian and Pacific Islander Affairs operates through the following 2 programs:

APIA Programs – provides outreach, education, and funding to Asian American and Pacific Islander (AAPI) community members and guidance to District agencies to help ensure equitable access to government services and programs for AAPI community members.

This program contains the following 3 activities:

- **Advocacy** – provides capacity and funding support to community-based organizations providing vital services to the AAPI community;
- **Outreach/Education** – conducts outreach, case assistance, educational workshops, and cultural events for AAPI residents and merchants; and
- **Inter-Agency Coordination** – provides technical assistance and guidance to District agencies on providing appropriate services to Asian and non-English proficient constituents, and monitors the performance of these agencies in providing language access.

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 on Asian and Pacific Islander Affairs has no program structure changes in the FY 2018 proposed budget.

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

Table AP0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table AP0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		855	6.0
Other CSFL Adjustments	Multiple Programs	0	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		855	6.0
Increase: To align resources with operational spending goals	APIA Programs	18	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-18	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		855	6.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		855	6.0
GROSS FOR AP0 - OFFICE ON ASIAN AND PACIFIC ISLANDER AFFAIRS		855	6.0

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

FY 2018 Proposed Budget Changes

The Office on Asian and Pacific Islander Affairs' (OAPIA) proposed FY 2018 gross budget is \$854,911, which represents a less than 1.0 percent decrease from its FY 2017 approved gross budget of \$854,987. The budget is comprised entirely of Local funds.

Current Services Funding Level

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

OAPIA's FY 2018 CSFL budget is \$854,911, which represents a \$76, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$854,987.

CSFL Assumptions

The FY 2018 CSFL calculated for OAPIA included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$2,879 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$508 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Additionally, an increase of \$2,295 for the Fixed Costs Inflation Factor accounts for fixed cost estimates for fleet services.

Agency Budget Submission

Increase: OAPIA's proposed budget includes a net increase of \$17,538 in APIA Programs for nonpersonal services to align resources with operational spending for professional service fees, and to enhance existing and start up programs that focus on improving the health, education, and employment opportunities for the AAPI community.

Decrease: The agency's proposed budget reflects a net reduction of \$17,538 in personal services across multiple programs, primarily due to the conversion of 1.0 Full-Time Equivalent (FTE) position in the APIA program from Term to Continuing Full-Time status. This adjustment offsets the increase in nonpersonal services.

Mayor's Proposed Budget

No Change: The Office on Asian and Pacific Islander Affairs' budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Agency Performance Plan*

Office on Asian and Pacific Islander Affairs (OAPIA) has the following strategic objectives for FY 2018:

Strategic Objectives

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

Objectives

1. Ensure AAPI community's access to District government services through outreach efforts, advocacy, and problem-solving services.
2. Ensure additional capacity of District agencies to deliver culturally and linguistically competent services through technical assistance.
3. Increase understanding of the AAPIs among other diverse communities and promote civic engagement and participation of AAPIs.
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. Ensure AAPI community's access to District government services through outreach efforts, advocacy, and problem-solving services. (3 Activities)

Activity Title	Activity Description	Type of Activity
Outreach	This operation includes OAPIA's regular door-to-door visits to AAPI businesses and residents, relationship building with community based organizations, and attending various community meetings to promote government programs and services to more constituents.	Daily Service
Case Assistance	This operation includes case intake and inter-agency coordination to solve constituent issues. The issues are usually in regard to housing, health, businesses, or safety concerns.	Daily Service
Event Planning	This operation includes all aspects of planning for events (meetings, workshops, special programs) that support the agency's mission and advance the District's priorities.	Daily Service

2. Ensure additional capacity of District agencies to deliver culturally and linguistically competent services through technical assistance. (2 Activities)

Activity Title	Activity Description	Type of Activity
Agency Technical Assistance	This operation includes providing technical assistance to a few partnering DC agencies in the areas of language translations and outreach recommendations.	Daily Service

(Continued on next page)

2. Ensure additional capacity of District agencies to deliver culturally and linguistically competent services through technical assistance. (2 Activities)

Activity Title	Activity Description	Type of Activity
Review Language Access Reports	This operation includes reviewing annual and biennial language access reports on District agencies that are mandated under Language Access Act, and providing them with recommendations and opportunities for potential collaboration in order to ensure District's capacity to serve AAPI community.	Daily Service

3. Increase understanding of the AAPIs among other diverse communities and promote civic engagement and participation of AAPIs. (2 Activities)

Activity Title	Activity Description	Type of Activity
Outreach	This operation includes OAPIA's regular door-to-door visits to AAPI businesses and residents, relationship building with community based organizations, and attending various community meetings to promote government programs and services to more constituents.	Daily Service
Event Planning	This operation includes all aspects of planning for events (meetings, workshops, special programs) that support the agency's mission and advance the District's priorities.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Outreach	This operation includes OAPIA's regular door-to-door visits to Asian American and Pacific Islander businesses and residents, relationship building with community based organizations, and attending various community meetings to promote government programs and services to more constituents.	Daily Service
Event Planning	This operation covers various event planning and coordination that OAPIA does throughout the year to reach more community members.	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 AAPI community's access to District government services through outreach efforts, advocacy, and problem-solving services. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of clients served by OAPIA grantees	No	2,638	2,260	Not Available	1,500	1,545
Percent of constituent cases resolved	No	95%	97.8%	95%	95%	95%

(Continued on next page)

2. Ensure additional capacity of District agencies to deliver culturally and linguistically competent services through technical assistance. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of AAPI small businesses visited	No	Not Available	Not Available	Not Available	200	210
Share of agencies covered under the Language Access Act receiving technical assistance	No	32	32	32	32	32

3. Increase understanding of the AAPIs among other diverse communities and promote civic engagement and participation of AAPIs. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of community meetings/events attended	No	Not Available	Not Available	Not Available	200	206
Number of people that attend OAPIA events	No	Not Available	Not Available	Not Available	350	367

4. Create and maintain a highly efficient, transparent and responsive District government. (11 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Percent of satisfactory or above ratings at OAPIA outreach events	No	98%	97.4%	90%	90%	90%
Percent of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award	No	100%	100%	100%	100%	100%
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

WORKLOAD MEASURES

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

1. Outreach

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of grant proposals received	No	Not Available	11	15
Number of social media followers	No	Not Available	Not Available	3,220
Number of website hits	No	Not Available	Not Available	1,330

2. Case Assistance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of calls case assistance requests	No	261	326	355

3. Agency Technical Assistance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of documents translated for partner agencies	No	Not Available	Not Available	75

Performance Plan End Notes

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

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

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

Office of Veterans' Affairs

www.ova.dc.gov
Telephone: 202-724-5454

Table VA0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$353,403	\$413,399	\$412,213	-0.3
FTEs	3.3	4.0	4.0	0.0

The mission of the District of Columbia Office of Veterans' Affairs (OVA) is to assist, recognize, and effectively advocate on behalf of District of Columbia veterans and their families.

Summary of Services

The District of Columbia Office of Veterans' Affairs assists District veterans and their dependents and survivors in applying for and using federal Department of Veterans Affairs benefit entitlements. OVA also supports veterans recently released from active-duty service with transition assistance from military life to civilian life. Finally, OVA connects District veterans with supportive and wrap-around District and federal services that address homelessness, employment, education, ex-offender reentry, military family issues, and quality of life.

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

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

Table VA0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table VA0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual	Approved	Proposed	Change		Actual	Approved	Proposed	Change	
	FY 2016	FY 2017	FY 2018	FY 2017	Percentage Change*	FY 2016	FY 2017	FY 2018	FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	353	408	407	-1	-0.3	3.3	4.0	4.0	0.0	0.0
SPECIAL PURPOSE										
REVENUE FUNDS	0	5	5	0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	353	413	412	-1	-0.3	3.3	4.0	4.0	0.0	0.0
GROSS FUNDS	353	413	412	-1	-0.3	3.3	4.0	4.0	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table VA0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table VA0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	166	134	165	176	11	6.5
12 - REGULAR PAY - OTHER	61	96	115	114	-1	-0.8
13 - ADDITIONAL GROSS PAY	23	9	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	50	57	74	72	-3	-3.5
SUBTOTAL PERSONAL SERVICES (PS)	301	296	355	362	7	2.0
20 - SUPPLIES AND MATERIALS	3	0	4	4	0	0.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	0	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	19	21	40	40	0	0.2
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	37	15	7	-9	-56.5
SUBTOTAL NONPERSONAL SERVICES (NPS)	22	58	58	50	-8	-14.4
GROSS FUNDS	323	353	413	412	-1	-0.3

*Percent change is based on whole dollars.

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

Table VA0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table VA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL	9	13	13	0	0.1	0.1	0.1	0.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	9	13	13	0	0.1	0.1	0.1	0.0
(1020) CONTRACTING AND PROCUREMENT	9	13	13	0	0.1	0.1	0.1	0.0
(1030) PROPERTY MANAGEMENT	9	13	13	0	0.1	0.1	0.1	0.0
(1040) INFORMATION TECHNOLOGY	9	13	13	0	0.1	0.1	0.1	0.0
(1050) FINANCIAL MANAGEMENT	109	103	13	-90	1.0	1.2	0.1	-1.1
(1060) LEGAL	9	13	13	0	0.1	0.1	0.1	0.0
(1070) FLEET MANAGEMENT	1	2	1	-1	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	9	13	13	0	0.1	0.1	0.1	0.0
(1085) CUSTOMER SERVICE	9	13	13	0	0.1	0.1	0.1	0.0
(1090) PERFORMANCE MANAGEMENT	9	13	13	0	0.1	0.1	0.1	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	193	220	128	-93	1.7	2.1	1.0	-1.1
(2000) VETERANS PROGRAMS								
(2100) RECOGNITION	137	141	208	66	1.3	1.6	2.0	0.4
(2200) OUTREACH	23	52	77	25	0.2	0.3	1.0	0.7
SUBTOTAL (2000) VETERANS PROGRAMS	161	193	285	92	1.6	1.9	3.0	1.1
TOTAL PROPOSED OPERATING BUDGET	353	413	412	-1	3.3	4.0	4.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Veterans' Affairs operates through the following 2 programs:

Veterans – provides efficient veteran benefits and claims assistance, effective advocacy and outreach, recognition assistance, and services to District veterans and their families so that they may receive timely veteran benefit assistance and services from the federal Department of Veterans Affairs and other governmental agencies.

This program contains the following 2 activities:

- **Recognition** – ensures District veterans are recognized by the Mayor’s office during recognition events. To ensure involvement in recognition programs, the agency actively participates in and supports recognition efforts of veteran and military organizations and non-affiliated organizations. All efforts are targeted to ensure District veterans receive proper respect and recognition for their service to this country; and
- **Outreach** – ensures agency contact with veterans in the District for purposes of recognition, connection to the Department of Veterans Affairs for benefit claims and health services, and connection to District and community services. All efforts are targeted to ensure veterans in the District are provided the opportunity to improve the quality of their lives.

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 Veterans’ Affairs has no program structure changes in the FY 2018 proposed budget.

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

Table VA0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table VA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		408	4.0
Other CSFL Adjustments	Multiple Programs	-1	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		407	4.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	9	0.0
Decrease: To partially offset projected adjustments in personal services costs	Veterans Programs	-9	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		407	4.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor’s Proposed Budget		407	4.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		5	0.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		5	0.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor’s Proposed Budget		5	0.0
GROSS FOR VA0 - OFFICE OF VETERANS' AFFAIRS		412	4.0

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

FY 2018 Proposed Budget Changes

The Office of Veterans’ Affairs’ (OVA) proposed FY 2018 gross budget is \$412,213, which represents less than 1.0 percent decrease from its FY 2017 approved gross budget of \$413,399. The budget is comprised of \$407,213 in Local funds and \$5,000 in Special Purpose Revenue funds.

Current Services Funding Level

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

OVA's FY 2018 CSFL budget is \$407,213, which represents a \$1,186, or a less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$408,399.

CSFL Assumptions

The FY 2018 CSFL calculated for OVA included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$1,265 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$867 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for OVA include a reduction of \$789 for the Fixed Costs Inflation Factor to account for fixed costs estimates for Fleet Services from the Department of Public Works.

Agency Budget Submission

Increase: OVA's proposed Local funds budget includes a net increase of \$8,500 across multiple programs to cover a projected increase in salaries and Fringe Benefits costs.

Decrease: The proposed Local funds budget reflects a decrease of \$8,500 in the Veterans' Affairs program because of anticipated savings in equipment purchase costs.

Mayor's Proposed Budget

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

Agency Performance Plan*

Office of Veterans' Affairs (OVA) 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. Create and maintain partnerships to provide veterans and their family's access to District Government, community resources, and other supportive services.
2. Expand and reinforce external relationships with veteran service organizations and agencies.
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. Create and maintain partnerships to provide veterans and their family's access to District Government, community resources, and other supportive services. (5 Activities)

Activity Title	Activity Description	Type of Activity
Program Management	Actively managing partnerships, activities and collaborative work plans, and solid communication structures and practices.	Daily Service
Community Engagement	Publicize agreed-upon and understood common aims of our partnership, internal and external activities, programs, and priorities using social media platforms, online outlets, and outreach activities.	Daily Service
Partnership Development	Connect and develop a stable foundation for the rationale, and activities of partnerships while allowing sufficient flexibility for these components to develop and evolve in response to external and internal demands of our constituents.	Key Project
Benefits and Entitlements	Ensure access to a veteran service officer for assistance with filing evidence/burden of proof and fully developed claims.	Daily Service
Referral Assistance	Provide customer service and referral assistance.	Daily Service

2. Expand and reinforce external relationships with veteran service organizations and agencies. (6 Activities)

Activity Title	Activity Description	Type of Activity
Program Management	Manage recognition program.	Key Project
Service Delivery	Provide customer service through referral assistance, intake assessments, and benefits and entitlements counseling.	Daily Service

2. Expand and reinforce external relationships with veteran service organizations and agencies. (6 Activities)

Activity Title	Activity Description	Type of Activity
Veteran Engagement	Operations include daily contact and interactions with veterans through walk-in, answering phones, emails, and benefits intake assessment counseling.	Daily Service
Community Engagement	Support increased access to and participation in programs that promote economic resilience, health and well-being, and an improved quality of life.	Daily Service
Strategic Communications	Communication through monthly newsletters, email blast, information flow through list servers, and social media.	Daily Service
Community Engagement	Interact with federal and local community-based networks that bring together local stakeholders and opportunities for greater impact by attend community meetings, events, seminars, and training.	Key Project

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

Activity Title	Activity Description	Type of Activity
Professional Development	Create and maintain a highly qualified, professional, diverse, and responsive workforce.	Daily Service
Mayor's Office of Veterans Affairs	Through proper governance and a transparent, management systems, we will deliver effective services and access to benefits for our veterans and their family members.	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. Create and maintain partnerships to provide veterans and their family's access to District Government, community resources, and other supportive services. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of newly established relationships	No	Not Available	Not Available	3	3	Forthcoming June 2017
Number of veteran events coordinated in partnerships with other organizations	No	62	Forthcoming June 2017	65	70	Forthcoming June 2017

2. Expand and reinforce external relationships with veteran service organizations and agencies. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of community meetings and events attended by MOVA	No	59	Forthcoming June 2017	60	62	Forthcoming June 2017

**2. Expand and reinforce external relationships with veteran service organizations and agencies.
(3 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of veterans and their family members who applied for US Department of Veterans Affairs earned benefits and entitlements	No	Not Available	Forthcoming June 2017	100	125	Forthcoming June 2017
Number of veterans, veteran community leaders and stakeholders recognized by MOVA	No	Not Available	Forthcoming June 2017	50	55	Forthcoming June 2017

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

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

Performance Plan End Notes

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

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

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

Department of Youth Rehabilitation Services

www.dyrs.dc.gov
Telephone: 202-299-5362

Table JZ0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$99,257,151	\$101,872,794	\$97,849,272	-3.9
FTEs	516.7	554.5	553.5	-0.2

The mission of the Department of Youth Rehabilitation Services (DYRS) is to improve public safety and give court-involved youth the opportunity to become more productive citizens by building on the strengths of youth and their families in the least restrictive, most home-like environment consistent with public safety.

Summary of Services

In partnership with its families and the public, the Department of Youth Rehabilitation Services (DYRS) aims to empower court-involved young people and foster accountability to their communities. DYRS is the local juvenile justice agency responsible for providing safe and stable secure residential and community-based programs to court-involved youth. Programming targeting committed youth is designed to expand opportunities to youth so that they can become more productive citizens and to reduce delinquent behavior. DYRS also provides detention and shelter services to detained youth who are placed by court order from the Superior Court of the District of Columbia.

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

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

Table JZ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table JZ0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	98,823	101,529	97,505	-4,024	-4.0	516.7	554.5	553.5	-1.0	-0.2
TOTAL FOR GENERAL FUND	98,823	101,529	97,505	-4,024	-4.0	516.7	554.5	553.5	-1.0	-0.2
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	435	344	344	0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	435	344	344	0	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	99,257	101,873	97,849	-4,024	-3.9	516.7	554.5	553.5	-1.0	-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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table JZ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table JZ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	28,262	30,375	33,203	34,431	1,228	3.7
12 - REGULAR PAY - OTHER	4,204	4,134	4,406	3,290	-1,117	-25.3
13 - ADDITIONAL GROSS PAY	2,498	2,412	2,331	2,331	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	8,180	9,206	10,719	10,460	-258	-2.4
15 - OVERTIME PAY	2,012	4,304	2,700	3,710	1,010	37.4
SUBTOTAL PERSONAL SERVICES (PS)	45,155	50,432	53,359	54,222	863	1.6
20 - SUPPLIES AND MATERIALS	1,793	2,012	617	747	130	21.1
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	13	35	0	0	0	N/A
40 - OTHER SERVICES AND CHARGES	3,086	3,209	3,907	3,337	-570	-14.6
41 - CONTRACTUAL SERVICES - OTHER	2,380	2,383	2,663	2,506	-157	-5.9
50 - SUBSIDIES AND TRANSFERS	42,835	39,711	40,820	36,460	-4,360	-10.7
70 - EQUIPMENT AND EQUIPMENT RENTAL	740	1,475	507	577	70	13.9
SUBTOTAL NONPERSONAL SERVICES (NPS)	50,847	48,826	48,514	43,627	-4,887	-10.1
GROSS FUNDS	96,002	99,257	101,873	97,849	-4,024	-3.9

*Percent change is based on whole dollars.

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

Table JZ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table JZ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) AGENCY MANAGEMENT/PERSONNEL	868	1,183	1,467	285	7.4	8.0	11.0	3.0
(1015) AGENCY MANAGEMENT/TRAINING	1	1,486	1,103	-383	0.0	4.0	5.0	1.0
(1020) CONTRACTS AND PROCUREMENT	530	663	429	-235	5.6	8.0	6.0	-2.0
(1030) PROPERTY MANAGEMENT	5,099	4,879	4,683	-196	21.4	26.0	21.0	-5.0
(1040) INFORMATION TECHNOLOGY	1	1,307	1,461	154	0.0	4.0	4.0	0.0
(1055) RISK MANAGEMENT	421	439	451	12	2.8	3.0	3.0	0.0
(1070) FLEET MANAGEMENT	824	636	544	-92	2.8	3.0	3.0	0.0
(1090) PERFORMANCE MANAGEMENT	651	2,372	2,774	402	4.6	24.0	28.0	4.0
SUBTOTAL (1000) AGENCY MANAGEMENT	8,395	12,965	12,912	-54	44.7	80.0	81.0	1.0
(100F) AGENCY FINANCIAL OPERATIONS								
(110F) BUDGET OPERATIONS	236	446	400	-46	2.8	3.0	3.0	0.0
(120F) AF0 ACCOUNTING OPERATIONS	178	182	183	1	1.9	2.0	2.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	414	628	582	-45	4.7	5.0	5.0	0.0
(7000) OFFICE OF THE DIRECTOR								
(7010) OFFICE OF THE DIRECTOR	632	629	804	175	2.8	5.0	6.0	1.0
(7020) OFFICE OF THE CHIEF OF STAFF	1,738	1,367	1,069	-298	2.8	3.0	2.0	-1.0
(7030) COMMUNICATIONS AND PUBLIC AFFAIRS	230	333	189	-144	1.9	2.0	1.0	-1.0
(7040) OFFICE OF INTERNAL INTEGRITY	679	828	741	-87	8.4	8.0	7.0	-1.0
(7050) OFFICE OF GENERAL COUNSEL	460	508	676	168	3.7	4.0	5.0	1.0
SUBTOTAL (7000) OFFICE OF THE DIRECTOR	3,739	3,665	3,479	-186	19.6	22.0	21.0	-1.0
(8000) STRATEGIC PLANNING AND PERFORMANCE MGMT								
(8010) DEP DIREC FOR STRAT. PLNG AND PERF MGMT	156	0	0	0	0.9	0.0	0.0	0.0
(8020) INFORMATION MANAGEMENT	1,153	0	0	0	3.7	0.0	0.0	0.0
(8030) RISK MANAGEMENT SERVICES	17	0	0	0	0.0	0.0	0.0	0.0
(8040) QUALITY ASSURANCE AND RESEARCH	1,137	0	0	0	14.0	0.0	0.0	0.0
(8050) CONTRACT MONITORING AND COMPLIANCE	1,001	0	0	0	9.3	0.0	0.0	0.0
(8060) OFFICE OF PROFESSIONAL DEVELOPMENT	864	0	0	0	4.7	0.0	0.0	0.0
SUBTOTAL (8000) STRATEGIC PLANNING AND PERFORMANCE MGMT	4,328	0	0	0	32.6	0.0	0.0	0.0

Table JZ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(9000) YOUTH AND FAMILY PROGRAMS								
(9010) DEPUTY DIRECTOR FOR YOUTH PROGRAMS	552	640	634	-5	6.5	5.0	5.0	0.0
(9020) YOUTH AND FAMILY EMPOWERMENT	16,181	18,057	17,062	-994	14.4	18.5	25.0	6.5
(9030) YOUTH DEVELOPMENT SERVICES	5,035	5,296	5,237	-59	54.0	58.0	51.0	-7.0
(9040) RESIDENTIAL SERVICES	52,647	53,966	51,552	-2,414	289.8	328.0	326.5	-1.5
(9050) HEALTH AND WELLNESS SERVICES	7,970	6,657	6,391	-266	50.3	38.0	39.0	1.0
SUBTOTAL (9000) YOUTH AND FAMILY PROGRAMS	82,385	84,615	80,876	-3,739	415.1	447.5	446.5	-1.0
(9920) POOLES PCARD AND TRAVEL CARDS								
(9921) POOLES PCARD AND TRAVEL CARDS	-5	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (9920) POOLES PCARD AND TRAVEL CARDS	-5	0	0	0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	99,257	101,873	97,849	-4,024	516.7	554.5	553.5	-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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Youth Rehabilitation Services operates through the following 4 divisions:

Office of the Director – provides executive leadership, direction, and administration of agencywide comprehensive services and programs, including development and deployment of resources for agency operations and service delivery; and direct reporting from internal integrity, general counsel, communications and inter/intra-governmental affairs to align the District and agency's strategies and achieve DYRS' goals.

This division contains the following 5 activities:

- **Office of the Director** – provides executive leadership, direction, and administration of agency-wide comprehensive services and programs to align the District and agency's strategies and achieve DYRS' goals;
- **Office of the Chief of Staff** – provides senior-level coordination for planning, organizing, and developing agency policies, regulations, directives, and procedures;
- **Communications and Public Affairs** – manages the agency's communications and public relations activities, including maintaining liaison with the Mayor's Office, District Council, members of the news media, advocates, community groups, and the public, while producing internal and external communications material and overseeing content on the agency website and social media;

- **Office of Internal Integrity** – takes responsibility for swift and competent internal investigations into allegations and indications of unprofessional and unlawful conduct by employees or contractors of the department. Convenes and conducts disciplinary hearings at the New Beginnings Youth Development Center and the Youth Services Center for youth who have been administratively charged with major violations of the Comprehensive Disciplinary Code and served a Notice of Disciplinary Hearing; and
- **Office of the General Counsel** – responsible for reviewing legal matters pertaining to the agency and its programs, analyzing existing or proposed federal or local legislation and rules, managing the development of new legislation and rules, and coordinating legal services to the agency.

Youth and Family Programs – provides Community Services for court-ordered youth, including Supervised Independent Living Programs, Extended Family Homes, Residential Treatment Facilities, and Therapeutic Foster Care. Provides custodial care, supervision, services, support, and opportunities to youth committed to the care and custody of DYRS and care and custody of youth awaiting court processing who are placed in the secure detention facility (Youth Services Center) or shelter care by the D.C. Superior Court.

This division contains the following 5 activities:

- **Deputy Director for Youth Programs** – provides supervision and administrative support to youth and family empowerment, youth development services, residential programs, and health services administration to assure DYRS' goals are met;
- **Youth and Family Empowerment** – ensures delivery of vital community-based support services and programs including DC Youthlink, workforce training, job placement services, educational support, electronic monitoring, and community engagement focused on coordinating family outreach programming, parent support groups, parent orientations, and family engagement events;
- **Youth Development Services** – provides individualized case and care planning, management, and monitoring for all DYRS youth and families, including Pre-Dispositional Plan Development and Youth Family Team Meeting facilitation services;
- **Residential Services** – provides management oversight, supervision, and administrative support to assure DYRS' goals are met as related to detained and committed populations, while managing all referrals to contracted residential services, and tracks the utilization of contracted programs and services to inform planning and resource allocation. Residential program staff is responsible for providing short-term care in secure custody at the Youth Services Center (YSC) for youth awaiting adjudication, disposition, or transfer to another facility. YSC provides 24-hour custody, care, and supervision, as well as programs to support the basic physical, emotional, religious, educational, and social needs for juveniles in secure custody. The New Beginnings Youth Development Center, located in Laurel, Maryland, provides 24-hour supervision, custody, and care, including educational, recreational, and workforce development services. The facility's six-to-twelve month rehabilitation program, modeled after the acclaimed Missouri approach, serves the most serious and chronic young offenders. The program prepares youth for community reintegration in the least restrictive environment consistent with public safety grounded in the principles of positive youth development and guided peer interaction that promote youth rehabilitation; and
- **Health and Wellness Services** – provides food services, acute care services, immunizations, health and wellness education, behavioral health services, and preventative and comprehensive medical services to all DYRS youth in secure care.

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 Youth Rehabilitation Services has no division structure changes in the FY 2018 proposed budget.

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

Table JZ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table JZ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		101,529	554.5
Other CSFL Adjustments	Multiple Programs	-71	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		101,458	554.5
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,094	0.0
Increase: To support the costs of pre-existing programmatic initiatives	Multiple Programs	201	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-224	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-4,878	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		97,650	554.5
Transfer-Out: To DMHHS for Safer, Stronger DC Community Partnerships Program	Youth and Family Programs	-145	-1.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		97,505	553.5
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		344	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		344	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		344	0.0
GROSS FOR JZ0 - DEPARTMENT OF YOUTH REHABILITATION SERVICES		97,849	553.5

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

FY 2018 Proposed Budget Changes

The Department of Youth Rehabilitation Services' (DYRS) proposed FY 2018 gross budget is \$97,849,272, which represents a 3.9 percent decrease from its FY 2017 approved gross budget of \$101,872,794. The budget is comprised of \$97,505,272 in Local funds and \$344,000 in Intra-District funds.

Current Services Funding Level

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

DYRS' FY 2018 CSFL budget is \$101,458,017, which represents a \$70,777, or less than 1.0 percent, decrease from the FY 2017 approved Local funds budget of \$101,528,794.

CSFL Assumptions

The FY 2018 CSFL calculated for DYRS included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$85,749 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$164,248 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Additionally, a decrease of \$149,276 for the Fixed Costs Inflation Factor accounts for adjustments to the fleet services estimates.

Agency Budget Submission

Increase: In Local funds, DYRS' proposed budget includes an increase of \$1,093,503 across multiple divisions, which is comprised of \$1,010,291 to cover projected overtime costs and \$83,212 for salary step increases and Fringe Benefit adjustments. The adjustment also reflects the conversion of 12.5 Full-Time Equivalents (FTEs) to Continuing Full-Time status, primarily in the Agency Management division. In addition, the proposed Local funds budget increased by \$200,527 in nonpersonal services, mainly in the Youth and Family Programs division to support security supplies and food provision purchases for the Youth Services Center and New Beginnings Youth Development Center, and in the Agency Management division for equipment costs.

Decrease: DYRS' proposed Local funds budget reflects a reduction of \$223,809 in contractual services as the agency completes its transition to an electronic medical records system. The proposed Local funds budget also decreased by \$4,878,214 across multiple divisions, primarily to reflect a projected reduction in the use of residential placements due to an expected decrease in the number of youth in need of residential services in the Youth and Family Programs division, and to recognize savings in professional services fees in the Agency Management division.

Mayor's Proposed Budget

Transfer-Out: In Local funds, DYRS' proposed budget includes a reduction of \$144,753 and 1.0 FTE in the Youth and Family Programs division. The decrease reflects the transfer-out of the Program Manager position for the Safer, Stronger DC Community Partnerships Program to the Deputy Mayor for Health and Human Services (DMHHS), which aligns resources with anticipated spending.

Agency Performance Plan*

Department of Youth Rehabilitation Services (DYRS) has the following objectives for FY 2018:

Strategic Objectives

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

Objectives

1. Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety.
2. Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety.
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. Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety. (3 Activities)

Activity Title	Activity Description	Type of Activity
Intake and Assessment	Conduct assessments and screens at the intake of a young person at the Youth Services Center to inform placement and service delivery decisions.	Daily Service
Ensure Safety of Facilities	Monitor and supervise young people held at secure facilities.	Daily Service
Deliver Appropriate Services	Prepare young people in facilities to succeed in the community.	Daily Service

2. Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (2 Activities)

Activity Title	Activity Description	Type of Activity
Case Planning and Management	Organize and monitor services, supports, and opportunities that respond to a young person’s needs in alignment with positive youth development.	Daily Service
Service, Support, and Opportunity Provision	Connect youth and, as needed, their families, to services, supports, and opportunities to help them succeed.	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. Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety. (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Cost of secure placement per day	No	Not Available	Not Available	Not Available	New Measure	New Measure
Percent of direct care staff in full compliance with training requirements	No	Not Available	Not Available	Not Available	90%	90%
Percent of youth progressing academically at New Beginnings	No	Not Available	Not Available	Not Available	80%	80%
Percent of youth receiving timely comprehensive screenings	No	Not Available	Not Available	Not Available	100%	100%
Percent of youth who are placed for more than one night enrolled in school at Youth Service Center (YSC)	No	Not Available	Not Available	Not Available	90%	66%
Rate of injuries to youth as a result of assaults at New Beginnings per 1,000 bed nights	No	6.8	5.1	6	7	7
Rate of injuries to youth as a result of assaults at the YSC per 1,000 bed nights	No	11.2	11.8	5.5	7	7
Rate of youth-on-staff assaults at YSC per 1,000 bed nights	No	Not Available	Not Available	Not Available	2	2
Rate of youth-on-staff assaults at New Beginnings per 1,000 bed nights	No	Not Available	Not Available	Not Available	2	2

2. Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average daily population of youth on abscondence for more than 24 hours	No	Not Available	Not Available	Not Available	20	20
Percent of committed youth connected to education, work, or workforce training for at least six months	No	Not Available	Not Available	Not Available	80%	80%
Percent of committed youth enrolled in positive youth development services, supports, or opportunities for at least three months	No	Not Available	Not Available	Not Available	80%	80%

(Continued on next page)

2. Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of committed youth not re-arrested	No	Not Available	Not Available	Not Available	75%	75%
Percent of committed youth placed in out-of-state facilities	No	12.8%	10.8%	15.5%	15%	15%
Percent of committed youth placed in the community	No	Not Available	55.8%	Not Available	55%	55%
Percent of newly committed youth that undergo a complete case planning process within 90 days of their commitment start date	No	Not Available	Not Available	Not Available	80%	80%
Percent of success plan recommended services received	No	Not Available	Not Available	Not Available	80%	80%
Percent of youth whose family is engaged in case planning, services, or youth development	No	Not Available	Not Available	Not Available	55%	55%

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

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

WORKLOAD MEASURES

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

1. Case planning and management

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Average caseload	No	Not Available	Not Available	11.1
Average length of commitment	No	Not Available	Not Available	873

2. Service, support, and opportunity provision

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Average daily engagement in positive youth development services per youth in the community	No	Not Available	Not Available	Not Available

3. Intake and assessment

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of daily admissions to the Youth Services Center	No	Not Available	Not Available	Not Available

4. Ensure safety of facilities

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Average daily population at New Beginnings	No	Not Available	Not Available	Not Available
Average daily population at the Youth Services Center	No	Not Available	Not Available	76.5
Average daily ratio of direct care staff to youth	No	Not Available	Not Available	Not Available

5. Deliver appropriate services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Average daily engagement in positive youth development programming at New Beginnings	No	Not Available	Not Available	Not Available
Average daily engagement in positive youth development programming at YSC	No	Not Available	Not Available	Not Available
Average daily population of non-committed youth in alternative to detention placements	No	Not Available	Not Available	Not Available

Performance Plan Endnotes

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

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

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

Department on Disability Services

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

Table JM0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$158,816,573	\$166,607,421	\$168,922,175	1.4
FTEs	402.1	435.0	434.0	-0.2

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

Summary of Services

The Department on Disability Services (DDS) is composed of two administrations that oversee and coordinate services for residents with disabilities through a network of private and not-for-profit providers. The Developmental Disabilities Administration (DDA) ensures that residents with intellectual disabilities receive the services and supports they need to lead self-determined and valued lives in the community. DDA achieves this through the delivery of outreach and service coordination services; the development and management of a provider network delivering community residential, day, vocational, employment, and individual and family support services; and the operation of a comprehensive quality management program.

The Rehabilitation Services Administration (RSA) delivers vocational rehabilitation services focusing on employment and training activities that allow persons with disabilities to experience a greater quality of life by obtaining and sustaining employment, economic self-sufficiency, and independence. RSA provides employment marketing and placement services, vocational rehabilitation, inclusive business enterprises, and support for the D.C. Center for Independent Living. The Department on Disability Services also serves as the state agency for Social Security Disability Insurance determinations under the direction of the Social Security Administration.

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

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

Table JM0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table JM0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	113,829	118,738	117,378	-1,361	-1.1	201.3	206.1	199.1	-7.0	-3.4
SPECIAL PURPOSE REVENUE FUNDS	6,617	7,163	7,763	600	8.4	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	120,446	125,902	125,141	-761	-0.6	201.3	206.1	199.1	-7.0	-3.4
FEDERAL RESOURCES										
FEDERAL GRANT FUNDS	28,192	31,640	32,921	1,281	4.0	168.1	195.9	199.4	3.5	1.8
FEDERAL MEDICAID PAYMENTS	10,118	9,006	10,810	1,804	20.0	32.7	33.0	35.5	2.5	7.6
TOTAL FOR FEDERAL RESOURCES	38,311	40,646	43,732	3,085	7.6	200.8	228.9	234.9	6.0	2.6
PRIVATE FUNDS										
PRIVATE GRANT FUNDS	10	10	0	-10	-100.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR PRIVATE FUNDS	10	10	0	-10	-100.0	0.0	0.0	0.0	0.0	N/A
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	50	50	50	0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	50	50	50	0	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	158,817	166,607	168,922	2,315	1.4	402.1	435.0	434.0	-1.0	-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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table JM0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table JM0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	28,617	30,435	32,286	33,634	1,348	4.2
12 - REGULAR PAY - OTHER	840	1,214	1,436	774	-663	-46.1
13 - ADDITIONAL GROSS PAY	209	139	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	6,521	7,211	8,262	8,051	-211	-2.5
15 - OVERTIME PAY	121	258	120	120	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	36,308	39,257	42,104	42,579	475	1.1

Table JM0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
20 - SUPPLIES AND MATERIALS	111	49	175	175	0	0.0
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	0	0	141	0	-141	-100.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	445	453	501	406	-95	-19.0
32 - RENTALS - LAND AND STRUCTURES	6,325	4,161	6,072	5,264	-808	-13.3
34 - SECURITY SERVICES	119	81	263	295	32	12.3
35 - OCCUPANCY FIXED COSTS	0	0	0	25	25	N/A
40 - OTHER SERVICES AND CHARGES	2,823	4,393	4,776	4,898	121	2.5
41 - CONTRACTUAL SERVICES - OTHER	2,436	1,749	2,537	2,662	125	4.9
50 - SUBSIDIES AND TRANSFERS	107,521	108,028	109,757	112,335	2,578	2.3
70 - EQUIPMENT AND EQUIPMENT RENTAL	166	644	281	284	3	1.1
SUBTOTAL NONPERSONAL SERVICES (NPS)	119,947	119,560	124,503	126,343	1,840	1.5
GROSS FUNDS	156,255	158,817	166,607	168,922	2,315	1.4

*Percent change is based on whole dollars.

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

Table JM0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table JM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL	721	771	787	16	6.1	7.0	7.0	0.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	833	547	550	2	2.7	3.0	3.0	0.0
(1020) CONTRACTS AND PROCUREMENT	787	576	437	-140	8.2	1.0	0.0	-1.0
(1030) PROPERTY MANAGEMENT	5,148	6,613	6,119	-494	8.2	9.0	9.0	0.0
(1040) INFORMATION TECHNOLOGY	1,379	1,499	1,584	85	8.2	9.0	9.0	0.0
(1060) LEGAL SERVICES	1,037	1,183	1,121	-62	8.3	9.0	8.0	-1.0
(1090) PERFORMANCE MANAGEMENT	2,866	3,198	3,164	-34	15.0	22.0	21.0	-1.0
(1099) COURT SUPERVISION	45	26	0	-26	0.0	0.0	0.0	0.0
(1120) CONSUMER RIGHTS AND PROTECTION	193	192	194	2	1.7	2.0	2.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	13,008	14,606	13,955	-651	58.5	62.0	59.0	-3.0
(100F) AGENCY FINANCIAL OPERATIONS PROGRAM								
(110F) BUDGET OPERATIONS	315	357	372	15	2.6	3.0	3.0	0.0
(120F) ACCOUNTING OPERATIONS	432	589	561	-28	4.3	5.0	5.0	0.0

Table JM0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(130F) ASSOCIATE CHIEF FINANCIAL OFFICER	279	288	289	1	1.9	2.0	2.0	0.0
(140F) AGENCY FISCAL OFFICER	495	564	571	7	1.8	2.0	2.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS PROGRAM	1,520	1,799	1,792	-6	10.6	12.0	12.0	0.0
(6000) DEVELOPMENTAL DISABILITIES ADMIN								
(6035) DDA SERVICE PLANNING AND COORDINATION	35,686	38,789	39,915	1,125	95.7	99.0	100.0	1.0
(6060) QUALITY ASSURANCE	11,869	9,675	9,747	72	39.2	38.0	41.0	3.0
(6080) DDA CONSUMER RESOURCES AND OPERATIONS	65,838	66,968	68,636	1,668	42.1	46.0	44.0	-2.0
SUBTOTAL (6000) DEVELOPMENTAL DISABILITIES ADMIN	113,392	115,432	118,297	2,865	177.0	183.0	185.0	2.0
(7000) REHABILITATION SERVICES								
(7025) RSA VOCATIONAL REHABILITATION SERVICES	16,466	16,212	16,160	-52	60.0	68.0	68.0	0.0
(7030) RSA BLIND AND VISUAL IMPAIRMENT SERVICES	3,264	3,989	4,088	100	16.8	19.0	19.0	0.0
(7060) QUALITY ASSURANCE	701	746	787	41	6.2	7.0	7.0	0.0
(7090) RSA OPERATIONS	1,693	1,771	1,789	18	17.6	20.0	20.0	0.0
SUBTOTAL (7000) REHABILITATION SERVICES	22,124	22,718	22,824	107	100.6	114.0	114.0	0.0
(8000) DISABILITY DETERMINATION DIVISION								
(8055) DISABILITY DETERMINATION SERVICES	8,771	12,053	12,053	0	55.3	64.0	64.0	0.0
SUBTOTAL (8000) DISABILITY DETERMINATION DIVISION	8,771	12,053	12,053	0	55.3	64.0	64.0	0.0
TOTAL PROPOSED OPERATING BUDGET	158,817	166,607	168,922	2,315	402.1	435.0	434.0	-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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department on Disability Services (DDS) operates through the following 5 divisions:

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

This division contains the following 3 activities:

- **DDA Service Planning and Coordination** – provides services to qualified individuals by coordinating available resources and opportunities in the community through the development of Individual Service Plans (ISPs), advocating for quality services to promote healthy and productive lifestyles for each person, completing monitoring activities to ensure the delivery of services and supports, completing all intake activities for new applicants, and coordinating activities carried out in D.C. Superior Court;
- **Quality Assurance** – examines and improves internal and external service delivery systems by conducting external provider reviews to ensure performance so that standards, federal and local regulations, quality frameworks issued by the Centers for Medicare and Medicaid Services (CMS), national best practices, and court mandates are met. Quality Assurance also includes functional responsibility for incident management and enforcement, rights and advocacy, CMS and Evans performance analysis, and reporting and mortality review; and
- **DDA Consumer Resources and Operations** – manages the human care provider network and administrative functions for DDA including budget compliance, service and billing authorization, and residential portfolio management; operates the Home and Community Based Services Waiver including provider enrollment, provision of technical assistance, and service authorization; and manages benefits and personal funds.

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

This division contains the following 4 activities:

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

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

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

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

Division Structure Change

The Department on Disability Services has no division structure changes in the FY 2018 proposed budget.

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

Table JM0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table JM0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		118,738	206.1
Other CSFL Adjustments	Multiple Programs	-1,621	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		117,117	206.1
Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	-131	0.0
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-418	-6.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-2,664	0.0
Technical Adjustment: Medicaid Growth Rate adjustment	Developmental Disabilities Admin	3,368	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		117,271	200.1
Shift: To recognize savings from shifting Telecommunication services to Federal Grant funds	Developmental Disabilities Admin	-20	0.0
Enhance: To expand DDS' quality management strategy	Developmental Disabilities Admin	200	0.0
Reduce: To recognize savings from a reduction in FTEs	Agency Management	-74	-1.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		117,378	199.1
FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE		31,640	195.9
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	508	3.5
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	470	0.0
Increase: To align budget with projected grant awards	Multiple Programs	283	0.0
FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission		32,901	199.4
Shift: Shifting of Telecommunication services from Local funds	Developmental Disabilities Admin	20	0.0
FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget		32,921	199.4
FEDERAL MEDICAID PAYMENTS: FY 2017 Approved Budget and FTE		9,006	33.0
Increase: To align budget with projected federal Medicaid reimbursements	Multiple Programs	1,804	2.5
FEDERAL MEDICAID PAYMENTS: FY 2018 Agency Budget Submission		10,810	35.5
No Change		0	0.0
FEDERAL MEDICAID PAYMENTS: FY 2018 Mayor's Proposed Budget		10,810	35.5
PRIVATE GRANT FUNDS: FY 2017 Approved Budget and FTE		10	0.0
Decrease: To align budget with projected grant awards	Developmental Disabilities Admin	-10	0.0
PRIVATE GRANT FUNDS: FY 2018 Agency Budget Submission		0	0.0
No Change		0	0.0
PRIVATE GRANT FUNDS: FY 2018 Mayor's Proposed Budget		0	0.0

Table JM0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		7,163	0.0
Increase: To align budget with projected revenues	Developmental Disabilities Admin	600	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		7,763	0.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		7,763	0.0
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		50	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		50	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		50	0.0
GROSS FOR JM0 - DEPARTMENT ON DISABILITY SERVICES		168,922	434.0

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

FY 2018 Proposed Budget Changes

The Department on Disability Services' (DDS) proposed FY 2018 gross budget is \$168,922,175, which represents a 1.4 percent increase over its FY 2017 approved gross budget of \$166,607,421. The budget is comprised of \$117,377,548 in Local funds, \$32,921,399 in Federal Grant funds, \$10,810,294 in Federal Medicaid Payments, \$7,763,257 in Special Purpose Revenue funds, and \$49,677 in Intra-District funds.

Current Services Funding Level

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

DDS' FY 2018 CSFL budget is \$117,117,095, which represents a \$1,621,190, or 1.4 percent, decrease from the FY 2017 approved Local funds budget of \$118,738,285.

CSFL Assumptions

The FY 2018 CSFL calculated for DDS included adjustments that are not described in detail on table 5. These adjustments include a decrease of \$39,933 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$8,260 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DDS also reflects an increase of \$211,628 for the Medicaid Growth Factor to account for the District of Columbia's 2.3 percent growth based on the cost of healthcare services projected by the Department of Health Care Finance. Additional adjustments include a decrease of \$1,801,145 for the Fixed Cost Inflation Factor to reflect estimates based on historical expenditures of Department of General Services (DGS) commodities.

Agency Budget Submission

Increase: The proposed budget in Federal Grant funds reflects an increase of \$507,578 to support projected salary step increases, Fringe Benefit costs, an additional 3.5 Full-Time Equivalents (FTEs) reclassified from Local funds, and the conversion of 9.5 FTEs to Continuing Full-Time status. An increase of \$470,452 is due to Fixed Costs projections from DGS and the Office of the Chief Technology Officer (OCTO). This adjustment is comprised of increases of \$380,328 to Rent, \$71,348 to Telecommunication, and \$18,776 to Security services. An increase of \$282,980 aligns the budget with anticipated revenues, primarily due to projections for the federal Indirect Cost Recovery (IDCR) and Medicaid administration grants.

The budget proposal for Federal Medicaid Payments reflects a net increase of \$1,804,482 based on projected federal reimbursement for Medicaid eligible services. This adjustment supports an additional 2.5 FTEs reclassified from Local funds to the Agency Management division and the shifting of 1.0 FTE to Temporary Full-Time status in the DDA division.

An increase of \$600,000 in Special Purpose Revenue funds to the DDA division is due to a projected increase in revenues received from the Social Security Administration for the escalating cost of care for non-Medicaid eligible clients.

Decrease: A net decrease of \$131,250 in Local funds aligns the budget with Fixed Costs projections from DGS and OCTO, and is comprised of a decrease of \$164,595 in Telecommunication and increases of \$8,421 in Security Services and \$24,924 in Occupancy. DDS' budget proposal reclassifies 6.0 FTEs from Local funds to federal funds, thereby achieving an additional savings of \$417,862. The proposed budget in Local funds is also reduced by \$2,664,401 to account for savings identified across multiple divisions in nonpersonal services. These savings are based primarily on reduced cost projections for payments related to vocational rehabilitation services. These payments are not for living expenses, but for costs incurred in excess of normal expenses that are necessitated during participant assessments for determining eligibility and vocational needs.

In Private Grant funds, a decrease of \$10,000 in the DDA division is due to the expiration of the Supporting Families grant.

Technical Adjustment: DDS's budget proposal in Local funds reflects an increase of \$3,367,637 to the DDA division to account for an adjustment to the Medicaid Growth Factor rate.

Mayor's Proposed Budget

Enhance: An additional \$200,000 in Local funds is proposed to expand the DDA divisions' quality management strategy as a model for the entire agency to assess and track performance, and make adjustments to policy and practices as necessary to ensure efficient and effective service delivery for everyone supported by DDS.

Reduce: The elimination of 1.0 FTE provides savings in the Agency Management division and accounts for a decrease of \$73,671 in Local funds.

Shift: In DDS' FY 2018 budget proposal, \$20,000 in Local fund Telecommunication expenses in the DDA division will shift to Federal Grant funds.

Agency Performance Plan*

Department on Disability Services (DDS) has the following strategic objectives for FY 2018:

Strategic Objectives

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

Objectives

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

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

Activity Title	Activity Description	Type of Activity
HCBS Waiver Renewal	The Home and Community Based Services Waiver for Persons with Intellectual and Developmental Disabilities (HCBS IDD Waiver) that supports more than 1,650 District residents with intellectual disabilities to live as independently as possible in the community, with supports, is set to expire in November 2017. During FY 2017, DDS will work with stakeholders to submit a new waiver application to Centers for Medicare and Medicaid Services (CMS) so that we can continue to provide these critical community based supports.	Key Project
Employment First	DDS will continue to lead interagency efforts to support opportunities for competitive integrated employment for people with disabilities, including applying for federal technical assistance and participation in Communities of Practice, as appropriate.	Key Project
Consumer Resources	The array of home and community-based services offered under the DDA HCBS Waiver or local funds for people with intellectual and developmental disabilities. These services include supports to live, work, and lead healthy	Daily Service

(Continued on next page)

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

Activity Title	Activity Description	Type of Activity
	lives.	
Vocational Rehabilitation (VR), Supported Employment (SE), and Independent Living (IL Services)	Provide supports to assist people with disabilities to enter, retain, regain or advance in employment and live as independently as possible in the community. This includes the provision of pre-employment transition services to high school students with disabilities (i.e., career planning, work readiness training, counseling on post-secondary options, work based learning experiences and peer mentoring).	Daily Service
Blind and Visual Impairment Services	Provide vocational rehabilitation and independent living services to people who are blind; includes provision of supports to licensed vendors in the Randolph Sheppard Blind Facilities Program, and entrepreneurial program in which people who are blind operate vending facilities in Federal and District buildings.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Department on Disabilities Administration (DDA) Service Planning and Coordination	This division plans, coordinates and facilitates the provision of quality services; reviews the implementation and delivery of services and supports identified in the ISP and advocates for the person and his/her family.	Daily Service
New Case Management System	Work with the Department of Health Care Finance (DHCF) and the DC Office on Aging (DCOA) to implement a new case management system to replace MCIS.	Key Project
No Wrong Door	Lead interagency efforts to implement standards and protocols for person-centered counseling and staff competencies for agencies in the District's Long Term Services and Supports system, aimed at developing a cross-agency, streamlined and coordinated, person-centered approach, to intake, assessment, and planning with people with disabilities, seniors, and their families.	Key Project
Disability Determination Services	The District's Disability Determination Division processes claims for Social Security Disability Insurance determinations.	Daily Service
Vocational Rehabilitation Counselors	The VR program provides vocational and rehabilitative services to individuals with disabilities to help them prepare for, secure, regain or retain employment.	Daily Service

3. Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction. (5 Activities)

Activity Title	Activity Description	Type of Activity
RSA Operations	Responsible for provider relations, contract monitoring and processing of payments for all vocational rehabilitation and independent living services.	Daily Service
HCBS Transition Plan	In FY2015, in response to the new CMS new Home and Community Based Settings Rule that created a new outcome-oriented definition of home and community-based services (HCBS) settings for HCBS Waiver services, DDS evaluated its HCBS settings against the new standards and began efforts to bring the waiver program into compliance with the new outcome-oriented definition of HCBS settings no later than the federal deadline of March 17, 2019. DDS will develop, submit to CMS, and implement for FY 2017 an updated Transition Plan to achieve further compliance with the new rules.	Key Project
AMP Staff Development	Provision of staff training and management of training programs.	Daily Service
Consumer Resources and Operations	Personnel providing technical assistance and training to provider community on best practice, management of HCBS waiver operations and provision of clinical services, supports and monitoring.	Daily Service
PCT Training	Person-centered thinking (PCT) is a philosophy behind service provision that supports positive control and self-direction of people's own lives. DDS is working to implement person-centered thinking through training sessions and other agency wide initiatives.	Key Project

4. Operate effective systems of continuous quality assurance and improvement to ensure the provider network is in compliance with District policies and regulations, ensures health and safety and mitigates risks. (2 Activities)

Activity Title	Activity Description	Type of Activity
Quality Assurance (DDA)	Maintaining a system of quality assurance that ensures the safety and well-being of people with intellectual and developmental disabilities and identifies possible barriers to service provisions within the provider community.	Daily Service
Quality Assurance (RSA)	Monitors internal and external provision of services to ensure compliance with VR and IL regulations and policies, and provisions in contracts with the agency. Develops and updates policies and procedures, provides training for VR and IL staff and ensures timely submission of all federal reports.	Daily Service

KEY PERFORMANCE INDICATORS

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

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average entry level wages for people whose cases are closed successfully	No	\$13.52	\$14.10	\$13.25	\$13.50	\$13.80
Number of people placed by Rehabilitation Services Administration (RSA) that remained employed for 90 calendar days or more	No	670	623	650	675	675
Percent increase in the number of people in supported or competitive employment supported by DDA over prior year	No	Not Available	Not Available	Not Available	5%	5%
Percent increase in the number of people supported by DDA receiving integrated day/vocational services over prior year	No	Not Available	Not Available	Not Available	5%	5%
Percent of students with disabilities who receive at least one pre-employment transition service each school year	No	Not Available	Not Available	Not Available	75%	75%
Percent variance in HCBS expenditures versus budget forecast	No	Not Available	Not Available	Not Available	20%	20%

2. Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction. (6 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average Per Person Service Dollars expended during the service year (Local Dollars)	Yes	Not Available	Not Available	Not Available	New Measure	\$252.95
Median Number of Days to Complete the Initial ISP	No	54	98	60	60	60
Percent of cases that demonstrate compliance with VR regulations and policies (based on monthly case reviews)	Yes	Not Available	Not Available	Not Available	New Measure	85%
Percent of ISPs that are completed before the ISP effective date	No	95%	97%	95%	95%	95%
Percent of National Care Indicators (NCI) measures for which DDS is at or above the national average	No	Not Available	58%	Not Available	55%	55%
Percent of People with a Level of Need (LON) assessment completed before the ISP meeting date	No	86%	88%	90%	90%	90%

3. Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of DDA provider agencies that achieve quality improvement goals	No	Not Available	Not Available	Not Available	80%	80%
Percent of DDA provider agencies with at least 20 percent of the workforce trained in Person-Centered Thinking	No	Not Available	Not Available	Not Available	100%	100%
Percent of DDA staff who have completed required competency based trainings	No	97%	99%	95%	95%	95%
Percent of Healthcare Management Plans that meet publish standards	No	Not Available	Not Available	Not Available	86%	86%
Percent of job placement and supported employment providers who have completed training on person centered planning and customized employment	No	Not Available	Not Available	Not Available	100%	100%

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of applicable waiver providers currently receiving an annual certification	No	82%	100%	80%	85%	85%
Percent of Community Rehabilitation Programs (CRP) that meet Human Care Agreement (HCA) standards	Yes	Not Available	Not Available	Not Available	New Measure	70%
Percent of Investigations that are completed within required timelines	No	93%	92%	95%	95%	95%
Percent of people with restrictive interventions who have an approved Behavior Support Plan (BSP)	No	90%	92%	85%	86%	86%
Percent of reported issues that are resolved on-time	No	79%	80%	86%	86%	86%

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

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

(Continued on next page)

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

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

WORKLOAD MEASURES

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

1. DDA Service Planning and Coordination

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
DDA Applications for Services	No	Not Available	Not Available	113
DDA Clients Served	No	Not Available	Not Available	2,363

2. Quality Assurance (DDA)

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
DDA Provider Certification Reviews (PCR) Conducted	No	Not Available	Not Available	93
DDA Serious Reportable Incidents (SRIs) Requiring Investigation	No	Not Available	Not Available	1,248

3. Consumer Resources

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
DDA Prior Authorizations processed	No	Not Available	Not Available	9,339

4. VR, SE, and IL Services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
RSA Clients Served	No	Not Available	Not Available	8,582
RSA Referrals	No	Not Available	Not Available	4,058
RSA Transition Referrals	No	Not Available	Not Available	1,054

5. Disability Determination Services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
DDD Determinations	No	Not Available	Not Available	604

Performance Plan End Notes

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

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

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

Department of Health Care Finance

www.dhcf.dc.gov

Telephone: 202-442-5988

Table HT0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$2,922,802,608	\$3,071,090,837	\$3,144,679,995	2.4
FTEs	212.8	250.0	264.0	5.6

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

Summary of Services

The Department of Health Care Finance provides health care services to low-income children, adults, the elderly, and persons with disabilities. Over 250,000 District of Columbia residents (over one-third of all residents) receive health care services through DHCF's Medicaid and Alliance programs. DHCF strives to provide these services in the most appropriate and cost-effective settings possible.

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

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

Table HT0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table HT0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	685,919	705,606	712,688	7,082	1.0	80.3	104.4	106.8	2.4	2.3
DEDICATED TAXES	73,248	81,907	72,577	-9,330	-11.4	3.6	5.5	6.0	0.6	10.0
SPECIAL PURPOSE REVENUE FUNDS	2,107	3,493	3,668	175	5.0	8.7	10.9	13.9	3.0	27.5
TOTAL FOR GENERAL FUND	761,273	791,005	788,933	-2,073	-0.3	92.6	120.8	126.8	6.0	5.0

Table HT0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
FEDERAL RESOURCES										
FEDERAL GRANT FUNDS	1,876	2,916	2,803	-114	-3.9	0.6	0.0	0.0	0.0	N/A
FEDERAL MEDICAID PAYMENTS	2,071,628	2,188,106	2,264,307	76,201	3.5	119.6	129.3	137.3	8.0	6.2
TOTAL FOR FEDERAL RESOURCES	2,073,505	2,191,023	2,267,110	76,087	3.5	120.2	129.3	137.3	8.0	6.2
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	88,025	89,063	88,637	-425	-0.5	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	88,025	89,063	88,637	-425	-0.5	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	2,922,803	3,071,091	3,144,680	73,589	2.4	212.8	250.0	264.0	14.0	5.6

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

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table HT0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table HT0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	15,534	17,735	18,831	22,615	3,784	20.1
12 - REGULAR PAY - OTHER	1,064	1,302	1,477	1,679	202	13.7
13 - ADDITIONAL GROSS PAY	280	79	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	3,248	3,737	4,335	5,077	742	17.1
15 - OVERTIME PAY	36	24	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	20,161	22,877	24,643	29,371	4,728	19.2
20 - SUPPLIES AND MATERIALS	59	101	183	163	-20	-10.9
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	199	198	263	287	24	9.2
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	183	191	186	192	7	3.6
34 - SECURITY SERVICES	116	98	189	155	-34	-17.9
35 - OCCUPANCY FIXED COSTS	331	258	340	450	109	32.2
40 - OTHER SERVICES AND CHARGES	1,502	1,154	2,143	2,248	106	4.9
41 - CONTRACTUAL SERVICES - OTHER	87,233	97,738	79,439	89,235	9,796	12.3
50 - SUBSIDIES AND TRANSFERS	2,654,767	2,799,830	2,962,827	3,021,699	58,872	2.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	275	358	878	879	1	0.2
91 - EXPENSE NOT BUDGETED OTHERS	0	0	0	0	0	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	2,744,665	2,899,926	3,046,448	3,115,309	68,861	2.3
GROSS FUNDS	2,764,826	2,922,803	3,071,091	3,144,680	73,589	2.4

*Percent change is based on whole dollars.

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

Table HT0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table HT0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(0900) UMC OPERATING SUPPORT								
(0910) UMC OPERATING SUPPORT	2,500	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (0900) UMC OPERATING SUPPORT	2,500	0	0	0	0.0	0.0	0.0	0.0
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL	614	1,049	981	-68	9.3	14.0	14.0	0.0
(1015) TRAINING AND DEVELOPMENT	91	69	70	0	0.0	0.0	0.0	0.0
(1020) CONTRACTING AND PROCUREMENT	1,131	1,969	2,001	32	2.6	3.0	3.0	0.0
(1030) PROPERTY MANAGEMENT	1,706	2,792	3,069	277	5.9	5.0	5.0	0.0
(1040) INFORMATION TECHNOLOGY	2,827	3,253	13,455	10,202	6.0	8.0	9.0	1.0
(1060) LEGAL	889	1,044	1,117	73	6.7	8.0	8.0	0.0
(1070) FLEET MANAGEMENT	26	5	5	0	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	327	325	327	2	1.7	1.0	1.0	0.0
(1085) CUSTOMER SERVICE	1,707	2,117	3,140	1,024	15.0	17.0	21.0	4.0
(1087) LANGUAGE ACCESS	0	2	10	8	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	22,980	6,925	7,901	975	38.1	45.0	45.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	32,298	19,551	32,076	12,525	85.4	101.0	106.0	5.0
(100F) AGENCY FINANCIAL OPERATIONS								
(110F) BUDGETING OPERATIONS	611	704	620	-84	5.2	6.0	5.0	-1.0
(120F) ACCOUNTING OPERATIONS	3,490	5,624	5,093	-530	6.3	7.0	8.0	1.0
(140F) AGENCY FISCAL OFFICER	294	310	311	1	1.7	2.0	2.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	4,395	6,638	6,024	-614	13.2	15.0	15.0	0.0
(2000) HEALTHCARE DELIVERY MANAGEMENT								
(2002) MANAGED CARE MGT	3,421	5,529	6,726	1,197	8.4	10.0	9.0	-1.0
(2003) PREVENTIVE AND ACUTE CARE	1,391	1,605	1,590	-15	3.8	4.5	4.5	0.0
(2004) DIV OF QUALITY AND HEALTH OUTCOMES	1,086	2,232	6,905	4,673	6.8	5.0	4.0	-1.0
(2007) CLINICIANS, RX AND ACUTE PROVIDER SVS	6,757	8,409	5,886	-2,524	5.7	8.5	7.5	-1.0
(2010) HEALTH CARE DELIVERY MGT SUPPORT SVCS	785	440	927	487	1.7	3.0	8.0	5.0
SUBTOTAL (2000) HEALTHCARE DELIVERY MANAGEMENT	13,439	18,215	22,033	3,818	26.3	31.0	33.0	2.0

Table HT0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(200L) LONG TERM CARE PROGRAM								
(201L) LONG TERM CARE SUPPORT SERVICES	8,305	13,235	13,402	167	4.2	5.0	3.0	-2.0
(202L) ELDERS AND PERSONS W/PHYSICAL DISABILITY	1,514	1,624	0	-1,624	20.1	23.5	0.0	-23.5
(203L) DIVISION OF SPECIAL NEEDS POPULATION	672	835	0	-835	7.2	8.5	0.0	-8.5
(210L) OVERSIGHT	0	0	1,184	1,184	0.0	0.0	12.0	12.0
(220L) OPERATIONS	0	0	1,263	1,263	0.0	0.0	13.0	13.0
(230L) INTAKE AND ASSESSMENT	0	0	975	975	0.0	0.0	9.0	9.0
SUBTOTAL (200L) LONG TERM CARE PROGRAM	10,491	15,694	16,823	1,130	31.5	37.0	37.0	0.0
(3000) HEALTHCARE POLICY AND PLANNING								
(3001) POLICY UNIT MANAGEMENT	604	480	563	83	5.1	6.0	6.0	0.0
(3003) DATA ANALYSIS	421	553	815	262	4.2	5.0	6.0	1.0
(3004) MEMBER MANAGEMENT	1,018	1,052	1,149	96	9.7	11.0	13.0	2.0
(3010) HEALTH CARE POLICY AND PLANNING SUPPORT	7,666	1,469	2,224	754	3.4	4.0	10.0	6.0
SUBTOTAL (3000) HEALTHCARE POLICY AND PLANNING	9,709	3,554	4,750	1,195	22.4	26.0	35.0	9.0
(5000) HEALTH CARE FINANCE								
(5001) MEDICAID PROVIDER PAYMENT	2,706,885	2,887,565	2,933,552	45,987	0.0	0.0	0.0	0.0
(5002) MEDICAID PUBLIC PROVIDER PAYMENTS	64,203	18,389	18,595	206	0.0	0.0	0.0	0.0
(5003) ALLIANCE PROVIDER PAYMENTS	51,150	57,977	64,487	6,510	0.0	0.0	0.0	0.0
SUBTOTAL (5000) HEALTH CARE FINANCE	2,822,238	2,963,931	3,016,634	52,703	0.0	0.0	0.0	0.0
(6000) HEALTH CARE OPERATIONS								
(6001) MEDICAID INFORMATION SYSTEMS	22,880	34,766	34,391	-375	14.7	17.0	15.0	-2.0
(6006) DIV. OF PUBLIC AND PRIVATE PROVIDER SVS	1,873	1,736	2,687	951	9.3	11.0	11.0	0.0
(6010) HEALTH CARE OPERATIONS SUPPORT	363	449	447	-1	2.5	3.0	3.0	0.0
SUBTOTAL (6000) HEALTH CARE OPERATIONS	25,117	36,952	37,525	574	26.5	31.0	29.0	-2.0
(8000) HEALTH CARE REFORM AND INNOVATION								
(8001) HEALTH INSURANCE EXCHANGE	-308	0	0	0	0.0	0.0	0.0	0.0
(8002) AFFORDABLE CARE REFORM AND GRANTS DEV.	1,963	6,328	8,497	2,169	6.7	8.0	7.0	-1.0
(8010) HC REFORM AND INNOVATIVE SUPPORT SVS	961	228	317	89	0.7	1.0	2.0	1.0
SUBTOTAL (8000) HEALTH CARE REFORM AND INNOVATION	2,615	6,556	8,814	2,258	7.4	9.0	9.0	0.0
TOTAL PROPOSED OPERATING BUDGET	2,922,802	3,071,091	3,144,680	73,589	212.8	250.0	264.0	14.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Health Care Finance operates through the following 8 divisions:

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

This division contains the following 5 activities:

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

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

This division contains the following 4 activities:

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

Health Care Policy and Planning – maintains the Medicaid and CHIP state plans that govern eligibility, scope of benefits, and reimbursement policies for the District’s Medicaid and CHIP programs; develops policy for the Health Care Alliance program and other publicly funded health care programs that are administered or monitored by DHCF based on sound analysis of local and national health care and

reimbursement policies and strategies; and ensures coordination and consistency among health care and reimbursement policies developed by the various divisions within DHCF. The division also designs and conducts research and evaluations of health care programs.

This division contains the following 4 activities:

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

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

This division contains the following 3 activities:

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

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

This division contains the following 3 activities:

- **Medicaid Information Systems (Claims Management)** – oversees MMIS operations; systems requests; member services, including member out-of-pocket reimbursements; Consolidated Omnibus Budget Reconciliation Act (COBRA) payments; third-party liability processing; and processing of financial transactions. The division also manages all internal and external data requests and data involving agency audits (local and federal), as well as MMIS training for all DHCF employees and system security;

- **Division of Public and Private Provider Services** – manages the Administrative Services Organization contract, provider enrollment and recruitment, and internal and external provider services and inquiries. The office also maintains positive ongoing coordination and continuity with all public provider agencies of the District of Columbia government to enhance each agency’s understanding of Medicaid reimbursement policies; is the accountable office within DHCF for implementation of policy that directly impacts other District agencies that serve as Medicaid providers; identifies opportunities to improve the reimbursement procedures of each agency; and works closely with these agencies to review federal policy to ensure that federal reimbursement is being maximized and compliance assured through claims processing and through program development; and
- **Health Care Operations Support (Health Care Operations Support Services)** – provides administrative support functions to the Health Care Operations division.

Health Care Reform and Innovation (HCRIA) – identifies, validates, and disseminates information about new health care models and payment approaches serving Medicaid beneficiaries with the goal of enhancing health care quality, improving care and outcomes, promoting health equity, and enhancing the value and efficiency of DHCF programs. The division creates and tests new delivery system and payment models among providers in the District and builds collaborative learning networks to facilitate innovation, implement effective practices, and facilitate technology improvements to support delivery system re-design and improvement.

This division contains the following 2 activities:

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

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

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

Division Structure Change

The Department of Health Care Finance has no division structure changes in the FY 2018 proposed budget.

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

Table HT0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table HT0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		705,606	104.4
Other CSFL Adjustments	Multiple Programs	16,865	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		722,471	104.4
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,875	1.9
Increase: To align resources with operational spending goals	Multiple Programs	1,469	0.0
Increase: To align Fixed Costs with proposed estimates	Agency Management	145	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Health Care Finance	-25,423	0.0
Technical Adjustment: Revised forecast for all Fee-For-Service provider types	Health Care Finance	13,534	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		714,070	106.3
Enhance: To support an additional FTE for the PACE program	Healthcare Delivery Management	51	0.6
Transfer-Out: To DCOA to support Aging and Disability Program operations	Health Care Finance	-1,433	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		712,688	106.8
DEDICATED TAXES: FY 2017 Approved Budget and FTE		81,907	5.5
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	95	0.6
Decrease: To align budget with projected revenues	Multiple Programs	-9,425	0.0
DEDICATED TAXES: FY 2018 Agency Budget Submission		72,577	6.0
No Change		0	0.0
DEDICATED TAXES: FY 2018 Mayor's Proposed Budget		72,577	6.0
FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE		2,916	0.0
Decrease: To align budget with projected grant awards	Multiple Programs	-114	0.0
FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission		2,803	0.0
No Change		0	0.0
FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget		2,803	0.0
FEDERAL MEDICAID PAYMENTS: FY 2017 Approved Budget and FTE		2,188,106	129.3
Increase: To align budget with projected federal Medicaid reimbursements	Multiple Programs	57,436	7.5
Technical Adjustment: Revised forecast for all Fee-For-Service provider types	Health Care Finance	18,725	0.0
FEDERAL MEDICAID PAYMENTS: FY 2018 Agency Budget Submission		2,264,268	136.8
Enhance: To support an additional FTE for the PACE program	Healthcare Delivery Management	39	0.4
FEDERAL MEDICAID PAYMENTS: FY 2018 Mayor's Proposed Budget		2,264,307	137.3
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		3,493	10.9
Increase: To align budget with projected revenues	Multiple Programs	175	3.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		3,668	13.9
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		3,668	13.9

Table HT0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		89,063	0.0
Decrease: To align budget with projected revenues	Health Care Finance	-425	0.0
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		88,637	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		88,637	0.0

GROSS FOR HT0 - DEPARTMENT OF HEALTH CARE FINANCE 3,144,680 264.0

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

FY 2018 Proposed Budget Changes

The Department of Health Care Finance's (DHCF) proposed FY 2018 gross budget is \$3,144,679,995, which represents a 2.4 percent increase over its FY 2017 approved gross budget of \$3,071,090,837. The budget is comprised of \$712,687,581 in Local funds, \$72,577,040 in Dedicated Taxes, \$2,802,534 in Federal Grant funds, \$2,264,307,281 in Federal Medicaid Payments, \$3,668,083 in Special Purpose Revenue funds, and \$88,637,476 in Intra-District funds.

Current Services Funding Level

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

DHCF's FY 2018 CSFL budget is \$722,470,828, which represents a \$16,865,196, or 2.4 percent, increase over the FY 2017 approved Local funds budget of \$705,605,632.

CSFL Assumptions

The FY 2018 CSFL calculated for DHCF included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$8,741 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$708,379 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

DHCF's CSFL funding for the Medicaid Growth Factor reflects adjustments for an increase of \$15,323,651 to account for the District's FY 2018 Medicaid growth rate of 2.3 percent based on the cost of healthcare services in the District projected by the DHCF. The Medicaid growth rate is primarily driven by enrollment forecasts for Medicaid Managed Care and Fee-for-Service. Managed Care coverage includes parents of Medicaid eligible children, pregnant women, children, childless adults with incomes up to 200 percent of the federal poverty level, the Children's Health Insurance Program (CHIP), and Health Services for Children with Special Needs (HSCSN). Other variables impacting the Medicaid Growth Factor include enrollment forecasts for Medicaid waivers, which include the Development Disabilities (DD) and Elderly and Physically Disabled (EPD) waivers. These adjustments also include locally funded programs, such as the Immigrant Children and the D.C. Healthcare Alliance.

Additional adjustments include a decrease of \$88,093 for the Fixed Costs Inflation Factor to reflect estimates based on historical expenditures of Department of General Services' commodities, and an increase of \$930,000 to reflect the FY 2018 Operating Impact of Capital to account for projected Medicaid Management Information Systems upgrades and the Medicaid Data Warehouse.

Agency Budget Submission

The FY 2018 budget proposal allows DHCF to continue providing health care coverage to over 40 percent of the residents of the District of Columbia. This includes operating the Medicaid program, which the District expanded according to the provisions of the Affordable Care Act, as well as operating the Health Care Alliance program for District residents with incomes up to 200 percent of the federal poverty level who are not otherwise eligible for Medicaid.

Increase: The budget proposal for Local funds includes an increase of \$1,874,645 and 1.9 Full-time Equivalents (FTEs) across multiple divisions to account for Fringe Benefits costs, projected salary step increases, and the recurring salary costs of current personnel. An increase of \$1,468,948 in Local funds, primarily for Contractual services across multiple divisions, enables DHCF to maintain continuity in services and operations. Fixed Costs estimates from the Department of General Services for Energy, Security services, and Occupancy collectively account for an increase of \$145,116 in the Agency Management division.

The proposed budget in Dedicated Taxes reflects an increase of \$94,621 and 0.6 FTE in personal service costs across multiple divisions. In Federal Medicaid Payments DHCF's budget projects an increase of \$57,436,143 and 7.5 FTEs across multiple divisions. These projections are based on anticipated federal matching to the District's expenditures of local resources on Medicaid eligible health care services in the agency budget submission.

In Special Purpose Revenue funds, a proposed budget increase of \$175,344 and an additional 3.0 FTEs aligns the budget with revenues projected from assessments charged to health insurance companies that operate within the District of Columbia, provider screening and enrollment fees, and recoupments related to other insurance payers for Medicaid-covered services.

Decrease: The budget proposal includes a net decrease of \$25,423,341 in Local funds in the Health Care Finance division. These adjustments are due to lower projections associated with disproportionate share hospital (DSH) payments (\$14,422,991); the shift of some operational functions to the Healthy D.C. Fund (\$4,591,959); revised nursing home rate setting methodology (\$3,937,212); revised budget for Personal Care Assistant (PCA) living wage adjustments (\$902,573); and the Public Assistance Reporting Information System (PARIS) match savings (\$1,568,606). PARIS is a data-matching service that checks if the benefits of recipients of public assistance programs are duplicated in two or more states. PARIS matches help identify improper payments and minimizes fraud and abuse.

In Dedicated Taxes, the proposed operating budget decreased by \$9,424,598 primarily due to the expiration of the Hospital Assessment Tax and DC Provider Fees that are collected from hospitals that operate within the District. In Federal Grant funds, a modest decrease of \$113,593 aligns the proposed budget with anticipated grant awards from the federal government.

The proposed Intra-District funds budget decreased by \$425,453 in the Health Care Finance division. DHCF's Intra-District funds budget is based on the agency's collaboration with the Department on Disability Services to support services through the Home and Community Based Services Waiver for Persons with Intellectual and Developmental Disabilities; and with the Department of Behavioral Health to provide mental health rehabilitation services to Medicaid eligible consumers, to support youths in the Adolescent Substance Abuse Treatment Program, to support Adult Substance Abuse Rehabilitation Services, and to provide services to Medicaid beneficiaries with severe mental illness.

Technical Adjustment: The budget proposal in Local funds includes an increase of \$13,533,505 to account for the revised forecast of all Fee-for-Service provider types. The corresponding adjustment to Federal Medicaid Payments is an increase of \$18,725,286.

Mayor's Proposed Budget

Enhance: The Local funds budget proposal is increased by \$50,591 in the Healthcare Delivery Management division. This additional funding will be used for personal services costs for an additional 0.6 FTE that will support the Program of All-Inclusive Care for the Elderly (PACE). This program provides care to beneficiaries age 55 and older who require nursing home level care, but are unable to live in a community-based setting. The corresponding Federal Medicaid Payment increase associated with this enhancement is \$39,459 and 0.4 FTE.

Transfer-Out: DHCF's budget proposal reflects a transfer \$1,432,710 from the Health Care Finance division out of the agency's Local funds to the District of Columbia Office on Aging. The recipient agency will use the transferred funds to operate the Aging and Disability program.

Agency Performance Plan*

The Department of Health Care Finance (DHCF) has the following strategic objectives for FY 2018:

Strategic Objectives

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

Objectives

1. Provide access to comprehensive healthcare services for District residents.
2. Ensure the delivery of high quality healthcare services to District residents.
3. Deter fraud, waste, and abuse by promoting integrity throughout the Medicaid program.
4. Create and maintain a highly efficient, transparent, and responsive District government.**

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 access to comprehensive healthcare services for District residents. (2 Activities)

Activity Title	Activity Description	Type of Activity
Eligibility	Based on the Federal guidelines for Medicaid and local laws for the Alliance program, DHCF provides healthcare to District residents according to the criteria of the programs offered. This requires the agency to create State Plans and rules that define the qualifications, along with working with other District agencies to ensure that qualified applicants are granted access to these healthcare programs.	Daily Service
Benefits	DHCF establishes and administers healthcare benefits for DC residents primarily through two delivery systems: managed care and Fee-For-Service (FFS). The benefit design is detailed through the Medicaid State Plan, waiver applications, rules, laws, and transmittals.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Claims Processing	As beneficiaries utilize services with physicians, clinics, pharmacies, and hospitals, payments are remitted by those providing the services to DHCF for processing and payment. Federal regulations and local laws require prompt payment of claims submitted, so DHCF must first verify the eligibility of the beneficiary, the Medicaid enrollment of the provider, and the validity of the service being provided.	Daily Service
Provider Enrollment and Screening	In order to receive payments for services provided to Medicaid and Alliance patients, physicians, clinics, pharmacies, hospitals, and	Daily Service

(Continued on next page)

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

Activity Title	Activity Description	Type of Activity
	other providers must first apply to be a qualified provider. DHCF screens providers to minimize future unscrupulous activities. Once enrolled, provider information is retained and utilized to accept and process future claims.	

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

Activity Title	Activity Description	Type of Activity
Program Integrity	The DHCF promotes the integrity of Medicaid through audits, policy review and identification and monitoring of program vulnerabilities. These efforts are conducted on a daily basis by implementing proper policies and procedures as well as the development and implementation of a strategic plan and quality assurance.	Daily Service

KEY PERFORMANCE INDICATORS

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

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Participation rate among Medicaid and Children’s Health Insurance Program (CHIP) eligible children ages 0 through 18 in the District of Columbia	No	Not Available	Forthcoming June 2017	Not Available	95%	95%
Percent of children, ages 1 – 20 years, enrolled in the Medicaid program (Fee-for-Service and Managed Care) with 90 days of continuous enrollment that received preventive dental services during the fiscal year	No	54%	Forthcoming June 2017	56%	58%	60%
Percent of children, ages 1-20 years, enrolled in the Medicaid program (Fee-for-Service and Managed Care) with 90 days of continuous enrollment that received a routine well-child examination during the fiscal year	No	63%	Forthcoming June 2017	65%	68%	70%
Percent of District residents covered by Medicaid	No	38%	Forthcoming June 2017	Not Available	35%	35%
Percent of Medicaid renewals as a result of the passive renewal process	No	Not Available	Forthcoming June 2017	Not Available	75%	80%

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Reduce hospital admissions of Medicaid Managed Care enrollees due to health conditions that may have been prevented through appropriate outpatient care	No	Not Available	Not Available	Not Available	5%	10%
Reduce hospital discharges of Medicaid Managed Care enrollees that were followed by a readmission for any diagnosis within 30 days	No	Not Available	Not Available	Not Available	5%	10%
Reduce potentially preventable Emergency Department visits by Medicaid Managed Care enrollees that may have been avoided or appropriately treated at a lower level of care	No	Not Available	Not Available	Not Available	5%	10%

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of referrals to the Medicaid Fraud Control Unit or other agencies for criminal or civil resolution	No	Not Available	10	Not Available	14	14

4. Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Percent of invoices processed accurately and in compliance with the Prompt Payment Act	No	96%	92%	96%	97%	98%
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

WORKLOAD MEASURES

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

1. Program Integrity

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Conduct Investigations based on complaints data analysis, input from internal and external partners, and other indications of abnormal or suspect claims	No	Not Available	Not Available	Not Available
Conduct liaison, education, and training with other DHCF divisions, outside agencies, providers, and other groups in support of program integrity mission	No	Not Available	Not Available	Not Available
Conduct Surveillance and Utilization Review Section (SURS) audits based on data analysis, input from internal and external partners, and other indications of abnormal or suspect claims	No	Not Available	Not Available	Not Available
Number of adjusted/overtaken/upheld/partial payment/resolved/reversed/written-off cases among commercial consumers served by the Ombudsman (appeals and grievances)	No	Not Available	Not Available	Not Available
Number of non-commercial consumers served by Ombudsman (to include Medicare, Medicaid, Alliance, and DC Health Link)	No	7,712	8,241	8,164

2. Claims Processing

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Percent of procurement process completed for the acquisition of a new Medicaid Management Information System (MMIS) that will be a multi-payor claims adjudication system for Medicaid and other DC Government programs that process medical claims	No	Not Available	Not Available	Not Available

3. Eligibility

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
A minimum of three policy training sessions conducted per quarter for DHCF, sister agencies, and other external stakeholders on eligibility related policies and procedures to ensure staff and community partners receive the training needed to accurately determine eligibility for Medicaid, and the District’s locally funded health care programs	No	Not Available	Not Available	Not Available

4. Provider Enrollment and Screening

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of newly enrolled providers	No	Not Available	Not Available	Not Available
Number of re-enrolled providers	No	Not Available	Not Available	Not Available

5. Benefits

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of beneficiaries receiving a conflict free assessment for long-term care services and supports	No	Not Available	Not Available	6,469
Number of District residents covered by Alliance (Year End)	No	Not Available	15,059	Forthcoming June 2017
Number of District residents covered by Medicaid (Year End)	No	Not Available	248,775	Forthcoming June 2017
Number of Elderly and Persons with Disabilities Waiver (EPDW) beneficiaries enrolled in services My Way	No	Not Available	Not Available	131
Percent of District residents insured	No	Not Available	96.2%	Forthcoming June 2017
Produce and disseminate three data snapshots to share utilization and spending patterns with external stakeholders and the general public	No	Not Available	Not Available	Not Available

Performance Plan End Notes

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

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

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

Not-For-Profit Hospital Corporation Subsidy

Table HX0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$10,000,000	\$2,000,000	\$0	-100.0

The Not-For-Profit Hospital Corporation Subsidy provides a direct payment to the Not-For-Profit Hospital Corporation (NFPHC). The NFPHC is an independent District instrumentality, created by legislation adopted by the Council of the District of Columbia to hold the land, improvements, and equipment of the hospital known as United Medical Center. The NFPHC does not receive a regular subsidy from General Fund taxes, and the hospital is expected to operate using its own revenue sources; however, the District did allocate funding in Fiscal Years 2014 through 2017 to support certain hospital functions.

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

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

Table HX0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table HX0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	10,000	2,000	0	-2,000	-100.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	10,000	2,000	0	-2,000	-100.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	10,000	2,000	0	-2,000	-100.0	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table HX0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table HX0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
50 - SUBSIDIES AND TRANSFERS	7,000	10,000	2,000	0	-2,000	-100.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	7,000	10,000	2,000	0	-2,000	-100.0
GROSS FUNDS	7,000	10,000	2,000	0	-2,000	-100.0

*Percent change is based on whole dollars.

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

Table HX0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table HX0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) NOT-FOR-PROFIT HOSPITAL CORP. SUBSIDY								
(1100) NOT-FOR-PROFIT HOSPITAL CORP. SUBSIDY	10,000	2,000	0	-2,000	0.0	0.0	0.0	0.0
SUBTOTAL (1000) NOT-FOR-PROFIT HOSPITAL CORP. SUBSIDY	10,000	2,000	0	-2,000	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	10,000	2,000	0	-2,000	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Not-For-Profit Hospital Corporation Subsidy operates through the following program:

Not-For-Profit Hospital Corporation Subsidy – provides a direct payment to the Not-For-Profit Hospital Corporation (NFPHC).

Program Structure Change

The Not-For-Profit Hospital Corporation Subsidy has no program structure changes in the FY 2018 proposed budget.

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

Table HX0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table HX0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		2,000	0.0
Removal of One-Time Funding	Not-For-Profit Hospital Corp. Subsidy	-2,000	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		0	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		0	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		0	0.0
GROSS FOR HX0 - NOT-FOR-PROFIT HOSPITAL CORP. SUBSIDY		0	0.0

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

FY 2018 Proposed Budget Changes

The Not-For-Profit Hospital Corporation Subsidy's proposed FY 2018 gross budget is \$0, which represents a 100.0 percent decrease from its FY 2017 approved gross budget of \$2,000,000.

Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds only representation of true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

The NFPHC Subsidy's FY 2018 CSFL budget is \$0, which represents a 100.0 percent decrease from its FY 2017 approved Local funds budget of \$2,000,000.

CSFL Assumptions

The FY 2018 CSFL calculated for the NFPHC Subsidy included adjustment entries that are not described in detail on table 5. This adjustment included a reduction of \$2,000,000 to account for the removal of one-time funding appropriated in FY 2017 to support the Not-For-Profit Hospital's operations.

Agency Budget Submission

No Change: The Not-For-Profit Hospital Corporation Subsidy's proposed budget reflects no change from the CSFL to the agency budget submission.

Mayor's Proposed Budget

No Change: The Not-For-Profit Hospital Corporation Subsidy's proposed budget reflects no change from the agency budget submission to the Mayor's proposed budget.

Office of the Deputy Mayor for Health and Human Services

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

Table HG0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$1,569,255	\$2,295,172	\$2,373,097	3.4
FTEs	13.0	16.8	17.8	6.0

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

Summary of Services

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

1. Child and Family Services Agency (CFSA)
2. Department of Behavioral Health (DBH)
3. Department on Disability Services (DDS)
4. Department of Health (DOH)
5. Department of Health Care Finance (DHCF)
6. Department of Human Services (DHS)
7. Department of Youth Rehabilitation Services (DYRS)
8. D.C. Office on Aging (DCOA)

The Office manages three special initiatives: Age-Friendly DC; the Interagency Council on Homelessness; and Safer, Stronger DC Community Partnerships. DMHHS also oversees the fiscal agency grant agreement with the United Way for the Children and Youth Initiative Establishment Act.

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

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

Table HG0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table HG0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	1,569	2,295	2,373	78	3.4	13.0	16.8	17.8	1.0	6.0
TOTAL FOR GENERAL FUND	1,569	2,295	2,373	78	3.4	13.0	16.8	17.8	1.0	6.0
GROSS FUNDS	1,569	2,295	2,373	78	3.4	13.0	16.8	17.8	1.0	6.0

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

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table HG0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table HG0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	632	1,058	1,751	1,748	-4	-0.2
12 - REGULAR PAY - OTHER	112	3	0	49	49	N/A
13 - ADDITIONAL GROSS PAY	94	0	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	128	173	362	324	-38	-10.4
15 - OVERTIME PAY	0	0	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	966	1,235	2,113	2,121	8	0.4
20 - SUPPLIES AND MATERIALS	11	38	18	28	10	54.5
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	14	14	41	15	-25	-62.2
40 - OTHER SERVICES AND CHARGES	40	89	54	93	39	71.5
41 - CONTRACTUAL SERVICES - OTHER	212	186	66	110	44	67.5
70 - EQUIPMENT AND EQUIPMENT RENTAL	18	8	4	6	2	71.4
SUBTOTAL NONPERSONAL SERVICES (NPS)	295	334	182	252	70	38.5
GROSS FUNDS	1,261	1,569	2,295	2,373	78	3.4

*Percent change is based on whole dollars.

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

Table HG0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table HG0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1090) PERFORMANCE MANAGEMENT ACTIVITY	1,235	2,113	2,121	8	13.0	16.8	17.8	1.0
SUBTOTAL (1000) AGENCY MANAGEMENT	1,235	2,113	2,121	8	13.0	16.8	17.8	1.0
(2000) HUMAN SUPPORT SERVICES								
(2010) AGENCY OVERSIGHT AND SUPPORT	334	182	252	70	0.0	0.0	0.0	0.0
SUBTOTAL (2000) HUMAN SUPPORT SERVICES	334	182	252	70	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	1,569	2,295	2,373	78	13.0	16.8	17.8	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of the Deputy Mayor for Health and Human Services operates through the following 2 programs:

Human Support Services – supports the agency's mission to provide oversight and support for all citywide health and human services-related policies, activities, and initiatives under its jurisdiction.

- Developing and supporting policies and programs to improve the delivery of services by government agencies and contracted providers;
- Coordinating interagency activities and initiatives;
- Identifying opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes; and
- Ensuring compliance with local and federal mandates.

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 Deputy Mayor for Health and Human Services has no program structure changes in the FY 2018 proposed budget.

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

Table HG0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table HG0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		2,295	16.8
Other CSFL Adjustments	Multiple Programs	5	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		2,300	16.8
Increase: To support the costs of pre-existing programmatic initiatives	Human Support Services	93	0.0
Decrease: To align Fixed Costs with proposed estimates	Human Support Services	-20	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Agency Management	-144	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		2,228	16.8
Transfer-In: From DYRS for Safer, Stronger DC Community Partnerships	Agency Management	145	1.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		2,373	17.8
GROSS FOR HG0 - OFFICE OF THE DEPUTY MAYOR FOR HEALTH AND HUMAN SERVICES		2,373	17.8

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

FY 2018 Proposed Budget Changes

The Office of the Deputy Mayor for Health and Human Services' (DMHHS) proposed FY 2018 gross budget is \$2,373,097, which represents a 3.4 percent increase over its FY 2017 approved gross budget of \$2,295,172. The budget is comprised entirely of Local funds.

Current Services Funding Level

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

DMHHS' FY 2018 CSFL budget is \$2,300,387, which represents a \$5,216, or 0.2 percent, increase over the FY 2017 approved Local funds budget of \$2,295,172.

CSFL Assumptions

The FY 2018 CSFL calculated for DMHHS included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$7,236 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$2,780 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent. Additionally, a decrease of \$4,800 for the Fixed Costs Inflation Factor accounts for Telecommunication estimates.

Agency Budget Submission

Increase: The proposed nonpersonal services budget includes an increase of \$92,629 in the Human Support Services program to support anticipated contract and procurement activities.

Decrease: DMHHS' budget proposal for nonpersonal services also includes a reduction of \$20,445, to align the Fixed Costs budget with Telecommunication estimates. Also in Local funds, a reduction of \$144,226 is proposed to realign personal services costs resulting from 1.0 FTE, including salary, step increases and Fringe benefits, shifting from Continuing Full-Time to Term Full-Time status.

Mayor's Proposed Budget

Transfer In: The DMHHS' proposed budget increased by \$144,753 and 1.0 FTE, to support the reassignment of the program manager for the Safer, Stronger DC Community Partnerships, from the Department of Youth Rehabilitation Services (DYRS).

Agency Performance Plan*

Office of the Deputy Mayor for Health and Human Services 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. Oversee and facilitate the coordination of inter-agency activities and initiatives within the Health and Human Services (HHS) cluster to eliminate redundancies, leverage resources, create economies of scale, and improve outcomes.
2. Oversee the management of DMHHS led inter-agency programs to develop shared outcomes and improve the delivery and coordination of supports and services across government on identified policies and goals.
3. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Oversee and facilitate the coordination of inter-agency activities and initiatives within the Health and Human Services (HHS) cluster to eliminate redundancies, leverage resources, create economies of scale, and improve outcomes. (5 Activities)

Activity Title	Activity Description	Type of Activity
Legislation and Council Relations	Review and approve all of HHS Cluster agency's legislative requests and coordinate with Mayor's Office of Policy and Legislative Affairs (OPLA) and DC Council on legislative-related matters.	Daily Service
Rulemaking	Review and approve all the HHS Cluster agency's rulemaking requests.	Daily Service
Budget	Support HHS Cluster agency's budget needs to ensure compliance with Mayoral priorities.	Daily Service
Inter-Agency and Special Initiatives	Oversight and support of special and/or inter-agency initiatives throughout HHS Cluster.	Daily Service
Communications	Support the directives from the Executive Office of the Mayor and the HHS Cluster agency's Public Information Officers (PIOs) with efficient collection and distribution of information within and outside of government.	Daily Service

2. Oversee the management of DMHHS led inter-agency programs to develop shared outcomes and improve the delivery and coordination of supports and services across government on identified policies and goals. (4 Activities)

Activity Title	Activity Description	Type of Activity
Interagency Council on Homelessness (ICH)	Oversee and facilitate the implementation of Homeward DC, the District's Plan to end homelessness and make it a rare, brief, or non-recurring experience.	Daily Service
Age-Friendly DC	Oversee and facilitate the implementation of Age-Friendly DC Strategic Plan, the District's Plan to make DC an inclusive urban environment that encourages active and healthy living.	Daily Service
Safer Stronger DC Community Partnerships	Oversee and manage the activities associated with fostering a place-based prevention strategy rooted in public health and a community oriented model to crime prevention and public safety.	Daily Service
Short-Term Family Housing	Oversee and facilitate the inter-agency collaboration to build and/or renovate short-term family housing sites, in each ward of the city, with the goal to close DC General by 2018.	Key Project

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

Activity Title	Activity Description	Type of Activity
Performance Planning	Review and approve HHS Cluster agency's performance plans to ensure improvements, accurate information, and efficiencies at the agency level.	Daily Service
Constituent Relations	Receive, track, and resolve health and human services related constituent issues and concerns.	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. Oversee and facilitate the coordination of inter-agency activities and initiatives within the Health and Human Services (HHS) cluster to eliminate redundancies, leverage resources, create economies of scale, and improve outcomes. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of cluster agencies that stay within budget	No	100%	100%	100%	100%	100%
Percent of interagency initiatives reporting progress towards meeting their goals	No	Not Available	Not Available	Not Available	100%	100%

2. Oversee the management of DMHHS led inter-agency programs to develop shared outcomes and improve the delivery and coordination of supports and services across government on identified policies and goals. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of community outreach engagement events hosted or co-hosted by Safer Stronger DC Community Partnerships	No	Not Available	Not Available	Not Available	Not Available	Forthcoming June 2017
Percent of action items in progress or accomplished under Homeward DC	No	Not Available	Not Available	Not Available	90%	90%
Percent of objectives in progress or accomplished under Age-Friendly DC	No	Not Available	Not Available	Not Available	95%	95%

3. Create and maintain a highly efficient, transparent and responsive District government. (11 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Percent of cluster agencies that meet 85 percent of their performance measures	No	Not Available	Not Available	Not Available	Not Available	Forthcoming June 2017
Percent of consent decrees where progress is made on meeting exit criteria	No	100%	100%	100%	100%	100%
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

WORKLOAD MEASURES

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

1. Safer Stronger DC Community Partnerships

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Safer Stronger DC Community Partnerships	No	Not Available	Not Available	Not Available

Performance Plan End Notes

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

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

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

Agency Budget Chapters - Part III

(by Appropriation Title)

F. Public Works

1. Department of Public Works (KT0)	F-1
2. District Department of Transportation (KA0)	F-15
3. Department of Motor Vehicles (KV0)	F-35
4. Department of Energy and Environment (KG0)	F-47
5. Department of For-Hire Vehicles (TC0)	F-61
6. Washington Metropolitan Area Transit Commission (KC0)	F-73
7. Washington Metropolitan Area Transit Authority (KE0)	F-77

Department of Public Works

www.dpw.dc.gov
Telephone: 202-673-6833

Table KT0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$162,311,930	\$172,267,587	\$178,009,567	3.3
FTEs	1,397.9	1,463.0	1,522.0	4.0

The mission of the Department of Public Works (DPW) is to provide the highest quality sanitation, parking enforcement, and fleet management services that are both ecologically sound and cost-effective.

Summary of Services

The Department of Public Works provides municipal services to District residents and businesses in three distinct program areas: solid waste management, parking enforcement, and snow removal. Behind the scenes, DPW's Fleet Management Administration supports all city services by procuring, fueling, and maintaining thousands of District government vehicles from sedans to heavy equipment.

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

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

Table KT0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table KT0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	128,867	137,496	142,998	5,502	4.0	1,211.6	1,277.0	1,331.0	54.0	4.2
SPECIAL PURPOSE REVENUE FUNDS	5,690	7,561	7,537	-24	-0.3	13.6	28.0	33.0	5.0	17.9
TOTAL FOR GENERAL FUND	134,556	145,057	150,535	5,477	3.8	1,225.2	1,305.0	1,364.0	59.0	4.5
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	27,756	27,210	27,475	265	1.0	172.7	158.0	158.0	0.0	0.0
TOTAL FOR INTRA-DISTRICT FUNDS	27,756	27,210	27,475	265	1.0	172.7	158.0	158.0	0.0	0.0
GROSS FUNDS	162,312	172,268	178,010	5,742	3.3	1,397.9	1,463.0	1,522.0	59.0	4.0

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

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table KT0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table KT0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	68,192	70,436	77,094	76,703	-392	-0.5
12 - REGULAR PAY - OTHER	8,203	9,736	7,202	6,438	-764	-10.6
13 - ADDITIONAL GROSS PAY	2,289	2,829	3,325	4,825	1,500	45.1
14 - FRINGE BENEFITS - CURRENT PERSONNEL	20,571	22,134	25,496	24,114	-1,383	-5.4
15 - OVERTIME PAY	7,575	8,816	6,523	6,791	268	4.1
SUBTOTAL PERSONAL SERVICES (PS)	106,830	113,951	119,641	118,870	-770	-0.6
20 - SUPPLIES AND MATERIALS	5,719	7,194	7,008	7,594	587	8.4
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	107	91	45	521	476	1,056.9
40 - OTHER SERVICES AND CHARGES	20,942	21,418	26,172	27,997	1,824	7.0
41 - CONTRACTUAL SERVICES - OTHER	19,433	17,324	16,054	17,453	1,399	8.7
50 - SUBSIDIES AND TRANSFERS	-2	0	1,000	0	-1,000	-100.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	2,112	2,333	2,348	5,575	3,227	137.4
SUBTOTAL NONPERSONAL SERVICES (NPS)	48,310	48,361	52,627	59,139	6,512	12.4
GROSS FUNDS	155,141	162,312	172,268	178,010	5,742	3.3

*Percent change is based on whole dollars.

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

Table KT0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table KT0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL	886	2,417	2,788	371	6.8	37.0	37.0	0.0
(1015) TRAINING AND EMPLOYEE DEVELOPMENT	609	762	577	-186	3.9	5.0	4.0	-1.0
(1017) LABOR MANAGEMENT PARTNERSHIPS	84	0	0	0	1.0	0.0	0.0	0.0
(1020) CONTRACTING AND PROCUREMENT	80	0	0	0	1.0	0.0	0.0	0.0
(1030) PROPERTY MANAGEMENT	12,733	17,322	18,312	990	4.8	7.0	6.0	-1.0
(1040) INFORMATION TECHNOLOGY	2,014	2,149	2,483	335	11.6	12.0	12.0	0.0
(1055) RISK MANAGEMENT	411	549	400	-149	2.9	4.0	3.0	-1.0
(1060) LEGAL	892	615	611	-4	3.9	4.0	4.0	0.0
(1080) COMMUNICATIONS	329	718	859	141	2.9	5.0	4.0	-1.0
(1085) CUSTOMER SERVICE	0	0	0	0	1.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	1,878	1,626	1,116	-510	8.7	5.0	7.0	2.0
(2010) OFFICE OF WASTE DIVERSION	460	852	405	-447	5.8	6.0	4.0	-2.0
(2020) ORG. EFFECTIVENESS AND CHANGE MANAGEMENT	0	453	433	-21	0.0	3.0	3.0	0.0
(SNOW) DISTRICT OF COLUMBIA SNOW PROGRAM	8,096	4,733	0	-4,733	1.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	28,471	32,196	27,984	-4,212	55.2	88.0	84.0	-4.0
(100F) AGENCY FINANCIAL OPERATIONS								
(110F) BUDGET OPERATIONS	650	812	736	-76	5.8	5.0	5.0	0.0
(120F) ACCOUNTING OPERATIONS	1,536	1,825	1,777	-48	16.4	16.0	16.0	0.0
(130F) ACFO	1,868	2,146	2,071	-76	12.7	13.0	13.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	4,054	4,783	4,583	-200	34.9	34.0	34.0	0.0
(2000) SNOW REMOVAL PROGRAM								
(2030) SNOW REMOVAL	0	0	1,667	1,667	0.0	0.0	0.0	0.0
(2040) ROAD TREATMENT	0	0	1,205	1,205	0.0	0.0	0.0	0.0
(2050) EQUIPMENT RENTAL	0	0	3,250	3,250	0.0	0.0	0.0	0.0
(2060) CONTRACT PLOWS	0	0	2,542	2,542	0.0	0.0	0.0	0.0
SUBTOTAL (2000) SNOW REMOVAL PROGRAM	0	0	8,664	8,664	0.0	0.0	0.0	0.0
(4000) FLEET MANAGEMENT								
(4010) FLEET CONSUMABLES	1,436	1,548	1,662	114	9.8	9.0	9.0	0.0
(4020) SCHEDULED FLEET MAINTENANCE	970	1,013	958	-54	14.2	13.0	13.0	0.0
(4030) UNSCHEDULED VEHICLE AND EQUIP. REPAIRS	10,245	10,973	10,835	-137	79.8	74.0	74.0	0.0

Table KT0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(4040) VEHICLE AND EQUIPMENT ACQUISITIONS	7,114	8,358	8,797	439	29.5	26.0	26.0	0.0
(4050) FLEET ADMINISTRATIVE SUPPORT	1,628	1,751	1,702	-49	21.9	20.0	20.0	0.0
SUBTOTAL (4000) FLEET MANAGEMENT	21,394	23,643	23,955	312	155.2	142.0	142.0	0.0
(5000) PARKING ENFORCEMENT MANAGEMENT								
(5010) PARKING REGULATIONS ENFORCEMENT	24,097	26,868	26,358	-510	343.8	353.0	352.0	-1.0
(5020) TOWING	3,441	3,270	4,864	1,594	32.9	32.0	53.0	21.0
(5030) ABANDONED AND JUNK VEHICLES	1,633	1,754	1,724	-30	18.4	20.0	20.0	0.0
SUBTOTAL (5000) PARKING ENFORCEMENT MANAGEMENT	29,172	31,892	32,946	1,053	395.2	405.0	425.0	20.0
(6000) SOLID WASTE MANAGEMENT								
(6010) ENFORCEMENT OF SANITATION REGULATIONS	5,790	6,873	7,967	1,094	56.0	66.0	65.0	-1.0
(6020) PUBLIC SPACE CLEANING	30,340	30,899	32,186	1,287	371.0	382.0	426.0	44.0
(6030) SANITATION COLLECTIONS AND REMOVALS	24,274	22,598	21,897	-701	281.8	289.0	289.0	0.0
(6040) SANITATION DISPOSAL	16,606	19,384	17,827	-1,557	48.7	57.0	57.0	0.0
(6162) DHCD WARD 8 ALLEY BEAUTIFICATION	1,792	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (6000) SOLID WASTE MANAGEMENT	78,802	79,754	79,877	123	757.5	794.0	837.0	43.0
NO ACTIVITY ASSIGNED	420	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL	420	0	0	0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	162,312	172,268	178,010	5,742	1,398.0	1,463.0	1,522.0	59.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Public Works (DPW) operates through the following 6 divisions:

Snow Removal Program – this program ensures the District is safe to navigate after the end of a snow storm and resuming normal government services and business commerce in an efficient, environmentally sustainable and safe manner.

This division contains the following 4 activities:

- **Snow Removal** – provides the staffing, overtime, and other required tools to administer the District Snow Removal;

- **Road Treatment** – provides salt and beet juice to treat District roadways prior to, during, and after snow storms;
- **Equipment Rental** – facilitates rental of snow equipment, which includes dump trucks, pickup trucks and other snow removal related equipment. Also, the maintenance and repairs of District-owned snow equipment is included in this activity; and
- **Contract Plows** – facilitates the District contracting with private companies to assist with the plowing of District streets during snow storms.

Fleet Management – supports all city services by procuring and maintaining more than 3,000 vehicles, excluding those used by the Metropolitan Police Department, the Fire and Emergency Medical Services Department, the Department of Corrections, and D.C. Public Schools. This division fuels all 6,000 District government vehicles, including school buses, fire and trash trucks, and street sweepers.

This division contains the following 5 activities:

- **Fleet Consumables** – provides most District agencies with operational fueling stations, oil, and other lubricants; and installs fuel rings;
- **Scheduled Fleet Maintenance** – performs preventive maintenance actions, including changing oil and filters and checking tires, engines, batteries, and transmissions; and prepares vehicles for seasonal and year-round duties (such as alley cleaning, snow removal, and leaf collection);
- **Unscheduled Vehicle and Equipment Repairs** – tows inoperable vehicles, diagnoses why vehicles are not operating properly, and makes the necessary repairs or transfers vehicles to vendors for return to service;
- **Vehicle and Equipment Acquisitions** – consults with District government agencies about vehicle needs, ensures these agencies have sufficient budget authority to meet their needs, procures vehicles, and reduces unnecessary vehicles from the fleet; and
- **Fleet Administrative Support** – provides administrative and managerial personnel and nonpersonal services support for District-wide fleet operations, including uniform rentals, office supplies, information technology acquisitions, and information technology software maintenance/license renewals.

Parking Enforcement Management – provides on-street parking enforcement services, including ticketing, towing, booting, removal of abandoned and dangerous vehicles, and auction of impounded vehicles.

This division contains the following 3 activities:

- **Parking Regulations Enforcement** – provides enforcement of the District’s parking regulations to promote vehicular safety and provide smooth traffic flow and increased access to short-term parking at meters and long-term parking on residential streets;
- **Towing** – provides reduced parking congestion in the District by facilitating the timely relocation and/or impoundment of illegally parked vehicles from public space; and
- **Abandoned and Junk Vehicles** – provides oversight of safe streets through the efficient removal of abandoned and dangerous vehicles from public space and nuisance properties within the District.

Solid Waste Management – performs a number of daily operations, including trash, recycling, and bulk collections; sanitation education and enforcement; graffiti removal; public litter can service; fall leaf collection; snow and ice removal; and street and alley cleaning.

This division contains the following 4 activities:

- **Enforcement of Sanitation Regulations** – inspects properties for sanitation violations; enforces sanitation regulations, including commercial recycling; educates residents and businesses about sanitation regulations; collects household hazardous waste and electronic materials; and shreds residents’ personal documents;
- **Public Space Cleaning** – provides comprehensive street and alley cleaning services to residents, visitors, and businesses so that they can live, work, and play in clean neighborhoods. Specific services include mechanical street sweeping, litter can collections, rights-of-way mowing, nuisance and graffiti abatement, seasonal leaf collection, and snow and ice removal;
- **Sanitation Collection and Removals** – provides solid waste (trash, recycling, and bulk) collection services to residents of single-family homes and buildings with no more than three dwelling units so that they can have their trash, recyclables, and bulk items removed conveniently and regularly; and
- **Sanitation Disposal** – provides municipal waste disposal services to DPW, other District agencies, private haulers, and residents so that they can dispose of waste safely, conveniently, and legally.

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

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

Division Structure Change

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

Table KT0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table KT0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		137,496	1,277.0
Removal of One-Time Funding	Multiple Programs	-1,000	0.0
Other CSFL Adjustments	Multiple Programs	-2,044	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		134,453	1,277.0
Create: To reallocate resources for agency restructure	Snow Removal Program	4,900	0.0
Increase: To align resources with operational spending goals	Multiple Programs	3,735	0.0
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	441	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-1,495	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-3,134	0.0
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-4,639	-26.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		134,259	1,251.0
Enhance: To support the Snow Removal Program	Snow Removal Program	3,764	0.0
Enhance: To support additional FTEs for Parking Enforcement Management	Parking Enforcement	1,632	20.0

Table KT0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
	Management		
Enhance: To support additional FTEs for Solid Waste Management	Solid Waste Management	1,542	41.0
Enhance: To support OpenGov Initiatives	Agency Management	300	0.0
Transfer-In: From DDOT to support additional FTEs for Solid Waste Management (one-time)	Solid Waste Management	1,500	19.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		142,998	1,331.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		7,561	28.0
Increase: To align personal services and Fringe Benefits with projected costs	Solid Waste Management	165	5.0
Decrease: To adjust the Contractual Services budget	Solid Waste Management	-87	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Solid Waste Management	-102	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		7,537	33.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		7,537	33.0
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		27,210	158.0
Increase: To align resources with operational spending goals	Multiple Programs	993	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-728	0.0
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		27,475	158.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		27,475	158.0
GROSS FOR KT0 - DEPARTMENT OF PUBLIC WORKS		178,010	1,522.0

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

FY 2018 Proposed Budget Changes

The Department of Public Works' (DPW) proposed FY 2018 gross budget is \$178,009,567 which represents a 3.3 percent increase over its FY 2017 approved gross budget of \$172,267,587. The budget is comprised of \$142,997,937 in Local funds, \$7,536,736 in Special Purpose Revenue funds, and \$27,474,894 in Intra-District funds.

Current Services Funding Level

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

DPW's FY 2018 CSFL budget is \$134,452,600, which represents a \$3,043,602, or 2.2 percent decrease from the FY 2017 approved Local funds budget of \$137,496,202.

CSFL Assumptions

The FY 2018 CSFL calculated for DPW included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$240,875 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$787,487 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DPW include a reduction of \$1,000,000 to account for the removal of one-time funding appropriated in FY 2017 to the Solid Waste Management division, in support of the Trash Compactor Tax Incentive Act of 2014. This Act established a commercial trash compactor acquisition grant program to financially assist District-based businesses to acquire, through purchase or lease, a commercial trash compactor. Additional adjustments include an increase of \$514,414 for Recurring Budget Items based on projected contractual rate escalations for the disposal of solid waste within the District, and a decrease of \$3,104,628 for the Fixed Costs Inflation Factor to account for reduced estimates for fleet services.

Agency Budget Submission

Create: DPW's proposed budget for Local funds reflects an increase of \$4,899,616 to support the creation of the Snow Removal Program division. This adjustment increases the funding to more accurately represent the full costs associated with snow removal. This new division will provide more transparency to the costs associated with snow removal.

Increase: DPW's Local funds budget reflects a net increase of \$3,734,592, primarily in the Agency Management division related to property management costs. Additionally, Local funds also increased by \$440,591 for Telecommunication Fixed Costs estimates, primarily in the Parking Enforcement Management division.

In Special Purpose Revenue (SPR) funds, the proposed budget includes an increase of \$164,525 and 5.0 FTEs in the Solid Waste Management division to support increases in salary step and Fringe Benefit costs.

In Intra-District funds, the budget proposal reflects an increase of \$992,963 in projected nonpersonal services costs to the Fleet Management division. Adjustments in the budget for Intra-District funds are impacted by the two citywide Memorandum of Understanding (MOU) agreements that DPW maintains with District agencies. One of the MOU agreements is for the disposal of waste at city transfer sites, and the other is for the maintenance and repair of agency vehicles.

Decrease: Various adjustments are proposed for reductions or reallocation of resources in DPW's Local funds budget. These adjustments include a decrease of \$1,494,861, primarily in the Agency Management division, to reflect the shift of the funds associated with the Snow Removal Program to the new division. The proposed Local funds budget also decreased by \$3,133,783, primarily in the Agency Management division, to reflect the shift of snow-related contracts to the new division. Additionally, the Local funds budget reflects a reduction of \$4,639,288 and 26.0 FTEs, primarily in the Solid Waste Management division, to account for the elimination of half of the Solid Waste Education and Enforcement Program (SWEEP).

In SPR funds, the proposed budget reflects reductions of \$86,789 in the Solid Waste Management division based on projected adjustments in contractual services, and \$102,000 for other costs associated with nonpersonal services. In Intra-District funds, the budget proposal reflects a decrease of \$728,454 in personal services, primarily in the Fleet management division, to adjust for projections in salaries and Fringe Benefit costs.

Mayor's Proposed Budget

Enhance: The budget proposal in DPW's Local funds includes an increase of \$3,764,384 to fully fund the newly created Snow Removal Program division for FY 2018. The proposed Local funds budget also includes an increase of \$1,632,146 in personal services to support an additional 20.0 FTE positions in the Parking Enforcement Management division to clear streets of vehicular traffic obstructions by way of relocating and impounding illegally parked vehicles that contribute to traffic congestion on the District's major streets and highways. These personnel will be dedicated to patrol the District's twenty busiest streets during morning and evening rush hours.

The Local funds budget proposal in the Solid Waste Management division includes a net increase of \$1,541,940 and 41.0 FTEs. This includes \$848,060 to support the addition of 42.0 Temporary Part-Time positions for six months to improve the Grounds Maintenance Program, which is responsible for mowing

over 250 public spaces, parks and medians; and \$693,880 and 40.0 Temporary Part-Time positions for six months to assist with leaf operation collections. This action aims to reduce the number of complaints received about off-schedule or missed collections. Furthermore, in Local funds, the budget proposal includes an increase of \$300,000 to support OpenGov Initiatives to provide transparency and accountability to the District's budgets, revenues, expenses, and capital projects with interactive reports.

Transfer-In: DPW's budget proposal in Local funds includes a one-time increase of \$1,500,000 from the District Department of Transportation to support an additional 19.0 FTEs in the Solid Waste Management division for the Solid Waste Education and Enforcement Program's (SWEEP) inspectors and investigators, who work with residents and businesses to keep the District clean. SWEEP also supports neighborhood clean-ups through the Helping Hand program and gives young people the opportunity to earn community service credits through the SWEEP Jr. program.

Agency Performance Plan*

Department of Public Works (DPW) has the following strategic objectives for FY 2018:

Strategic Objectives

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

Objectives

1. Enhance District-wide fleet management systems and services to ensure timely and cost-effective availability of vehicles while decreasing our fleet's environmental impact.
2. Ensure access to parking and improve public safety for residents, businesses, and visitors through effective enforcement of parking regulations and enhanced public information and communication about parking and safety.
3. Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion.
4. Provide timely, effective, and ecologically sound waste management, snow removal, street and public space cleaning, and landscaping services to enhance cleanliness and safety for residents, businesses, and visitors of the District of Columbia.
5. Create and maintain a highly efficient, transparent, and responsive District government.**

ACTIVITIES

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

1. Enhance District-wide fleet management systems and services to ensure timely and cost-effective availability of vehicles while decreasing our fleet's environmental impact. (6 Activities)

Activity Title	Activity Description	Type of Activity
District Fleet Operations	Fleet administration handles management, software, and contracts and procurement for the fleet division.	Daily Service
District Fleet Preventative Maintenance	Scheduled fleet maintenance manages and operates the preventative maintenance of all District vehicles supported by DPW. Preventative maintenance is due for most vehicles every six months.	Daily Service
Unscheduled District Fleet Repairs	Unscheduled vehicle and equipment repairs manages and operates the ongoing maintenance of all District vehicles supported by DPW. They also manage warranty work and vendor work when necessary.	Daily Service
District Fueling Stations	Fuel services are provided to all District fleet and DPW acquires and tracks all fuel expended.	Daily Service
District Fleet Consumables and Parts	Fleet consumables tracks and buys asset parts and pieces.	Daily Service
Vehicle Acquisition	DPW assists agencies with vehicle acquisition and tracks vehicle age and repair history.	Daily Service

2. Ensure access to parking and improve public safety for residents, businesses, and visitors through effective enforcement of parking regulations and enhanced public information and communication about parking and safety. (4 Activities)

Activity Title	Activity Description	Type of Activity
Management of Impound Lot	The impound lot stores and disposes of vehicles that have been towed for parking illegally or pose a safety threat.	Daily Service
Towing of Abandoned and Junk Vehicles	Parking investigates and tows vehicles on public and private property when deemed abandoned.	Daily Service
Parking Ticket Writing and Enforcement	To keep parking efficient, safe, and open to meters, citizens and tourists, parking enforcement officers ticket vehicles parked illegally.	Daily Service
Towing of Parking Violators	When vehicles are deemed dangerous or illegally parked for too much time, parking tows the vehicles to their impound lot.	Daily Service

3. Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (1 Activity)

Activity Title	Activity Description	Type of Activity
Management of Waste Diversion Policy Efforts	The Office of Waste Diversion researches and implements efforts to reduce the amount of waste going to landfills.	Daily Service

4. Provide timely, effective, and ecologically sound waste management, snow removal, street and public space cleaning, and landscaping services to enhance cleanliness and safety for residents, businesses, and visitors of the District of Columbia. (9 Activities)

Activity Title	Activity Description	Type of Activity
Snow Operations	DPW removes snow in 9 of 15 snow zones and manages the overall snow readiness and operational plan.	Daily Service
Waste Diversion And Disposal	Solid Waste Management manages the waste streams coming in from public areas, private citizens and special events to keep the District clean.	Daily Service
Mowing and Landscaping	Solid Waste Management mows, trims, and cleans up the District's public grounds.	Daily Service
Waste and Recycling Collections	Solid Waste Management drives trucks to citizens' households to collect trash and recycling on a weekly or bi-weekly basis.	Daily Service
Public Space Cleaning	Solid Waste Management manages and removes trash from public litter cans and ensures sidewalks and public areas remain clean.	Daily Service
Bulk Collection	Solid Waste Management picks up private citizen's large waste item directly from their home and brings them to the waste transfer stations.	Daily Service
Management of Waste Transfer Stations	Solid Waste Management oversees the waste transfer stations that consume the District's waste and collects and sorts the waste for landfills and recycling plans.	Daily Service
Leaf Collection	In the fall, Solid Waste Management tours throughout the city to collect citizen's leaves from their property.	Daily Service
Solid Waste Education and Enforcement (SWEEP)	SWEEP investigates potential sanitation disposal infractions and conducts training and education to inform the public about proper solid waste disposal.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Communications, Branding, and Education	The Communications team runs the Clearinghouse for public information, supports community meetings and interactions, and creates informational flyers for DPW routine and special activities.	Daily Service
Human Capital	The Human Capital team manages Human Resources and supports labor relations and employee development.	Daily Service
Office of Information Technology Services (OITS)	OITS supports the entire agency with software acquisition and management as well as data management and analysis.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Enhance District-wide fleet management systems and services to ensure timely and cost-effective availability of vehicles while decreasing our fleet's environmental impact. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
City-wide compliance rate with preventive maintenance appointments	No	63.8%	36.5%	80.4%	80%	80%
Parts inventory loss due to waste/theft	No	Not Available	Not Available	Not Available	5%	5%
Percent of light vehicle maintenance completed within 24 hours	No	91.2%	58.7%	60%	75%	75%
Percent of vehicles under five year old	No	Not Available	Not Available	Not Available	50%	50%

2. Ensure access to parking and improve public safety for residents, businesses, and visitors through effective enforcement of parking regulations and enhanced public information and communication about parking and safety. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Cost per ticket issued	No	16.57	15.4	14.5	16	16
Percent of parking tickets uncontested or upheld	No	Not Available	Not Available	Not Available	96%	96%
Percent of Residential Parking Permit (RPP) program blocks covered by daily enforcement	No	66.5%	49.9%	85%	75%	75%

3. Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Cost of waste diversion per ton	No	Not Available	Not Available	Not Available	70	70

3. Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Pounds of refuse (trash) collected per resident served per day	No	Not Available	Not Available	Not Available	2.5	2.5
Residential Diversion Rate (percent of solid waste recycled, composted, and reused)	No	Not Available	Not Available	Not Available	25%	25%

4. Provide timely, effective, and ecologically sound waste management, snow removal, street and public space cleaning, and landscaping services to enhance cleanliness and safety for residents, businesses, and visitors of the District of Columbia. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Complaint rate for missed recycling collections per 10,000 collections	No	9	9.1	5	5	10
Complaint rate for missed trash collections per 10,000 collections	No	14	14.1	8	8	10
Percent of mowing/landscaping routes/locations completed as scheduled	No	Not Available	Not Available	Not Available	85%	85%
Percent of residential recycling collection routes completed on scheduled day	No	92.7%	97.4%	99.8%	99.8%	99.8%
Percent of residential trash collection routes completed on the scheduled day	No	94.7%	98.2%	99.8%	99.8%	99.8%

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- meeting service level agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- employee onboard time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- vacancy rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- employee performance plan completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

WORKLOAD MEASURES

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

1. Waste and recycling collections

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Tons of recycling collected	Yes	Not Available	Not Available	51174.0
Tons of refuse (trash) collected	Yes	Not Available	Not Available	422213.8

2. Management of scheduled District fleet preventative maintenance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of scheduled preventative maintenance appointments completed	Yes	Not Available	Not Available	Not Available

3. Management of unscheduled District fleet repairs

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of unscheduled fleet repairs completed	Yes	Not Available	Not Available	Not Available

4. Bulk collection

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of bulk collection service requests	Yes	Not Available	Not Available	44653.0

5. Towing of abandoned and junk vehicles

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of vehicles immobilized via booting	No	Not Available	Not Available	11649.0

6. Parking ticket writing and enforcement

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of parking tickets issued	No	Not Available	Not Available	1389681.0
Number of stolen vehicle alerts sent to Metropolitan Police Department (MPD)	No	Not Available	Not Available	8576.0

7. Towing of parking violators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of vehicles towed	No	Not Available	Not Available	33189.0

Performance Plan Endnotes

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

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

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

District Department of Transportation

www.ddot.dc.gov
Telephone: 202-673-6813

Table KA0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$104,014,771	\$111,825,260	\$118,990,020	6.4
FTEs	455.4	572.4	643.4	12.4

The District Department of Transportation's (DDOT) mission is to enhance the quality of life for District residents and visitors by ensuring that people, goods, and information move efficiently and safely, with minimal adverse impact on residents and the environment.

Summary of Services

DDOT executes its mission through the work of the following administrations: The Project Delivery Administration is responsible for multi-modal infrastructure project planning, design and construction, transit delivery, and traffic engineering and safety; the Operations Administration maintains the District's transportation infrastructure assets, such as streets, alleys, sidewalks, and trees, manages traffic operations and provides vehicle and pedestrian safety control, manages public space and parking regulations, and conducts snow removal operations; the Administrative Administration manages the operating and capital budgets, liaisons with the Office of the Chief Financial Officer and the Chief Procurement Officer, and manages human resources and workforce development; and the Performance Administration tracks and reports performance metrics, manages facilities, fleet, and information technology resources, and provides customer service.

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

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

Table KA0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table KA0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	81,680	75,405	82,620	7,216	9.6	455.4	547.4	618.4	71.0	13.0
SPECIAL PURPOSE REVENUE FUNDS	16,288	24,418	24,962	544	2.2	0.0	5.0	5.0	0.0	0.0
TOTAL FOR GENERAL FUND	97,968	99,822	107,582	7,760	7.8	455.4	552.4	623.4	71.0	12.9
FEDERAL RESOURCES										
FEDERAL GRANT FUNDS	3,635	11,695	11,408	-287	-2.5	0.0	20.0	20.0	0.0	0.0
TOTAL FOR FEDERAL RESOURCES	3,635	11,695	11,408	-287	-2.5	0.0	20.0	20.0	0.0	0.0
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	2,412	308	0	-308	-100.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	2,412	308	0	-308	-100.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	104,015	111,825	118,990	7,165	6.4	455.4	572.4	643.4	71.0	12.4

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

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table KA0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table KA0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	27,117	25,794	30,438	33,317	2,879	9.5
12 - REGULAR PAY - OTHER	4,562	4,360	3,659	4,985	1,326	36.2
13 - ADDITIONAL GROSS PAY	764	1,151	365	365	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	7,833	8,117	8,524	10,166	1,642	19.3
15 - OVERTIME PAY	2,324	2,959	755	755	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	42,599	42,381	43,742	49,589	5,847	13.4
20 - SUPPLIES AND MATERIALS	1,019	752	1,044	1,230	186	17.8
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	8,283	6,962	5,246	5,227	-19	-0.4
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	-54	110	150	150	0	0.0
40 - OTHER SERVICES AND CHARGES	5,908	4,629	2,920	2,674	-246	-8.4

Table KA0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
41 - CONTRACTUAL SERVICES - OTHER	31,218	45,139	50,824	51,987	1,163	2.3
50 - SUBSIDIES AND TRANSFERS	2,149	3,959	7,600	7,600	0	0.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	383	85	299	533	234	78.2
SUBTOTAL NONPERSONAL SERVICES (NPS)	48,906	61,634	68,083	69,401	1,318	1.9
GROSS FUNDS	91,506	104,015	111,825	118,990	7,165	6.4

*Percent change is based on whole dollars.

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

Table KA0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table KA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL	1,932	2,491	0	-2,491	23.0	28.0	0.0	-28.0
(1015) TRAINING AND EMPLOYMENT DEVELOPMENT	236	259	0	-259	2.5	3.0	0.0	-3.0
(1030) PROPERTY MANAGEMENT	880	714	0	-714	4.9	6.0	0.0	-6.0
(1040) INFORMATION TECHNOLOGY	3,008	2,561	0	-2,561	14.0	17.0	0.0	-17.0
(1055) RISK MANAGEMENT	603	570	0	-570	3.3	4.0	0.0	-4.0
(1060) LEGAL	159	113	0	-113	0.8	1.0	0.0	-1.0
(1070) FLEET MANAGEMENT	2,823	44	0	-44	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	412	381	0	-381	3.3	4.0	0.0	-4.0
(1085) CUSTOMER SERVICE	869	753	0	-753	12.4	14.0	0.0	-14.0
(1090) PERFORMANCE MANAGEMENT	387	1,186	0	-1,186	4.9	7.0	0.0	-7.0
SUBTOTAL (1000) AGENCY MANAGEMENT	11,309	9,072	0	-9,072	69.1	84.0	0.0	-84.0
(100F) AGENCY FINANCIAL OPERATIONS								
(110F) BUDGET OPERATIONS	1,634	1,781	0	-1,781	10.7	13.0	0.0	-13.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	1,634	1,781	0	-1,781	10.7	13.0	0.0	-13.0
(9960) YR END CLOSE								
NO ACTIVITY ASSIGNED	-1	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	-1	0	0	0	0.0	0.0	0.0	0.0

Table KA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(AA00) ADMINISTRATIVE ADMINISTRATION								
(ASDV) ADMINISTRATIVE SERVICES DIVISION	0	0	1,431	1,431	0.0	0.0	19.0	19.0
(CADV) OFFICE OF THE CHIEF ADMINISTRATIVE OFFIC	0	0	202	202	0.0	0.0	1.0	1.0
(FODV) OFFICE OF THE CHIEF FINANCIAL OFFICER	0	0	1,818	1,818	0.0	0.0	13.0	13.0
SUBTOTAL (AA00) ADMINISTRATIVE ADMINISTRATION	0	0	3,451	3,451	0.0	0.0	33.0	33.0
(GR00) URBAN FORESTRY ADMINISTRATION								
(GSSM) GREEN PARTNERSHIP AND STEWARDSHIP MGMT	1,194	2,813	0	-2,813	6.6	10.0	0.0	-10.0
SUBTOTAL (GR00) URBAN FORESTRY ADMINISTRATION	1,194	2,813	0	-2,813	6.6	10.0	0.0	-10.0
(IS00) INFRASTRUCTURE PROJECT MANAGEMENT ADMIN								
(PRDM) PROJECT DEVELOPMENT AND MANAGEMENT	3,798	1,060	0	-1,060	12.3	14.0	0.0	-14.0
(PREV) PREVENTIVE AND ROUTINE ROADWAY MAINTEN.	5,984	6,144	0	-6,144	3.3	4.0	0.0	-4.0
(RITW) RIGHTS OF WAY	148	449	0	-449	4.9	6.0	0.0	-6.0
SUBTOTAL (IS00) INFRASTRUCTURE PROJECT MANAGEMENT ADMIN	9,930	7,652	0	-7,652	20.6	24.0	0.0	-24.0
(OA00) OPERATIONS ADMINISTRATION								
(CODV) OFFICE OF THE CHIEF OPERATING OFFICER	0	0	202	202	0.0	0.0	1.0	1.0
(MTDV) MAINTENANCE DIVISION	0	0	11,662	11,662	0.0	0.0	72.0	72.0
(OADV) OPERATIONS ADMINISTRATION DIVISION	0	0	84	84	0.0	0.0	1.0	1.0
(PGDV) PARKING AND GROUND TRANSPORTATION DIV	0	0	12,594	12,594	0.0	0.0	8.0	8.0
(PRDV) PUBLIC SPACE REGULATION DIVISION	0	0	6,922	6,922	0.0	0.0	66.0	66.0
(TODV) TRAFFIC OPERATIONS AND SAFETY DIV	0	0	27,352	27,352	0.0	0.0	301.4	301.4
(UFDV) URBAN FORESTRY DIVISION	0	0	2,905	2,905	0.0	0.0	7.0	7.0
SUBTOTAL (OA00) OPERATIONS ADMINISTRATION	0	0	61,722	61,722	0.0	0.0	456.4	456.4
(OD00) OFFICE OF THE DIRECTOR								
(EIDV) TRANSP EQUITY AND INCLUSION DIV	0	0	771	771	0.0	0.0	9.0	9.0
(ODDV) OFFICE OF THE DIRECTOR	0	0	9,214	9,214	0.0	0.0	24.0	24.0
SUBTOTAL (OD00) OFFICE OF THE DIRECTOR	0	0	9,985	9,985	0.0	0.0	33.0	33.0

Table KA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(PA00) PERFORMANCE								
ADMINISTRATION								
(CEDV) COMMUNITY ENGAGEMENT DIVISION	0	0	132	132	0.0	0.0	1.0	1.0
(CPDV) OFFICE OF THE CHIEF PERFORMANCE OFFICER	0	0	129	129	0.0	0.0	1.0	1.0
(CSDV) CUSTOMER SERVICE/CLEARING HOUSE DIVISION	0	0	349	349	0.0	0.0	6.0	6.0
(ITDV) ITI DIVISION	0	0	2,520	2,520	0.0	0.0	21.0	21.0
(PFDV) PERFORMANCE MANAGEMENT DIVISION	0	0	486	486	0.0	0.0	5.0	5.0
(SSDV) SUPPORT SERVICES DIVISION	0	0	1,175	1,175	0.0	0.0	12.0	12.0
SUBTOTAL (PA00) PERFORMANCE ADMINISTRATION	0	0	4,790	4,790	0.0	0.0	46.0	46.0
(PD00) PROJECT DELIVERY ADMINISTRATION								
(IPDV) INFRASTRUCTURE PROJ MGMT DIVISION	0	0	7,121	7,121	0.0	0.0	18.0	18.0
(PSDV) PLANNING AND SUSTAINABILITY	0	0	20,049	20,049	0.0	0.0	36.0	36.0
(TDDV) TRANSIT DELIVERY DIVISION	0	0	11,754	11,754	0.0	0.0	20.0	20.0
(TSDV) TRANSP ENGINEERING & SAFETY DIVISION	0	0	119	119	0.0	0.0	1.0	1.0
SUBTOTAL (PD00) PROJECT DELIVERY ADMINISTRATION	0	0	39,042	39,042	0.0	0.0	75.0	75.0
(PS00) PUBLIC SPACE OPERATIONS PROJECT								
(OADD) ADMINISTRATIVE SUPPORT	1,534	1,494	0	-1,494	9.9	11.0	0.0	-11.0
(PCSU) CUSTOMER SERVICE UNIT	283	275	0	-275	2.5	3.0	0.0	-3.0
(PPRU) PLAN AND REVIEW UNIT	721	754	0	-754	0.0	7.0	0.0	-7.0
(PSPU) PERMITTING UNIT	1,456	1,404	0	-1,404	14.0	16.0	0.0	-16.0
(SYOD) SYSTEMS INSPECTION DIVISION	2,550	2,592	0	-2,592	29.6	29.0	0.0	-29.0
SUBTOTAL (PS00) PUBLIC SPACE OPERATIONS PROJECT	6,544	6,519	0	-6,519	56.0	66.0	0.0	-66.0
(PT00) PROGRESSIVE TRANSPORTATION SERVICES								
(CIRL) CIRCULATOR	201	212	0	-212	0.0	0.0	0.0	0.0
(MATR) MASS TRANSIT	1,264	1,768	0	-1,768	11.5	14.0	0.0	-14.0
(OPBU) WMATA BUS NON REGIONAL	342	0	0	0	0.0	0.0	0.0	0.0
(SCHS) SCHOOL SUBSIDY PROGRAM	319	276	0	-276	2.5	3.0	0.0	-3.0
(STRE) STREET CAR	9,253	8,952	0	-8,952	1.6	2.0	0.0	-2.0
SUBTOTAL (PT00) PROGRESSIVE TRANSPORTATION SERVICES	11,378	11,208	0	-11,208	15.6	19.0	0.0	-19.0
(PU00) PLANNING, POLICY AND SUSTAINABILITY								
(POLD) POLICY DEVELOPMENT	17,398	14,570	0	-14,570	3.3	2.0	0.0	-2.0
(SPMG) PUBLIC SPACE MANAGEMENT	2,395	2,561	0	-2,561	28.8	37.0	0.0	-37.0
(TPLN) PLANNING	5,024	7,335	0	-7,335	0.0	0.0	0.0	0.0
SUBTOTAL (PU00) PLANNING, POLICY AND SUSTAINABILITY	24,817	24,466	0	-24,466	32.1	39.0	0.0	-39.0

Table KA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(TR00) TRANSPORTATION OPERATIONS								
(CWPS) CITYWIDE PROGRAM SUPPORT	15,501	17,879	0	-17,879	4.9	6.0	0.0	-6.0
(ITSO) INTELLIGENT TRANSPORTATION SYSTEMS	118	304	0	-304	2.5	3.0	0.0	-3.0
(OAID) OFFICE OF THE ASSOCIATE DIRECTOR	3,703	1,716	0	-1,716	4.9	7.0	0.0	-7.0
(SIOD) SYSTEM INSPECTION AND OVERSIGHT	1,063	1,198	0	-1,198	11.5	13.0	0.0	-13.0
(SPET) SPECIAL EVENTS	625	365	0	-365	0.0	0.0	0.0	0.0
(STBM) STREET AND BRIDGE MAINTENANCE	4,760	5,051	0	-5,051	46.9	57.0	0.0	-57.0
(TOTM) TRANSPORTATION OPS AND TRAFFIC MGMT	10,742	15,669	0	-15,669	166.2	222.0	0.0	-222.0
(TSFO) TRAFFIC SERVICES FIELD OPERATIONS	699	6,133	0	-6,133	7.7	9.4	0.0	-9.4
SUBTOTAL (TR00) TRANSPORTATION OPERATIONS	37,211	48,314	0	-48,314	244.7	317.4	0.0	-317.4
TOTAL PROPOSED OPERATING BUDGET	104,014	111,825	118,990	7,165	455.4	572.4	643.4	71.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

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 3 activities:

- **Administrative Services Division** – supports human capital management by providing guidance, direction, and interpretation of the department's personnel and administrative policies and procedures and supports workforce development activities;
- **Office of the Chief Administrative Officer** – responsible for the oversight and management of the Administrative Administration; and
- **Office of the Chief Financial Officer** – provides financial management services to the department consistent with the District's governing laws, regulations, and practices.

Operations Administration – maintains transportation infrastructure assets, such as streets, alleys, sidewalks, and trees; manages traffic operations and provides vehicle and pedestrian safety control; manages public space and parking regulations; and conducts snow removal operations.

This administration contains the following 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 approximately 260,000 on-street parking spaces;
- **Public Space Regulation Division** – manages the occupancy of public space by private entities—including homeowners, businesses, and utilities—through the issuance of public space permits, inspection of work zones, and restoration of public rights-of-way;
- **Traffic Operations and Safety Division** – manages day-to-day traffic operations through a Traffic Management Center and deploys on-the-ground resources including roadway operations patrol, traffic control officers, and safety technicians. This division also conducts studies and implements traffic calming measures at high-risk intersections and pedestrian crossings; and
- **Urban Forestry Division** – maintains trees and vegetated green infrastructure in the public right-of-way; regulates the removal of trees on private property; removes damaged trees and provides safety improvements; and provides educational resources to public and private entities that promote the expansion of a sustainable urban tree canopy.

Office of the Director – responsible for the oversight and management of the department.

This administration contains the following 2 activities:

- **Transportation Equity and Inclusion Officer** – develops new programs and initiatives that support the department’s goals in diversity, equity, and inclusion in the provision of transportation services. Administers compliance programs and policies related to civil rights, accessibility and disability rights, elderly and senior affairs, and equal employment opportunity; and
- **Office of the Director** – responsible for the oversight and management of the department, supported by the Deputy Director, Chief of Staff, and General Counsel.

Performance Administration – tracks the department’s progress in meeting its key performance indicators; manages facilities, fleet, and information technology resources; and provides customer service.

This administration contains the following 6 activities:

- **Community Engagement Division** – coordinates the department’s outreach with community organizations and representative bodies like Advisory Neighborhood Commissions to provide timely and accurate information on the status of service requests, projects, and initiatives and to solicit feedback to address community concerns;
- **Office of the Chief Performance Officer** – responsible for the oversight and management of the Performance Administration;
- **Customer Service and Clearinghouse Division** – provides prompt, accurate, and professional customer service to residents that have a question or concern submitted via the 311 system, email, social media, or other means;

- **Information Technology and Innovation Division** – plans, develops, manages, and provides information technology-related services to the department—from providing hardware and software support to developing custom Web applications and providing data analytics and management support;
- **Performance Management Division** – develops, tracks, and reports on the department’s performance metrics to ensure that the department is meeting its mission and key performance indicators; and
- **Support Services Division** – manages the department’s vehicle fleet, warehouses and storage facilities, and office space.

Project Delivery Administration – responsible for multi-modal infrastructure project planning, design, and construction; policy development and implementation; transit delivery; and traffic engineering and safety.

This administration contains the following 4 activities:

- **Infrastructure Project Management Division** – responsible for the design, engineering, and construction of roadway and bridge projects and manages mega-projects, such as the Anacostia Waterfront Initiative and South Capitol Street Bridge;
- **Planning and Sustainability Division** – establishes strategic goals for multi-modal transportation program development, including pedestrian and bicyclist infrastructure, through design and plan review; incorporates environmental management and sustainability; administers safety programs; coordinates the development of the regional Transportation Improvement Program and Statewide Transportation Improvement Program; and manages the Capital Bikeshare and Safe Routes to School programs;
- **Transit Delivery Division** – operates the DC Streetcar and DC Circulator transit systems; provides policy oversight of the Washington Metropolitan Area Transit Authority; administers the School Transit Subsidy program; and coordinates passenger and freight rail policy; and
- **Transportation Engineering and Safety Division** – plans and designs traffic control and management infrastructure—including signals—for the safe and efficient movement of pedestrians and vehicles.

Division Structure Change

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

Table KA0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table KA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		75,405	547.4
Other CSFL Adjustments	Multiple Programs	4,505	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		79,910	547.4
Create: To reallocate resources for agency restructure	Operations Administration	43,691	364.4

Table KA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Create: To reallocate resources for agency restructure	Project Delivery Administration	22,178	71.0
Create: To reallocate resources for agency restructure	Performance Administration	5,263	46.0
Create: To reallocate resources for agency restructure	Administrative Administration	3,651	33.0
Create: To reallocate resources for agency restructure	Office of the Director	3,330	33.0
Decrease: To reallocate resources for agency restructure	Agency Financial Operations	-1,786	-13.0
Decrease: To reallocate resources for agency restructure	Urban Forestry Administration	-1,876	-10.0
Decrease: To reallocate resources for agency restructure	Planning, Policy And Sustainability	-2,527	-34.0
Decrease: To reallocate resources for agency restructure	Public Space Operations Project	-6,543	-66.0
Decrease: To reallocate resources for agency restructure	Infrastructure Project Management Admin	-7,803	-24.0
Decrease: To reallocate resources for agency restructure	Progressive Transportation Services	-11,192	-19.0
Decrease: To reallocate resources for agency restructure	Agency Management	-12,832	-84.0
Decrease: To reallocate resources for agency restructure	Transportation Operations	-35,351	-297.4
LOCAL FUNDS: FY 2018 Agency Budget Submission		78,113	547.4
Enhance: To support Traffic Control Officers (45) and School Crossing Guards (26)	Multiple Programs	4,458	71.0
Enhance: To support Bikeshare operations	Multiple Programs	1,600	0.0
Reduce: To realize programmatic cost savings in nonpersonal services	Multiple Programs	-50	0.0
Transfer-Out: To DPW to support the costs of pre-existing programmatic initiatives	Multiple Programs	-1,500	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		82,620	618.4
FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE		11,695	20.0
Decrease: To align budget with projected grant awards	Multiple Programs	-287	0.0
FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission		11,408	20.0
No Change		0	0.0
FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget		11,408	20.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		24,418	5.0
Increase: To align budget with projected revenues	Multiple Programs	544	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		24,962	5.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		24,962	5.0
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		308	0.0
Decrease: To align budget with projected revenues	Multiple Programs	-308	0.0
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		0	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		0	0.0
GROSS FOR KA0 - DISTRICT DEPARTMENT OF TRANSPORTATION		118,990	643.4

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

FY 2018 Proposed Budget Changes

The District Department of Transportation's (DDOT) proposed FY 2018 gross budget is \$118,990,020, which represents a 6.4 percent increase over its FY 2017 approved gross budget of \$111,825,260. The budget is comprised of \$82,620,405 in Local funds, \$11,407,721 in Federal Grant funds, and \$24,961,895 in Special Purpose Revenue funds.

Current Services Funding Level

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

DDOT's FY 2018 CSFL budget is \$79,910,155, which represents a \$4,505,376, or 6.0 percent, increase over the FY 2017 approved Local funds budget of \$75,404,779.

CSFL Assumptions

The FY 2018 CSFL calculated for DDOT included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$121,790 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$683,743 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DDOT includes an increase of \$3,699,843 for the Fixed Costs Inflation Factor reflects estimates for Fleet services.

Agency Budget Submission

In compliance with the FY 2016 Transportation Reorganization Amendment Act, DDOT reorganized the entire agency by creating five new administrations: Administrative, Operations, Office of the Director, Performance, and Project Delivery. Several divisions and services were also created to support each administration. The resources in the old eight divisions: Agency Management, Agency Financial Operation, Urban Forestry, Infrastructure Project Management, Public Space Operation, Progressive Transportation, Planning Policy and Sustainability, and Transportation Operations, were reallocated to the new administrations.

Create: In keeping with the FY 2016 Transportation Reorganization Act, DDOT's FY 2018 budget proposal realigns resources to create five new administrations as follows: The Operations Administration is allocated \$43,690,903 and 364.4 Full-Time Equivalents (FTEs) in Local funds and will focus on the maintenance of transportation infrastructure assets such as streets, alleys, sidewalks, and manage traffic operations and ensure safety of pedestrians. The Project Delivery Administration, which will be responsible for multi-modal infrastructure project planning, design and construction, policy development, and implementation is allocated \$22,178,009 and 71.0 FTEs in Local Funds.

The Performance Administration, which is allocated \$5,263,436 and 46.0 FTEs, will focus on tracking DDOT's progress in meeting its key performance indicators, on facilities management, and on Information Technology. The Administrative Administration is allocated \$3,650,895 and 33.0 FTEs to manage the operating and capital budget, procurement and human resources. Finally, \$3,329,607 and 33.0 FTEs is allocated to the Office of the Director Administration, which will be responsible for the oversight and management of the agency.

Increase: In order to align the budget with projected revenue, DDOT proposes an increase of \$544,284 in Special Purpose Revenue funds primarily due to revenue projections from the Tree fund and DDOT Enterprise fund.

Decrease: In order to align the budget with the Transportation Reorganization Act of 2016, DDOT reallocated resources from the following administrations: Agency Management in the amount of \$1,786,021 and 13.0 FTEs; Urban Forestry Administration in the amount of \$1,876,447 and 10.0 FTEs; Planning, Policy and Sustainability in the amount of \$2,526,880 and 34.0 FTEs; Public Space Operations project in the amount of \$6,543,086 and 66.0 FTEs; Infrastructure Project Management in the amount of \$7,802,859 and 24.0 FTEs; Progressive Transportation Services in the amount of \$11,191,855 and 19.0 FTEs; Agency Management in the amount of \$12,832,318 and 84.0 FTEs; and Transportation Operations in the amount of \$35,350,689 and 297.4 FTEs. All of the resources were reallocated across the newly created administrations, divisions and services within the agency.

The FY 2018 budget proposed by DDOT was decreased by \$287,279 in Federal Grant funds due to a reduction in Indirect Cost Recovery for federal programs. Also, Intra-District funds were decreased by \$307,870 due to the expiration of Memoranda of Understanding (MOUs) with the Metropolitan Police Department to perform traffic signalization.

Mayor's Proposed Budget

Enhance: The proposed budget in Local funds includes an increase of \$4,457,811 and 71.0 FTEs to support the hiring of 45 Traffic Control Officers and 26 School Crossing Guards. An increase of \$1,600,000 is also proposed in Local funds to support Bikeshare operations with the aim of keeping the membership rate at the current level of \$85 annually.

Reduce: The Proposed FY 2018 budget includes a reduction of \$50,256 due to realized programmatic cost savings in nonpersonal services across multiple programs.

Transfer-Out: The proposed Local funds budget includes a reduction of \$1,500,000 to account for transfer of funding to the Department of Public Works' (DPW) Solid Waste Management division in support of the agency's Solid Waste Education and Enforcement Program (SWEEP). This funding will enable SWEEP inspectors and investigators to work with the District's residents and businesses to keep it clean.

Agency Performance Plan*

District Department of Transportation (DDOT) has the following strategic objectives for FY 2018:

Strategic Objectives

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

Objectives

1. Enhance productivity utilizing a data-driven approach and technology to improve efficiency and effectiveness.
2. Prioritize safety in building and maintaining an environmentally sustainable, accessible, and connected transportation network across all modes.
3. Plan and deliver projects utilizing an integrated approach, developing project pipelines, and ensuring that programmatic and administrative functions are efficiently coordinated and aligned.
4. Support employee performance through targeted professional development, performance management, and enhanced safety guidelines.
5. As custodians of the District's public realm, develop and enforce laws and regulations designed to maintain a safe and beautiful public realm.
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 productivity utilizing a data-driven approach and technology to improve efficiency and effectiveness. (3 Activities)

Activity Title	Activity Description	Type of Activity
Green Infrastructure Maintenance	Maintenance operations related to green infrastructure sites in the right of way.	Daily Service
Street Tree Maintenance	Maintenance operations related to preservation of the street tree canopy.	Daily Service
Performance Management Database Integration	DDOT will work to develop a process for integrating databases through the use of business intelligence tools or database integration to provide a platform for reporting agency performance.	Key Project

2. Prioritize safety in building and maintaining an environmentally sustainable, accessible, and connected transportation network across all modes. (14 Activities)

Activity Title	Activity Description	Type of Activity
Policy Development	Vision Zero Initiative.	Key Project
Circulator	Circulator Bus Procurement.	Key Project
Street Car	Streetcar Vehicle Procurement.	Key Project
Street Car	Streetcar Extensions.	Key Project
Circulator	Circulator Operations.	Key Project
Circulator	Circulator Maintenance.	Key Project

(Continued on next page)

2. Prioritize safety in building and maintaining an environmentally sustainable, accessible, and connected transportation network across all modes. (14 Activities)

Activity Title	Activity Description	Type of Activity
Policy Development	Washington Metropolitan Area Transit Authority (WMATA) Capital Funding Agreement.	Key Project
School Transit Subsidy Program	Subsidies for school kids to use both metro bus and metro rail.	Daily Service
WMATA Subsidy	Subsidy provided by the District to WMATA for operations.	Daily Service
Circulator	Circulator Operations.	Daily Service
Traffic Signal Maintenance	Maintenance of the citywide traffic signal assets.	Daily Service
Planning	Capital Bikeshare.	Key Project
Project Development and Management	Americans with Disabilities Act (ADA) bus stop compliance.	Key Project
Street Car	Streetcar operations.	Daily Service

3. Plan and deliver projects utilizing an integrated approach, developing project pipelines, and ensuring that programmatic and administrative functions are efficiently coordinated and aligned. (37 Activities)

Activity Title	Activity Description	Type of Activity
Project Development and Management	Rehabilitation of I-395 HOV Bridge over Potomac River.	Key Project
Project Development and Management	16th Street Bridge over Piney Branch Parkway Bridge No. 22.	Key Project
Project Development and Management	14th Street SW Ramp Bridges (#170-1, 170-2, 170-3).	Key Project
Project Development and Management	Powerline Undergrounding Engineering (DC PLUG) - Feeder 308.	Key Project
Project Development and Management	Rehabilitation of Key Bridge.	Key Project
Project Development and Management	Reconstruction of SB Kenilworth Avenue NE.	Key Project
Project Development and Management	Rehabilitation of Kenilworth Pedestrian Bridges - Douglas Pedestrian Bridge Replacement.	Key Project
Project Development and Management	Pennsylvania Avenue NW Bridge over Rock Creek.	Key Project
Project Development and Management	Oxon Run Trail from South Capitol to 13th Street SE.	Key Project
Project Development and Management	Powerline Undergrounding Engineering (DC PLUG) - Program Management.	Key Project
Project Development and Management	Parkside Bridge CM.	Key Project
Project Development and Management	Alger Park Watershed and Dix Street Green Infrastructure.	Key Project
Project Development and Management	11th Street Bridge Park.	Key Project
Project Development and Management	I-295/DC 295 Long-term Improvements.	Key Project
Project Development and Management	Permitting Support Mega Projects.	Key Project
Project Development and Management	South Capitol/Frederick Douglass Memorial Bridge D/B Contract.	Key Project
Project Development and Management	AWI Program Management.	Key Project
Project Development and Management	Rehabilitation of Anacostia NE over Anacostia River Outlet.	Key Project
Project Development and Management	Monroe Street, NE Bridge over CSX and WMATA.	Key Project
Project Development and Management	Oregon Avenue Watershed LID.	Key Project
Project Development and Management	Replacement of 31st Street NW Bridge over C&O Canal	Key Project
Project Development and Management	Anacostia Freeway over Nicholson Street.	Key Project
Project Development and Management	Reconstruction of NB Kenilworth Avenue NE.	Key Project

(Continued on next page)

3. Plan and deliver projects utilizing an integrated approach, developing project pipelines, and ensuring that programmatic and administrative functions are efficiently coordinated and aligned. (37 Activities)

Activity Title	Activity Description	Type of Activity
Project Development and Management	Replacement of 31st Street NW Bridge over C&O Canal.	Key Project
Planning	Union Station to Georgetown Transportation Improvements Environmental Assessment.	Key Project
Planning	Eastern Downtown Protected Bike Lane Study.	Key Project
Planning	Long Bridge Study.	Key Project
Project Development and Management	16th Street Bus Lanes.	Key Project
Roadway Repairs	Repairs to our streets such as crack sealing, patching, deep patching, and filling potholes.	Daily Service
Roadway Preservation	Resurfacing and sealing large areas of the roadway or entire blocks.	Daily Service
Alley Preservation	Sealing, patching, repairing, and resurfacing alleys.	Daily Service
Bridge Preservation	Preservation and maintenance activities related to our bridge assets.	Daily Service
Tunnel Preservation	Preservation and maintenance activities of our tunnel assets.	Daily Service
Planning	16th Street NW Transit Priority Planning Study.	Key Project
Project Development and Management	Virginia Avenue Tunnel.	Key Project
Project Development and Management	H Street NE Bridge from North Capitol Street to 3rd Street.	Key Project
Project Development and Management	Anacostia Riverwalk Trail.	Key Project

4. Support employee performance through targeted professional development, performance management, and enhanced safety guidelines. (5 Activities)

Activity Title	Activity Description	Type of Activity
Customer Service Correspondence	DDOT's response and management to correspondence with the public via IQ, mail, phone.	Daily Service
Public Engagement Training For Eligible Staff	Public Engagement training for DDOT staff.	Daily Service
Fleet Services	Maintenance of the DDOT fleet for both vehicles and equipment.	Daily Service
Fleet Operations	Fleet maintenance of DDOT vehicles such as gas, repairs etc.	Daily Service
Personnel	Human resources.	Daily Service

5. As custodians of the District's public realm, develop and enforce laws and regulations designed to maintain a safe and beautiful public realm. (19 Activities)

Activity Title	Activity Description	Type of Activity
Street Light Asset Management	Maintenance of all of our street and alley light assets.	Daily Service
Project Development and Management	Maryland Avenue Preliminary Design.	Key Project
Project Development and Management	Florida Avenue Preliminary Design.	Key Project
Project Development and Management	Eastern Avenue, New Hampshire Avenue to Whittier Street NW.	Key Project
Project Development and Management	Broad Branch Road, Beach Drive to Linnean Avenue NW.	Key Project
Project Development and Management	Kennedy Street NW Revitalization.	Key Project
Project Development and Management	Southern Avenue Phase II.	Key Project
Project Development and Management	Cleveland Park Streetscape and Drainage Improvement.	Key Project
Project Development and Management	Green Alleys.	Key Project

(Continued on next page)

5. As custodians of the District's public realm, develop and enforce laws and regulations designed to maintain a safe and beautiful public realm. (19 Activities)

Activity Title	Activity Description	Type of Activity
Project Development and Management	Green Infrastructure Construction.	Key Project
Project Development and Management	Martin Luther King Jr. Avenue Corridor Study from South Capitol St. to Milwaukee Place.	Key Project
Project Development and Management	Bloomingtondale Green Infrastructure.	Key Project
Project Development and Management	Reconstruction of Oregon Avenue.	Key Project
Planning	Metropolitan Branch Trail.	Key Project
Urban Forest Preservation	Inspecting and issuing special tree permits for trees on private lands.	Daily Service
Project Development and Management	14th Street NW Streetscape (Thomas Circle To Florida Ave.).	Key Project
Public Space Permitting	Reviewing, inspecting, and issuance of public space permit applications.	Daily Service
Project Development and Management	Pennsylvania Avenue/Potomac Avenue Circle.	Key Project
Project Development and Management	17th Street Improvements from Potomac Avenue to Benning Road.	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. Enhance productivity utilizing a data-driven approach and technology to improve efficiency and effectiveness. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average percent of parking meters working daily	No	99.50%	99.80%	99%	97%	97%
Percent of Circulator buses arriving on time	Yes	Not Available	Not Available	Not Available	New Measure	80%
Percent of lighting survey issues resolved	Yes	Not Available	Not Available	Not Available	New Measure	60%
Total number of bike/pedestrian counters installed	Yes	3	3	Not Available	New Measure	7
Total number of deployment locations covered for traffic control officers (TCOs)	Yes	Not Available	Not Available	Not Available	New Measure	165

2. Prioritize safety in building and maintaining an environmentally sustainable, accessible, and connected transportation network across all modes. (16 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of vehicular fatalities	No	10	22	0	0	0
Number of bicyclist fatalities	No	1	1	0	0	0
Number of crashes with bicyclists involved	No	674	473	0	0	0
Number of crashes with pedestrians involved	No	1,328	927	Not Available	0	0
Number of deficient bridges	Yes	5%	5%	5%	New Measure	New Measure
Number of intersection/safety improvements for bicyclists implemented	Yes	Not Available	New Measure	Not Available	New Measure	8

(Continued on next page)

2. Prioritize safety in building and maintaining an environmentally sustainable, accessible, and connected transportation network across all modes. (16 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of Kids Ride Free passes picked up by students	Yes	Not Available	Not Available	Not Available	New Measure	17,000
Number of pedestrian fatalities	No	15	6	0	0	0
Number of safety upgrades at priority intersections	Yes	Not Available	Not Available	Not Available	New Measure	250
Number of vehicle crashes	No	24,353	23,225	0	0	0
Percent increase in Capital Bikeshare Ridership	Yes	0.10%	Not Available	Not Available	New Measure	3%
Percent of high-priority bus stops improved to meet ADA standards	Yes	Not Available	Not Available	Not Available	New Measure	93%
Percent of light-emitting diodes (LEDs) installed citywide annually out of 68,000 qualifying lights	No	8%	1.30%	3.30%	9%	9%
Percent of potholes filled and closed out within 72 hours	Yes	32.40%	Not Available	80%	New Measure	87%
Percent of streets in "Fair to Excellent" condition	No	80.10%	75.80%	78%	75%	75%
Total Number of New Level 3 and Level 4 employers offering transportation programs/benefits to encourage non-Single Occupancy Vehicle (SOV) travel	Yes	Not Available	New Measure	Not Available	New Measure	40

3. Plan and deliver projects utilizing an integrated approach, developing project pipelines, and ensuring that programmatic and administrative functions are efficiently coordinated and aligned. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of alleys resurfaced	Yes	128	Not Available	Not Available	New Measure	128
Percent increase in miles of bike lanes installed	Yes	7.90%	Not Available	Not Available	New Measure	10%
Percent of miles completed in the paving plan	No	37%	82%	93%	70%	70%
Percent of sidewalk blocks completed in the sidewalk plan	No	24.50%	91.10%	90%	70%	70%

4. Support employee performance through targeted professional development, performance management, and enhanced safety guidelines. (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average Number of Training Hours Per Employee	Yes	Not Available	New Measure	Not Available	New Measure	32.4
Average training costs per employee	Yes	Not Available	New Measure	Not Available	New Measure	\$1,000
Employee retention rate	Yes	Not Available	Not Available	Not Available	New Measure	95
Number of incidents/accidents	Yes	149	Not Available	Not Available	New Measure	130
Percent of Management Supervisory Service (MSS) employees completing mandatory training	Yes	91%	Not Available	100%	New Measure	100%

(Continued on next page)

4. Support employee performance through targeted professional development, performance management, and enhanced safety guidelines. (7 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of non-MSS employees participating in training	Yes	Not Available	Not Available	Not Available	New Measure	87%
Percent of reported incidents per 100 employees	Yes	14%	Not Available	Not Available	New Measure	9%

5. As custodians of the District's public realm, develop and enforce laws and regulations designed to maintain a safe and beautiful public realm. (9 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Asset to metered Space ratio	Yes	Not Available	New Measure	Not Available	New Measure	0.5
Mean time to repair meters - Connected Meters	Yes	Not Available	New Measure	Not Available	New Measure	6
Mean time to repair meters - Mechanical Meters	Yes	Not Available	New Measure	Not Available	New Measure	24
Mean time to repair meters - Multi-Space Meters	Yes	Not Available	New Measure	Not Available	New Measure	2
Number of lighting surveys requested by the public	Yes	Not Available	Not Available	Not Available	New Measure	450
Number of trees planted citywide	No	8,635	5,418	8,000	7,000	8,000
Percent of DDOT green infrastructure sites maintained in the right-of-way	No	10%	103.70%	10%	11%	11%
Percent public space applications approved	No	91%	95.40%	91%	92%	93%
Total number of signs installed	Yes	Not Available	New Measure	Not Available	New Measure	35,000

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

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

WORKLOAD MEASURES

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

1. Circulator

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Circulator Passengers	Yes	Not Available	Not Available	Not Available
Seasonally Adjusted Annual Rate	Yes	Not Available	Not Available	Not Available
Total amount of Circulator fare revenue collected	Yes	Not Available	Not Available	Not Available
Total cost to operate Circulator	Yes	Not Available	Not Available	Not Available

2. Green Infrastructure Maintenance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Maintaining green infrastructure	Yes	Not Available	Not Available	New Measure

3. Street Tree Maintenance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Maintaining the safety of our street tree population	Yes	Not Available	Not Available	Not Available
Street Tree Removal	Yes	Not Available	Not Available	Not Available

4. Roadway Repairs

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Potholes Filled	Yes	Not Available	Not Available	Not Available

5. Street Light Asset Management

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of studies requested or prepared, ore contracted by DDOT	Yes	Not Available	Not Available	New Measure
Street Light Maintenance	Yes	Not Available	Not Available	Not Available

6. Traffic Signal Maintenance

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Traffic Safety Maintenance	Yes	Not Available	Not Available	Not Available

7. Public Engagement Training for Eligible Staff

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Public Engagement Training for Eligible Staff	Yes	Not Available	Not Available	Not Available

8. Fleet Operations

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Fleet Operations	Yes	Not Available	Not Available	Not Available

9. Street Car

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Streetcar Passengers	Yes	Not Available	Not Available	Not Available

10. Urban Forest Preservation

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Preserving the Street Tree Canopy	Yes	Not Available	Not Available	Not Available

11. Public Space Permitting

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of public space inspections	Yes	Not Available	Not Available	Not Available

Performance Plan Endnotes

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

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

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

Department of Motor Vehicles

<http://dmv.dc.gov>

Telephone: 202-737-4404

Table KV0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$40,445,446	\$45,332,790	\$45,069,968	-0.6
FTEs	231.9	267.0	264.0	-1.1

The mission of the Department of Motor Vehicles (DMV) is to promote public safety by ensuring the safe operation of motor vehicles.

Summary of Services

The DMV provides service to approximately 622,000 licensed drivers and identification card holders (out of a population of over 672,000) and 310,000 registered vehicles at four service centers. DMV conducts adjudication services and collects ticket payments for more than 2.7 million tickets each year. DMV also conducts an estimated 178,000 annual vehicle inspections. Combining these services into a customer centered, mission-driven organization is the responsibility of the Agency Management Division. Department performance expectations in FY 2018 are listed by functional division.

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

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

Table KV0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table KV0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	26,761	30,199	23,502	-6,697	-22.2	194.3	217.0	211.0	-6.0	-2.8
SPECIAL PURPOSE										
REVENUE FUNDS	7,957	9,864	21,491	11,627	117.9	35.5	42.0	53.0	11.0	26.2
TOTAL FOR GENERAL FUND	34,718	40,063	44,993	4,930	12.3	229.8	259.0	264.0	5.0	1.9

Table KV0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
FEDERAL RESOURCES										
FEDERAL GRANT FUNDS	253	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
TOTAL FOR FEDERAL RESOURCES	253	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	5,474	5,270	77	-5,193	-98.5	2.0	8.0	0.0	-8.0	-100.0
TOTAL FOR INTRA-DISTRICT FUNDS	5,474	5,270	77	-5,193	-98.5	2.0	8.0	0.0	-8.0	-100.0
GROSS FUNDS	40,445	45,333	45,070	-263	-0.6	231.9	267.0	264.0	-3.0	-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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table KV0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table KV0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	13,065	13,807	16,655	16,278	-377	-2.3
12 - REGULAR PAY - OTHER	447	639	645	799	154	23.9
13 - ADDITIONAL GROSS PAY	82	87	0	106	106	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	3,269	3,602	4,585	4,355	-230	-5.0
15 - OVERTIME PAY	432	823	0	159	159	N/A
99 - UNKNOWN PAYROLL POSTINGS	5	0	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	17,301	18,959	21,885	21,696	-188	-0.9
20 - SUPPLIES AND MATERIALS	203	222	416	379	-37	-8.8
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	444	0	51	220	169	331.2
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	313	342	339	346	7	2.1
32 - RENTALS - LAND AND STRUCTURES	112	0	98	0	-98	-100.0
34 - SECURITY SERVICES	1,423	1,271	1,683	1,218	-465	-27.6
35 - OCCUPANCY FIXED COSTS	0	0	0	255	255	N/A
40 - OTHER SERVICES AND CHARGES	5,464	5,321	7,081	6,343	-737	-10.4
41 - CONTRACTUAL SERVICES - OTHER	12,088	14,012	13,292	14,189	897	6.7
70 - EQUIPMENT AND EQUIPMENT RENTAL	866	320	489	423	-66	-13.4
SUBTOTAL NONPERSONAL SERVICES (NPS)	20,914	21,487	23,448	23,374	-75	-0.3
GROSS FUNDS	38,215	40,445	45,333	45,070	-263	-0.6

*Percent change is based on whole dollars.

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

Table KV0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table KV0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1008) COMMUNICATIONS 11	234	465	474	9	1.7	6.0	6.0	0.0
(1010) PERSONNEL	285	322	298	-25	3.5	3.0	3.0	0.0
(1015) TRAINING	97	100	98	-2	0.9	1.0	1.0	0.0
(1030) PROPERTY MANAGEMENT	1,591	2,209	2,064	-145	0.0	0.0	0.0	0.0
(1060) LEGAL SERVICES	291	305	322	17	1.7	2.0	2.0	0.0
(1070) FLEET MANAGEMENT	24	0	0	0	0.0	0.0	0.0	0.0
(1087) LANGUAGE ACCESS ACT	1	2	4	2	0.0	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	2,030	2,847	3,631	784	13.9	19.0	19.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	4,553	6,249	6,889	640	21.8	31.0	31.0	0.0
(100F) AGENCY FINANCIAL OPERATIONS								
(110F) BUDGET OPERATIONS	174	279	279	0	1.7	2.0	2.0	0.0
(120F) ACCOUNTING OPERATIONS	318	390	379	-11	3.5	5.0	5.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	492	669	659	-10	5.2	7.0	7.0	0.0
(2000) ADJUDICATION SERVICES PROGRAM								
(2010) HEARINGS	2,471	3,582	3,548	-34	24.8	26.0	26.0	0.0
(2020) HEARING SUPPORT	1,811	1,821	1,796	-25	24.0	24.0	24.0	0.0
(2030) TICKET PROCESSING	11,344	10,959	11,024	65	2.9	1.0	1.0	0.0
SUBTOTAL (2000) ADJUDICATION SERVICES PROGRAM	15,625	16,363	16,369	6	51.7	51.0	51.0	0.0
(3000) VEHICLE SERVICES PROGRAM								
(3010) INSPECTIONS	3,365	5,091	4,583	-508	33.9	40.0	37.0	-3.0
(3020) REGISTRATIONS	3,345	1,407	1,711	304	40.1	19.0	19.0	0.0
(3030) REGISTRATIONS - OUT OF STATE VEHICLE	245	250	246	-4	0.0	0.0	0.0	0.0
(3040) INTERNATIONAL REGISTRATION PLAN	2,795	3,148	2,591	-557	1.6	2.0	2.0	0.0
SUBTOTAL (3000) VEHICLE SERVICES PROGRAM	9,751	9,896	9,131	-766	75.6	61.0	58.0	-3.0
(4000) DRIVER SERVICES PROGRAM								
(4010) LICENSING	5,468	7,379	7,630	251	68.0	105.0	105.0	0.0
SUBTOTAL (4000) DRIVER SERVICES PROGRAM	5,468	7,379	7,630	251	68.0	105.0	105.0	0.0

Table KV0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(7000) SERVICE INTEGRITY PROGRAM								
(7010) INTEGRITY	289	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (7000) SERVICE INTEGRITY PROGRAM	289	0	0	0	0.0	0.0	0.0	0.0
(8000) TECHNOLOGY SERVICES PROGRAM								
(1040) INFORMATION TECHNOLOGY	3,940	4,442	4,045	-397	8.7	11.0	11.0	0.0
(8010) DRIVER AND VEHICLE SYSTEMS	300	304	317	13	0.9	1.0	1.0	0.0
(8020) TICKET INFORMATION SYSTEMS	28	29	30	1	0.0	0.0	0.0	0.0
SUBTOTAL (8000) TECHNOLOGY SERVICES PROGRAM	4,268	4,776	4,392	-383	9.6	12.0	12.0	0.0
TOTAL PROPOSED OPERATING BUDGET	40,445	45,333	45,070	-263	231.9	267.0	264.0	-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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Motor Vehicles (DMV) operates through the following 6 divisions:

Adjudication Services – provides ticket processing, notices, and hearing and hearing support services to residents and non-residents, in order to render legally sound decisions on parking, photo, and moving violations, and to ensure proper processing of violation and penalty payments for those infractions.

This division contains the following 3 activities:

- **Hearings** – provides fair and equitable reviews of ticket and permit violations for respondents so that they can resolve outstanding issues of liability;
- **Hearing Support** – provides intake, data review, records management, and administrative support functions to ensure accurate records and transmittal of information in support of adjudication hearings; and
- **Ticket Processing** – provides processed ticket information to create and maintain DMV's database, provides scheduled notifications and information to residents and non-residents of the District of Columbia, and processes and tracks fines and penalty payments for tickets issued by traffic enforcement authorities.

Vehicle Services – provides certification and inspection services to residents, businesses, and government entities so that they may legally park, drive, and sell their vehicles in the District of Columbia.

This division contains the following 4 activities:

- **Inspections** – provides safety and emission inspection services to residents and non-residents so that they can receive a timely vehicle inspection to facilitate reduced auto emissions (all vehicles) and safer vehicles (for-hire and commercial vehicles only). The air emission inspections meet the requirements of the District’s Air Quality Attainment State Implementation Plan;
- **Registrations** – provides legal certification services to residents and non-residents by providing timely documentations of ownership and authority to operate, allowing them to legally drive, park, or sell their vehicles;
- **Registrations – Out of State Vehicles** – provides registration services for “for hire” vehicles whose owner is based outside of the District; and
- **International Registration Plan** – administers the District of Columbia's participation in the U.S.-based plan, which allows for the distribution of registration fees for commercial motor vehicles travelling inter-jurisdictionally through member states and provinces.

Driver Services – provides driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residence, and driving qualifications so that they may legally operate their vehicles.

Technology Services – provides integrated and reliable information systems for all DMV services and complies with District-wide technology standards and requirements.

This division contains the following 3 activities:

- **Information Technology** – operates and maintains the automated systems specific to DMV operations support, including wait-queuing, digital photos, and hearing recordings;
- **Driver and Vehicle Systems** – operates and maintains the automated systems providing support for driver and vehicle databases and service functions; and
- **Ticket Information Systems** – operates and maintains the automated systems providing support for ticketing and adjudication services.

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

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

Division Structure Change

The Department of Motor Vehicles has no division structure changes in the FY 2018 proposed budget.

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

Table KV0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table KV0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		30,199	217.0
Removal of One-Time Funding	Multiple Programs	-300	0.0
Other CSFL Adjustments	Multiple Programs	-120	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		29,779	217.0
Increase: To align resources with operational spending goals	Multiple Programs	707	0.0
Increase: To adjust the Contractual Services budget	Multiple Programs	130	0.0
Decrease: To align Fixed Costs with proposed estimates	Agency Management	-47	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-789	-6.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		29,779	211.0
Shift: To fund ticket processing with Special Purpose Revenue funds	Adjudication Services Program	-6,277	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		23,502	211.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		9,864	42.0
Increase: To adjust the Contractual Services budget	Vehicle Services Program	306	0.0
Increase: To align Fixed Costs with proposed estimates	Agency Management	287	0.0
Increase: To cover hazard pay for eligible inspection station personnel and projected overtime costs	Vehicle Services Program	264	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Vehicle Services Program	-194	-3.0
Decrease: To align resources with operational spending goals	Multiple Programs	-1,362	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		9,165	39.0
Shift: To fund ticket processing with Special Purpose Revenue funds	Adjudication Services Program	12,326	14.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		21,491	53.0
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		5,270	8.0
Increase: To align personal services and Fringe Benefits with projected costs	Adjudication Services Program	572	6.0
Increase: To adjust the Contractual Services budget	Multiple Programs	284	0.0
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		6,126	14.0
Shift: To fund ticket processing with Special Purpose Revenue funds	Adjudication Services Program	-6,049	-14.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		77	0.0
GROSS FOR KV0 - DEPARTMENT OF MOTOR VEHICLES		45,070	264.0

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

FY 2018 Proposed Budget Changes

The Department of Motor Vehicles' (DMV) proposed FY 2018 gross budget is \$45,069,968, which represents a less than 1.0 percent decrease from its FY 2017 approved gross budget of \$45,332,790. The budget is comprised of \$23,502,137 in Local funds, \$21,490,903 in Special Purpose Revenue funds, and \$76,928 in Intra-District funds.

Current Services Funding Level

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

DMV'S FY 2018 CSFL budget is \$29,778,865, which represents a \$420,367, or 1.4 percent, decrease from the FY 2017 approved Local funds budget of \$30,199,232.

CSFL Assumptions

The FY 2018 CSFL calculated for DMV included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$41,404 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$268,662 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DMV includes a reduction of \$300,000 to account for a removal of one-time funding appropriated in FY 2017 for the costs associated with DMV's self-service kiosk inspection station pilot program. Additionally, a decrease of \$347,626 for the Fixed Costs Inflation Factor accounts for estimates for Fleet services and a forecast of Department of General Services' commodities based on historical expenditure trends.

Agency Budget Submission

Increase: DMV proposes a net increase of \$706,593 in Local funds budget across multiple divisions for professional services and Information Technology maintenance contracts. An increase of \$129,606 in Contractual services supports the projected cost of licensing contract.

In Special Purpose Revenue (SPR) funds, DMV proposes an increase of \$306,307 in the Vehicle Services division for a projected increase in Contractual services for the inspection contract. Additional adjustments include increases of \$287,416 in the Agency Management division to support projected expenses for Fixed Costs related to Telecommunications, Security services, Rent, and Occupancy charges; and \$264,364 to the Vehicles Services division to enable DMV to cover hazard pay for eligible inspection station personnel and projected overtime costs.

In Intra-District funds, DMV proposes an increase of \$572,155 to the Adjudication Services division. This adjustment reclassifies the funding of 6.0 Local Full-Time Equivalents (FTEs) to Intra-District funds. Other adjustments in Intra-District funds reflect a net increase of 284,243, which supports increased contractual services costs related to the ticket processing contract with the Metropolitan Police Department (MPD).

Decrease: The proposed budget in DMV's Local funds is adjusted for a decrease of \$47,271 in the Agency Management division due to the reclassification of several Fixed Costs expenses to SPR funds. The budget proposal further supports adjustments to account for a net decrease of \$788,928, primarily for the reclassification of 6.0 FTEs from Local funds to Intra-District funds.

In SPR funds, DMV proposes adjustments in the Vehicle Services division, which include a reduction of \$194,492 based on the elimination of 3.0 FTEs. Additionally, a reduction of \$1,362,449 is proposed across multiple divisions based on lower revenue projections.

Mayor's Proposed Budget

Shift: The DMV's budget proposal reflects an increase of \$12,326,063 and 14.0 FTEs in Special Purpose Revenue funds to support establishment of the District's traffic enforcement program in DMV. This increase is offset by reductions of \$6,276,728 to Local funds and \$6,049,335 and 14.0 FTEs to Intra-District funds budgets. This shift in funding will exclusively allow DMV to support the ticket processing and adjudication activities.

Agency Performance Plan*

Department on Motor Vehicles (DMV) 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. Make it easier, faster and friendlier to do business with DMV.
2. Ensure a skilled and diverse workforce for quality customer service.
3. Ensure the integrity, security and safety of DMV's in-person, by mail and online processes and operations.
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. Make it easier, faster and friendlier to do business with DMV. (4 Activities)

Activity Title	Activity Description	Type of Activity
Title and Register Vehicles	Titles and registers vehicles by providing legal certification services to residents and non-residents by providing timely documentations of ownership and authority to operate, allowing them to legally drive, park, or sell their vehicles	Daily Service
Issue Driver Licenses and Identification Cards	Issue driver licenses and identification cards by providing driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residency, and driving qualifications so they may legally operate their vehicles.	Daily Service
Adjudicate Tickets	Adjudicate parking, moving, and photo enforcement tickets by providing fair and equitable reviews of ticket and permit violations for respondents so they can resolve outstanding issues of liability.	Daily Service
Inspect Vehicles for Emissions and Safety	Inspect vehicles for emissions and safety inspection services to residents and non-residents to facilitate reduced auto emissions (all vehicles) and safer vehicles (for-hire and commercial vehicles only).	Daily Service

2. Ensure a skilled and diverse workforce for quality customer service. (2 Activities)

Activity Title	Activity Description	Type of Activity
Provide Customer Service Training	Provide customer service training to all DMV employees to ensure they provide friendly and professional service during all transactions.	Daily Service
Provide Annual Employee Customer Service	Consistent and accurate information, along with	Daily Service

2. Ensure a skilled and diverse workforce for quality customer service. (2 Activities)

Activity Title	Activity Description	Type of Activity
Training	professional and friendly employees are a necessity for service excellence. Therefore, by September 2017, DMV will train 90% of frontline employees on customer service techniques.	

3. Ensure the integrity, security and safety of DMV's in-person, by mail and online processes and operations. (2 Activities)

Activity Title	Activity Description	Type of Activity
New Licensing and Registration System	DMV has a requirement for a modernized, state-of-the-art driver license and motor vehicle information system. DMV seeks to acquire contract services for the development, customization and systems integration for new application software for the licensing/registration system. This is a multi-year capital project with an estimated implementation date of 2020.	Key Project
New Ticket Processing System	DMV is proposing the replacement to the existing contractor hosted ticket processing system with a new state-of-the-art technology solution for processing/ adjudicating tickets. DMV will seek the service of a contractor to develop, license, install, maintain, and support a web-based ticket processing system, which contains data, images, video, and transactions for tickets issued to drivers and vehicles in the District. This is a multi-year capital project with an estimated implementation date of 2021.	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. Make it easier, faster and friendlier to do business with DMV. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Average adjudication customer wait time in minutes	No	11	11	25	20	20
Average cost per license/ID issued	No	Not Available	Not Available	39.4	39.4	39.4
Average service center customer wait time in minutes	No	25	25	35	30	30
Percent of mail adjudication hearings for parking and moving violations completed within 90 days of request	No	71%	21.3%	80%	80%	80%
Percent of mail adjudication hearings for photo violations completed within 150 days of request	No	99%	40.5%	75%	75%	75%

2. Ensure a skilled and diverse workforce for quality customer service. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of customers rating Adjudication Services as satisfactory or better	No	96%	98.4%	84%	88%	88%
Percent of customers rating Driver Services as satisfactory or better	No	84%	87%	85%	85%	85%
Percent of customers rating overall DMV service as satisfactory or better	No	86%	88.8%	85%	85%	85%
Percent of customers rating Vehicle Services as satisfactory or better	No	94%	94.7%	87%	90%	90%

3. Ensure the integrity, security and safety of DMV's in-person, by mail and online processes and operations. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of ID cards renewed online	No	0%	0.2%	0%	0%	0%
Percent of licenses renewed online	No	1%	9.6%	0%	0%	0%
Percent of registrations renewed online	No	72%	72.7%	66%	67%	67%
Percent usage of main online driver/vehicle services transactions	No	69%	66.9%	50%	60%	60%

4. Create and maintain a highly efficient, transparent and responsive District government. (10 Measures)**

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Contracts lapsed into retroactive status	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement- Expendable Budget spent on Certified Business Enterprises	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service- Meeting Service Level Agreements	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Percent of correspondence addressed within citywide standard of 15 days	No	97%	95.8%	95%	95%	95%
Performance Management- Employee Performance Plan Completion	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

WORKLOAD MEASURES

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

1. Title and register vehicles

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of vehicle registrations issued	No	Not Available	Not Available	258,223

2. Issue driver licenses and identification cards

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of driver licenses issued	No	Not Available	Not Available	116,361
Number of identification cards issued	No	Not Available	Not Available	36,158

3. Adjudicate parking, moving and photo enforcement tickets

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of moving tickets adjudicated	No	Not Available	Not Available	28,899
Number of parking tickets adjudicated	No	Not Available	Not Available	214,724
Number of photo tickets adjudicated	No	Not Available	Not Available	77,304
Percent of adjudicated moving tickets dismissed	No	Not Available	Not Available	77.6%
Percent of adjudicated parking tickets dismissed	No	Not Available	Not Available	57.1%
Percent of adjudicated photo tickets dismissed	No	Not Available	Not Available	26.7%
Percent of moving tickets adjudicated	No	Not Available	Not Available	45%
Percent of parking tickets adjudicated	No	Not Available	Not Available	13.9%
Percent of photo tickets adjudicated	No	Not Available	Not Available	6.9%

4. Inspect vehicles for emissions and safety

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of vehicle inspections	No	Not Available	Not Available	177,663

5. New licensing and registration system

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Cost of new licensing/registration system	No	Not Available	Not Available	0

6. New Ticket Processing System

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Cost of new ticket processing system	No	Not Available	Not Available	0

7. Provide customer service training

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Percent of employees trained on customer service	No	Not Available	Not Available	97%

Performance Plan End Notes

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

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

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

Department of Energy and Environment

www.doe.dc.gov
Telephone: 202-535-2600

Table KG0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$85,502,613	\$108,912,455	\$122,927,429	12.9
FTEs	298.6	380.8	392.4	3.0

The mission of the Department of Energy and Environment (DOEE) is to improve the quality of life for the residents and natural inhabitants of the nation's capital by protecting and restoring the environment, conserving our natural resources, mitigating pollution, increasing access to clean and renewable energy, and educating the public on ways to secure a sustainable future.

Summary of Services

The agency's core responsibilities include, but are not limited to, enforcing environmental regulations; monitoring and assessing environmental risks; developing energy and environmental policies; issuing permits; and providing residents and local businesses with funding, technical assistance, and information on initiatives designed to ensure a more resilient and sustainable city.

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

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

Table KG0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table KG0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	17,862	18,126	17,492	-634	-3.5	102.8	108.6	107.1	-1.5	-1.4
SPECIAL PURPOSE										
REVENUE FUNDS	43,627	60,975	74,597	13,622	22.3	115.9	148.3	167.5	19.2	13.0
TOTAL FOR GENERAL FUND	61,489	79,101	92,089	12,988	16.4	218.7	256.9	274.6	17.7	6.9

Table KG0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
FEDERAL RESOURCES										
FEDERAL PAYMENTS	43	0	0	0	N/A	0.0	0.0	0.0	0.0	N/A
FEDERAL GRANT FUNDS	21,682	27,937	28,787	850	3.0	67.9	110.7	104.9	-5.8	-5.2
TOTAL FOR FEDERAL RESOURCES	21,724	27,937	28,787	850	3.0	67.9	110.7	104.9	-5.8	-5.2
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	2,290	1,875	2,051	177	9.4	12.0	13.2	12.8	-0.4	-3.0
TOTAL FOR INTRA-DISTRICT FUNDS	2,290	1,875	2,051	177	9.4	12.0	13.2	12.8	-0.4	-3.0
GROSS FUNDS	85,503	108,912	122,927	14,015	12.9	298.6	380.8	392.4	11.6	3.0

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

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table KG0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table KG0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	12,486	15,317	21,451	21,134	-317	-1.5
12 - REGULAR PAY - OTHER	9,013	8,157	9,174	10,703	1,529	16.7
13 - ADDITIONAL GROSS PAY	130	68	21	20	-1	-2.9
14 - FRINGE BENEFITS - CURRENT PERSONNEL	4,440	5,294	7,196	7,354	158	2.2
15 - OVERTIME PAY	3	18	10	10	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	26,072	28,854	37,851	39,222	1,370	3.6
20 - SUPPLIES AND MATERIALS	396	390	473	459	-15	-3.1
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	2	0	2	0	-2	-100.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	11	54	81	125	44	53.9
32 - RENTALS - LAND AND STRUCTURES	2	0	0	0	0	N/A
34 - SECURITY SERVICES	0	0	7	0	-7	-100.0
40 - OTHER SERVICES AND CHARGES	3,931	3,631	6,247	12,904	6,657	106.6
41 - CONTRACTUAL SERVICES - OTHER	22,090	22,062	26,347	30,887	4,540	17.2
50 - SUBSIDIES AND TRANSFERS	27,097	29,699	37,258	38,596	1,338	3.6
70 - EQUIPMENT AND EQUIPMENT RENTAL	452	812	646	735	89	13.8
SUBTOTAL NONPERSONAL SERVICES (NPS)	53,983	56,648	71,061	83,706	12,645	17.8
GROSS FUNDS	80,055	85,503	108,912	122,927	14,015	12.9

*Percent change is based on whole dollars.

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

Table KG0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table KG0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL	298	597	604	7	4.3	6.0	6.0	0.0
(1015) TRAINING AND EMPLOYMENT DEVELOPMENT	8	9	9	0	0.0	0.0	0.0	0.0
(1020) CONTRACTING AND PROCUREMENT	137	441	444	4	2.8	4.0	4.0	0.0
(1030) PROPERTY MANAGEMENT	344	594	598	4	4.9	6.0	6.0	0.0
(1040) INFORMATION TECHNOLOGY	439	751	818	66	4.5	5.5	6.0	0.5
(1050) FINANCIAL MANAGEMENT	-994	0	0	0	0.0	0.0	0.0	0.0
(1055) RISK MANAGEMENT	31	189	174	-15	0.6	1.0	1.0	0.0
(1060) LEGAL	1,072	1,698	1,814	116	8.8	11.8	11.6	-0.2
(1070) FLEET MANAGEMENT	45	146	142	-3	0.0	0.0	0.0	0.0
(1085) CUSTOMER SERVICE	62	116	118	2	0.8	1.0	1.0	0.0
(1090) PERFORMANCE MANAGEMENT	1,168	1,925	1,995	70	7.8	12.0	13.0	1.0
SUBTOTAL (1000) AGENCY MANAGEMENT	2,611	6,466	6,716	250	34.4	47.3	48.6	1.3
(100F) AGENCY FINANCIAL OPERATIONS								
(110F) BUDGET OPERATIONS	321	916	902	-13	4.2	6.0	6.0	0.0
(120F) ACCOUNTING OPERATIONS	158	451	489	38	2.7	4.0	4.0	0.0
(130F) ACFO	75	386	388	2	0.0	0.0	0.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	554	1,753	1,779	26	6.9	10.0	10.0	0.0
(2000) NATURAL RESOURCES								
(2030) FISHERIES AND WILDLIFE	2,867	3,120	3,442	322	15.4	21.4	21.4	0.0
(2070) WATER QUALITY	4,526	6,930	6,762	-168	29.0	37.4	37.4	0.0
(2080) WATERSHED PROTECTION	7,925	12,399	12,918	519	43.2	53.8	53.5	-0.2
(2090) STORM WATER ADMINISTRATION	5,520	10,910	12,448	1,538	20.4	26.6	27.6	1.0
SUBTOTAL (2000) NATURAL RESOURCES	20,839	33,359	35,569	2,210	107.9	139.2	140.0	0.8
(3000) ENVIRONMENTAL SERVICES								
(3050) TOXIC SUBSTANCES	5,936	6,210	6,053	-157	34.2	42.8	42.8	0.0
(3080) AIR QUALITY	3,761	4,331	4,159	-171	24.3	29.0	29.0	0.0
(3090) LEAD-SAFE AND HEALTHY HOUSING	2,567	2,680	2,710	30	20.8	24.0	24.0	0.0
SUBTOTAL (3000) ENVIRONMENTAL SERVICES	12,264	13,220	12,922	-298	79.2	95.8	95.8	0.0

Table KG0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(4000) POLICY AND SUSTAINABILITY								
(4010) POLICY AND SUSTAINABILITY	2,008	0	0	0	13.6	0.0	0.0	0.0
SUBTOTAL (4000) POLICY AND SUSTAINABILITY	2,008	0	0	0	13.6	0.0	0.0	0.0
(5000) COMMUNITY RELATIONS								
(5010) COMMUNITY RELATIONS	589	1,021	1,245	224	4.4	7.0	8.0	1.0
SUBTOTAL (5000) COMMUNITY RELATIONS	589	1,021	1,245	224	4.4	7.0	8.0	1.0
(6000) ENERGY								
(6010) ENERGY EFFICIENCY AND CONSERVATION	1,754	2,357	2,478	121	6.2	9.0	10.0	1.0
(6020) ENERGY AFFORDABILITY	2,473	2,655	2,913	258	19.4	25.0	26.0	1.0
(6030) ENERGY ASSISTANCE BENEFIT PAYMENTS	16,140	13,885	13,217	-668	0.0	0.0	0.0	0.0
(6040) UTILITIES MANAGEMENT	24,562	30,844	42,383	11,539	18.1	23.0	29.0	6.0
SUBTOTAL (6000) ENERGY	44,929	49,741	60,991	11,250	43.7	57.0	65.0	8.0
(7000) ENFORCEMENT AND ENVIRONMENTAL JUSTICE								
(7010) ENFORCEMENT AND ENVIRONMENTAL JUSTICE	1,346	597	740	143	4.8	6.0	7.0	1.0
SUBTOTAL (7000) ENFORCEMENT AND ENVIRONMENTAL JUSTICE	1,346	597	740	143	4.8	6.0	7.0	1.0
(8000) GREEN ECONOMY								
(8020) GREEN JOBS AND YOUTH PROGRAMS	364	535	454	-82	3.6	4.0	4.0	0.0
SUBTOTAL (8000) GREEN ECONOMY	364	535	454	-82	3.6	4.0	4.0	0.0
(8500) URBAN SUSTAINABILITY								
(8510) URBAN SUSTAINABILITY	0	2,220	2,510	290	0.0	14.5	14.0	-0.5
SUBTOTAL (8500) URBAN SUSTAINABILITY	0	2,220	2,510	290	0.0	14.5	14.0	-0.5
TOTAL PROPOSED OPERATING BUDGET	85,503	108,912	122,927	14,015	298.6	380.8	392.4	11.6

(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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Division Description

The Department of Energy and Environment operates through the following 9 divisions:

Natural Resources – conserves, protects, and improves the soil, water, and living resources of the District of Columbia, and protects its aquatic resources from pollution and degradation.

This division contains the following 4 activities:

- **Fisheries and Wildlife** – develops, supports and implements programs for urban fish and wildlife conservation, protection, recreation, and sustainability;
- **Water Quality** – restores and protects the surface and ground waters of the District by setting and enforcing water quality standards, monitoring and assessing the quality of the waters and aquatic resources, and developing and implementing policies to protect and restore water quality and aquatic resources;
- **Watershed Protection** – conserves the soil and water resources of the District and protects its watersheds from nonpoint source pollution; and
- **Stormwater Administration** – administers the Municipal Separate Storm Sewer System (MS4) permit issued to the District by the United States Environmental Protection Agency (EPA) under the National Pollution Discharge Elimination System (NPDES), and ensures that permit compliance activities are prioritized, budgeted and implemented.

Environmental Services – protects public health and the environment in areas related to air quality, hazardous waste, lead, pesticides, and underground storage of petroleum products.

This division contains the following 3 activities:

- **Toxic Substances** – protects human health and the environment from the potential hazards associated with toxic substances (pesticides), hazardous waste, underground storage of petroleum products, and the redevelopment of environmentally contaminated properties;
- **Air Quality** – ensures the implementation of, and compliance with, the District’s air quality laws; and
- **Lead-Safe and Healthy Housing** – protects the health of District residents by monitoring lead safety throughout the District’s housing stock and by raising awareness of other residential environmental and safety hazards.

Community Relations – manages public affairs and community education programs for DOEE. The division coordinates educational outreach activities including promotional events, educational workshops, and seminars, to engage the regulated community, businesses, and residents of the District on DOEE programs and services. The division also develops printed materials and manages DOEE’s doee.dc.gov website.

Energy – is a single resource for energy efficiency and renewable energy programs, products and services for residential, commercial, institutional, and government sectors in the District of Columbia. The division develops energy-related policies and plans, and coordinates and facilitates the overall effort of the District government to achieve reliable, clean and affordable energy. The division also provides direct financial assistance and discounts to low-income residents to help offset their energy bills.

This division contains the following 4 activities:

- **Energy Efficiency and Conservation** – helps residents and businesses reduce their energy consumption by providing technical and financial assistance to help identify and install audit-recommended energy efficiency measures, provides financing solutions to help commercial property owners implement energy efficiency improvements, and educates District residents about the efficient and safe use of energy;
- **Energy Affordability** – assists low-income residents with their energy and utility bills, including emergency and non-emergency financial assistance and utility discounts;
- **Energy Assistance Benefit Payments** – identifies funding available for Low-Income Home Energy Assistance Program (LIHEAP) payments; and

- **Utilities Management** - directs and coordinates the implementation of energy efficiency and renewable energy programs administered by DOEE, administers the District of Columbia Sustainable Energy Utility contract, develops and recommends energy policies, provides advice on current or future utility rate cases, and drafts the District's energy assurance and resiliency plans.

Enforcement and Environmental Justice – develops and implements effective practices to support DOEE enforcement efforts. The office works directly with DOEE's environmental enforcement programs by coordinating planning, providing training, developing standard procedures, and managing the civil infractions program. The office serves as the lead agency contact for enforcement matters involving EPA Region 3.

Green Economy – drives growth of the green economy by encouraging green businesses, green buildings, and green jobs, and pursues the research and creation of market-based incentives that jointly promote environmental sustainability and economic development. The division provides environmental education, community outreach, hands-on field experience, and green job skill development to District residents between the ages of 14 and 21.

Urban Sustainability – develops innovative policies and programs to address sustainability, green building, climate change, equity, and sustainable materials management. The division also oversees the implementation of Sustainable DC, the District's sustainability plan.

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

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

Division Structure Change

The Department of Energy and Environment has no division structure changes in the FY 2018 proposed budget.

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

Table KG0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table KG0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		18,126	108.6
Removal of One-Time Funding	Multiple Programs	-1,050	0.0
Other CSFL Adjustments	Multiple Programs	100	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		17,176	108.6
Increase: To reflect grant match requirements	Multiple Programs	386	0.0
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	1	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-163	-1.0
Decrease: To align resources with operational spending goals	Multiple Programs	-273	0.0

Table KG0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Agency Budget Submission		17,126	107.6
Enhance: To produce Climate Ready report and Updates to the Sustainable DC plan (One-Time)	Urban Sustainability	400	0.0
Transfer-Out: Employers transit benefit programs	Urban Sustainability	-34	-0.5
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		17,492	107.1
FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE		27,937	110.7
Increase: To adjust the Contractual Services budget	Multiple Programs	871	0.0
Increase: To align budget with projected grant awards	Multiple Programs	484	0.0
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	15	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-42	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-479	-5.8
FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission		28,787	104.9
No Change		0	0.0
FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget		28,787	104.9
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		60,975	148.3
Increase: To align budget with projected revenues	Multiple Programs	7,997	0.0
Increase: To adjust the Contractual Services budget	Multiple Programs	3,674	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,951	19.2
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		74,597	167.5
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		74,597	167.5
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		1,875	13.2
Increase: To align resources with operational spending goals	Multiple Programs	177	-0.4
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		2,051	12.8
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		2,051	12.8
GROSS FOR KG0 - DEPARTMENT OF ENERGY AND ENVIRONMENT		122,927	392.4

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

FY 2018 Proposed Budget Changes

The Department of Energy and Environment's (DOEE) proposed FY 2018 gross budget is \$122,927,429, which represents a 12.9 percent increase over its FY 2017 approved gross budget of \$108,912,455. The budget is comprised of \$17,491,878 in Local funds, \$28,787,162 in Federal Grant funds, \$74,597,057 in Special Purpose Revenue funds, and \$2,051,331 in Intra-District funds.

Current Services Funding Level

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

DOEE's FY 2018 CSFL budget is \$17,175,878, which represents a \$950,290, or 5.2 percent, decrease from the FY 2017 approved Local funds budget of \$18,126,168.

CSFL Assumptions

The FY 2018 CSFL calculated for DOEE included adjustment entries that are not described in detail on table 5. These adjustments include a decrease of \$8,103 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, and an increase of \$20,547 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

CSFL funding for DOEE includes a reduction of \$1,050,000 to account for the removal of one-time funding appropriated in FY 2017 for the costs of an airplane noise study, the DC Water Anaerobic Digester Use study, the design of the Kingman Island Environmental Center, a study to determine the potential for a municipally owned electric utility, and a grant to engage unemployed youth in Anacostia River clean-up. Additionally, an increase of \$87,266 for Fixed Costs Inflation Factor accounts for estimates for fleet services.

Agency Budget Submission

Increase: The DOEE Local budget proposes increases of \$385,678, primarily in the Energy division, and \$752 to support the cost of agency managed Fixed Costs for Telecommunications.

In Federal Grant funds, the budget proposal reflects an increase of \$870,700 based on anticipated grant carryover that supports projected contractual costs for stream restoration. Other adjustments include a net increase of \$484,489, to align budget with operational spending. This increase is supported by a new Boating Access grant in the Fish and Wildlife program. The budget proposal in Federal Grant funds is further adjusted for an increase of \$15,300 to support agency-managed Fixed Costs for Telecommunications.

In Special Purpose Revenue (SPR) funds, the budget proposal reflects an increase of \$7,996,830 primarily to cover professional services fees, sub-granting, and inter-agency transfers primarily in the Renewable Energy Development Fund (REDF). REDF supports the creation of new solar energy sources in the District. This adjustment also enables DOEE to purchase a large scanner and computer equipment in the Watershed Protection division. Additionally, an increase of \$3,673,785 across multiple divisions allows DOEE to fund contractual costs primarily related to the Stormwater Permit Review Fund. Other adjustments in SPR funds include an increase of \$1,951,400 to support an additional 19.2 Full-Time Equivalent (FTEs), which includes the reclassification of 1.0 FTE from Local funds and 5.8 FTEs from Federal Grant funds and 12.4 FTEs for newly added positions. These positions support various initiatives within the agency.

In Intra-District funds, DOEE proposes a budget increase of \$176,794, with a reduction of 0.4 FTE to align funding with various Memorandum of Understanding (MOU) agreements with District agencies. Specifically, this adjustment impacts MOU agreements with the Department of Consumer and Regulatory Affairs for the implementation of the Green Building Act requirements, the Child and Family Services Agency for lead inspection services, the Department of Motor Vehicles for air quality inspections, and the Department of Employment Services to support the Youth Green Zone Employment program.

Decrease: In Local funds, the proposed budget reflects a decrease of \$163,328 as a result of the reclassification of 1.0 FTE to the SPR funds budget. Other adjustments include a decrease of \$273,102 to align the budget with projected spending across divisions, primarily for professional services fees, and equipment related costs.

The proposed Federal Grants budget reflects a decrease of \$41,517 based on projections for the Hazardous and Toxic Waste Clean-Up grant carryover from prior years, and a decrease of \$478,518 accounts for the reclassification of 5.8 FTEs to Special Purpose Revenue funds.

Mayor's Proposed Budget

Enhance: DOEE's budget proposal in Local funds reflects a one-time increase of \$400,000 to the Urban Sustainability division. Of this amount, \$200,000 supports the implementation of recommendations in the Climate Ready DC report, and \$200,000 funds the creation of the required five-year update to the Sustainable DC plan.

Transfer Out: The proposed budget in Local funds includes a transfer of \$34,000 from the Urban Sustainability division to the Department of Employment Services' Labor Standards division for the enforcement of transit benefit programs for employers in the District. This budget proposal also includes the elimination of 0.5 FTE.

Agency Performance Plan*

Department of Energy and Environment (DOEE) 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. Conserve the natural environment and wildlife of the District, and restore and protect aquatic resources from pollution and degradation.
2. Protect the public health of all District residents by improving the environment in areas related to air, soil, and indoor pollution.
3. Reduce the energy burden on the District's most vulnerable and low income populations, reduce overall energy consumption, and increase the use of renewable energy generated in the District, and enhance reliability, resiliency, and environmental performance of energy systems in the District.
4. Increase engagement with District residents, businesses, and institutions in meaningful and equitable ways to increase understanding and adoption of innovative sustainability practices, and implement cutting edge programs and policies that ensure the District remains a national and international leader in areas of sustainability, green building deployment, and climate change mitigation and adaptation.
5. Administer efficient and effective environmental enforcement operations, strategies, and outreach that bring polluters into compliance with the District's environmental laws.
6. Create and maintain a highly efficient, transparent, and responsive District government.**

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. Conserve the natural environment and wildlife of the District, and restore and protect aquatic resources from pollution and degradation. (1 Activity)

Activity Title	Activity Description	Type of Activity
Natural Resources Services	The DOEE Natural Resources Administration oversees fisheries and wildlife, water quality, watershed protection, and stormwater management in the District. It provides certification, review, and technical services to businesses, federal and District government agencies, and District residents through licensing, inspections, monitoring, permitting, and technical assistance. It also provides natural resources education and outreach and demonstrates new technologies to protect natural resources.	Daily Service

2. Protect the public health of all District residents by improving the environment in areas related to air, soil, and indoor pollution. (1 Activity)

Activity Title	Activity Description	Type of Activity
Environmental Health Services Performed by Agency	The DOEE Environmental Services Administration works to reduce hazards and contaminants in District land, air, water, and homes by certifying facilities and professional service providers, reviewing plans, issuing permits, conducting inspections, and recommending new policy directions. Specific programs include lead poisoning prevention, healthy homes, air quality, pesticides, hazardous waste, underground storage tanks, and contaminated site remediation.	Daily Service

3. Reduce the energy burden on the District’s most vulnerable and low income populations, reduce overall energy consumption, and increase the use of renewable energy generated in the District, and enhance reliability, resiliency, and environmental performance of energy systems in the District. (1 Activity)

Activity Title	Activity Description	Type of Activity
Energy Services Provided by Agency	The DOEE Energy Administration provides advice and recommendations to the Mayor on current or impending energy related problems, and serves as the lead entity to develop and implement a comprehensive long-range District energy plan to achieve maximum effective management and use of present and future sources of energy. It administers energy efficiency and renewable energy programs that help District residents use less energy and generate on-site clean energy, and provides direct financial assistance and discounts to low-income residents to help offset their energy bills.	Daily Service

4. Increase engagement with District residents, businesses, and institutions in meaningful and equitable ways to increase understanding and adoption of innovative sustainability practices, and implement cutting edge programs and policies that ensure the District remains a national and international leader in areas of sustainability, green building deployment, and climate change mitigation and adaptation. (1 Activity)

Activity Title	Activity Description	Type of Activity
Sustainability and Engagement	The DOEE Urban Sustainability Administration develops innovative policy and programming to address environmental challenges and increase sustainability in the District. It coordinates programs and communications with sister agencies, the Mayor’s office, and non-government stakeholders to promote widespread adoption of sustainable practices through implementation of the District’s Sustainable DC Plan, waste reduction initiatives, green building policy and programs, greenhouse gas emission reductions, and climate change resiliency planning.	Daily Service

5. Administer efficient and effective environmental enforcement operations, strategies, and outreach that bring polluters into compliance with the District’s environmental laws. (1 Activity)

Activity Title	Activity Description	Type of Activity
Enforcement Services Performed by Agency	The DOEE Office of Enforcement and Environmental Justice develops and implements effective practices to support DOEE enforcement efforts. The office works directly with DOEE’s environmental enforcement programs by coordinating planning, providing training, developing standard procedures, and managing the civil infractions program. The office serves as the lead agency contact for enforcement matters involving U.S. Environmental Protection Agency (EPA) Region 3.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Conserve the natural environment and wildlife of the District, and restore and protect aquatic resources from pollution and degradation. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of District land retrofitted with green infrastructure that prevents stormwater runoff from becoming pollution	No	Not Available	Not Available	Not Available	2.2%	3.6%
Square footage of green roofs installed	No	135,275	249,991	200,000	225,000	225,000

2. Protect the public health of all District residents by improving the environment in areas related to air, soil, and indoor pollution. (5 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Compliance rate of permitted minor sources, e.g., gas stations and drycleaners, inspected	No	100%	100%	80%	85%	80%
Compliance rate of underground storage tanks inspected	No	79%	78.8%	83%	85%	85%
Number of days in which ozone levels exceed the National Ambient Air Quality Standards	No	3	5	12	12	8
Percent of properties with identified lead-based paint hazards that are issued an Enforcement Order or a Notice related to the identification of a lead-based paint hazard within 28 days of the property’s risk assessment	No	83%	88.2%	100%	100%	90%
Percent of children with a newly identified blood lead level of five µg/dL or greater, out of all District children less than six years old, who had a blood lead test during the fiscal year	No	1.3%	Not Available	1.2%	1.1%	1%

3. Reduce the energy burden on the District’s most vulnerable and low income populations, reduce overall energy consumption, and increase the use of renewable energy generated in the District, and enhance reliability, resiliency, and environmental performance of energy systems in the District. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Compliance rate of energy benchmarking	No	83%	86.1%	90%	90%	90%
Number of low-income units weatherized	No	398	0	220	220	220
Number of solar installations incentivized for renewable energy for low income residents	No	151	169	140	140	140
Percent of renewable energy usage in the District	No	13%	13.6%	14.5%	13.5%	14%

4. Increase engagement with District residents, businesses, and institutions in meaningful and equitable ways to increase understanding and adoption of innovative sustainability practices, and implement cutting edge programs and policies that ensure the District remains a national and international leader in areas of sustainability, green building deployment, and climate change mitigation and adaptation. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Number of Leadership in Energy and Environment Design (LEED) certified projects in the District	No	572	611	600	600	675
Percent of actions in the Sustainable DC Plan complete	Yes	Not Available	Not Available	Not Available	New Measure	18%
Percent of actions in the Sustainable DC Plan under way	No	69%	79.7%	70%	79%	78%
Percent of greenhouse gas emissions reduction from the 2006 baseline year to meet 2050 goal	No	23%	23.3%	25%	27%	29%

5. Administer efficient and effective environmental enforcement operations, strategies, and outreach that bring polluters into compliance with the District’s environmental laws. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Compliance rate achieved through Notices of Infraction	No	50%	45.7%	55%	60%	65%

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

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

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

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

WORKLOAD MEASURES

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

1. Sustainability and engagement activities performed by the agency

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of businesses and institutions participating in sustainability pledges or challenges	No	Not Available	Not Available	290
Number of school visits, community meetings, and events where environmental and sustainability programs, activities, and initiatives are promoted	No	Not Available	Not Available	87
Number of social media posts and electronic communications containing environmental and sustainability engagement messaging	No	Not Available	Not Available	2,037

2. Natural resources services performed by agency

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of Aquatic Resources Education Center visitors	No	Not Available	Not Available	2,135
Number of Bag Law inspections	No	Not Available	Not Available	570
Number of coal tar inspections	No	Not Available	Not Available	59
Number of Foam Ban inspections	No	Not Available	Not Available	Not Available
Number of installations for RiverSmart Communities Program	No	Not Available	Not Available	12
Number of MS4 outfalls inspected	No	Not Available	Not Available	192
Number of Municipal Separate Storm Sewer System (MS4) facilities inspected	No	Not Available	Not Available	124
Number of rain gardens installed by RiverSmart Homes	No	Not Available	Not Available	66

(Continued on next page)

2. Natural resources services performed by agency

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of requests to respond to potential spills, releases, and other potential environmental emergencies	No	Not Available	Not Available	172
Number of RiverSmart Homes audits performed	No	Not Available	Not Available	1,032
Number of stormwater management and erosion/sediment control inspections	No	Not Available	Not Available	5,594

3. Environmental health services performed by agency

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of asbestos inspections conducted	No	Not Available	Not Available	200
Number of Brownfield assessments completed	No	Not Available	Not Available	0
Number of contaminated site clean-ups under regulatory oversight in the District	No	Not Available	Not Available	163
Number of full-compliance evaluations of Title V facilities	No	Not Available	Not Available	19
Number of hazardous waste inspections conducted	No	Not Available	Not Available	55
Number of open leaking UST remediation sites under regulatory oversight	No	Not Available	Not Available	420
Number of pesticide marketplace inspections conducted	No	Not Available	Not Available	67
Number of Significant Operational Compliance inspections of underground storage tanks conducted	No	Not Available	Not Available	80

4. Energy services provided by agency

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of buildings reporting ENERGY STAR benchmarking data to DOEE	No	Not Available	Not Available	1,580
Number of households receiving energy assistance	No	Not Available	Not Available	23,820

5. Enforcement services performed by the agency

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Amount collected from fines and penalties	No	Not Available	Not Available	\$178,274
Number of Notices of Infraction processed	No	Not Available	Not Available	474

Performance Plan Endnotes

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

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

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

Department of For-Hire Vehicles

www.dfhv.dc.gov
Telephone: 202-645-7300

Table TC0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$13,242,190	\$12,109,966	\$13,852,010	14.4
FTEs	58.2	64.0	71.0	10.9

The mission of the Department of For-Hire Vehicles (DFHV) is to protect the public interest by regulating the vehicle-for-hire industry to allow the citizens and visitors of the District of Columbia to have safe, affordable, and accessible transportation options.

Summary of Services

The Department of For-Hire Vehicles provides licensing, adjudication, enforcement, and Lost and Found service for approximately 100,000 drivers, over 60 taxicab companies/associations, and over 20 limousine companies, as well as District residents and visitors who use public and private vehicle-for-hire in District of Columbia.

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

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

Table TC0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table TC0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	1,888	4,068	4,113	46	1.1	0.4	0.0	0.0	0.0	N/A
SPECIAL PURPOSE REVENUE FUNDS	8,373	7,842	9,539	1,696	21.6	57.1	64.0	71.0	7.0	10.9
TOTAL FOR GENERAL FUND	10,261	11,910	13,652	1,742	14.6	57.5	64.0	71.0	7.0	10.9
INTRA-DISTRICT FUNDS										
INTRA-DISTRICT FUNDS	2,981	200	200	0	0.0	0.7	0.0	0.0	0.0	N/A
TOTAL FOR INTRA-DISTRICT FUNDS	2,981	200	200	0	0.0	0.7	0.0	0.0	0.0	N/A
GROSS FUNDS	13,242	12,110	13,852	1,742	14.4	58.2	64.0	71.0	7.0	10.9

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

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table TC0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table TC0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	2,758	3,646	4,448	5,290	841	18.9
12 - REGULAR PAY - OTHER	330	337	364	411	47	12.9
13 - ADDITIONAL GROSS PAY	130	87	35	35	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	684	889	972	1,265	293	30.2
15 - OVERTIME PAY	77	38	75	75	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	3,979	4,997	5,894	7,076	1,182	20.1
20 - SUPPLIES AND MATERIALS	30	65	110	70	-40	-36.2
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	6	20	0	30	30	N/A
40 - OTHER SERVICES AND CHARGES	1,394	1,826	2,084	2,322	239	11.4
41 - CONTRACTUAL SERVICES - OTHER	636	205	150	65	-85	-56.7
50 - SUBSIDIES AND TRANSFERS	1,617	5,987	3,872	4,095	223	5.8
70 - EQUIPMENT AND EQUIPMENT RENTAL	372	142	1	194	193	30,048.3
SUBTOTAL NONPERSONAL SERVICES (NPS)	4,053	8,245	6,216	6,776	560	9.0
GROSS FUNDS	8,032	13,242	12,110	13,852	1,742	14.4

*Percent change is based on whole dollars.

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

Table TC0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table TC0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL	530	125	128	3	2.9	1.0	1.0	0.0
(1015) TRAINING AND EDUCATION	10	0	0	0	0.0	0.0	0.0	0.0
(1020) CONTRACTING AND PROCUREMENT	141	79	0	-79	1.1	1.0	0.0	-1.0
(1030) PROPERTY MANAGEMENT	34	72	76	3	0.1	1.0	1.0	0.0
(1040) INFORMATION TECHNOLOGY	188	513	1,338	825	0.0	3.0	4.0	1.0
(1050) FINANCIAL MANAGEMENT	58	0	0	0	0.2	0.0	0.0	0.0
(1060) LEGAL	449	524	506	-18	2.4	3.0	3.0	0.0
(1070) FLEET MANAGEMENT	0	79	38	-40	0.0	0.0	0.0	0.0
(1080) COMMUNICATIONS	328	57	13	-44	3.7	0.0	0.0	0.0
(1090) PERFORMANCE MANAGEMENT	27	1,767	2,295	528	0.1	9.0	12.0	3.0
SUBTOTAL (1000) AGENCY MANAGEMENT	1,765	3,214	4,393	1,179	10.7	18.0	21.0	3.0
(100F) AGENCY FINANCIAL OPERATIONS								
(110F) BUDGET OPERATIONS	13	125	131	7	0.0	1.0	1.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	13	125	131	7	0.0	1.0	1.0	0.0
(2000) OPERATIONS								
(2010) COMPLAINTS	186	451	347	-104	0.9	3.0	3.0	0.0
(2020) COMMUNITY OUTREACH	7,860	1,000	0	-1,000	4.1	0.0	0.0	0.0
(2030) DRIVER ASSISTANCE	516	0	0	0	6.8	0.0	0.0	0.0
(2040) ACCOUNT MANAGEMENT	402	46	432	386	2.0	0.0	3.0	3.0
(2050) HEARINGS AND CONFLICT RESOLUTION	0	231	221	-10	0.0	0.0	2.0	2.0
(2050) PUBLIC ADJUDICATION	0	0	0	0	0.0	2.0	0.0	-2.0
(2060) RESEARCH	0	494	270	-224	0.0	0.0	0.0	0.0
(2070) AUDIT	0	0	205	205	0.0	0.0	0.0	0.0
SUBTOTAL (2000) OPERATIONS	8,964	2,222	1,474	-747	13.9	5.0	8.0	3.0
(3000) RESEARCH PROGRAM								
(3010) RESEARCH	277	0	0	0	1.9	0.0	0.0	0.0
SUBTOTAL (3000) RESEARCH PROGRAM	277	0	0	0	1.9	0.0	0.0	0.0
(4000) FIELD COMPLIANCE AND ENFORCEMENT								
(4010) FIELD ENFORCEMENT	1,794	2,148	2,615	467	27.3	27.0	31.0	4.0
(4020) COMPANY AUDIT	69	50	0	-50	0.4	0.0	0.0	0.0
(4030) FLEET MANAGEMENT	77	0	0	0	0.2	0.0	0.0	0.0
SUBTOTAL (4000) FIELD COMPLIANCE AND ENFORCEMENT	1,941	2,198	2,615	417	27.8	27.0	31.0	4.0

Table TC0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(5000) CLIENT SERVICES								
(5010) PUBLIC ADJUDICATION	101	0	0	0	2.7	0.0	0.0	0.0
SUBTOTAL (5000) CLIENT SERVICES	101	0	0	0	2.7	0.0	0.0	0.0
(7000) MARKETING AND OUTREACH								
(7010) MARKETING	158	297	288	-9	1.0	2.0	2.0	0.0
(7020) OUTREACH AND PUBLIC INFORMATION	0	2,946	4,080	1,134	0.0	0.0	0.0	0.0
SUBTOTAL (7000) MARKETING AND OUTREACH	158	3,243	4,369	1,126	1.0	2.0	2.0	0.0
(8000) CLIENT SERVICES								
(8010) DRIVER SERVICE	0	814	742	-72	0.0	0.0	7.0	7.0
(8010) DRIVER/ CUSTOMER SERVICE	0	0	0	0	0.0	8.0	0.0	-8.0
(8020) COMPANY SERVICES	0	294	128	-167	0.0	3.0	1.0	-2.0
SUBTOTAL (8000) CLIENT SERVICES	0	1,108	870	-239	0.0	11.0	8.0	-3.0
TOTAL PROPOSED OPERATING BUDGET	13,220	12,110	13,852	1,742	58.1	64.0	71.0	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Department of For-Hire Vehicles operates through the following 6 programs:

Operations – provides responses to resolve issues of passengers and drivers.

This program contains the following 5 activities:

- **Complaints** – documents, investigates the validity of information, conducts resolution conferences to seek resolution to determine effective remedies, and prepares notices of infractions for unresolved complaints;
- **Accounts Management** – reviews services provided to taxi and limousine companies, private vehicles for-hire, and dispatch services for consistency and identifies issues and solutions. This program proactively advises clients to minimize noncompliance, ensure clients are satisfied with services being received, and reviews annual operating authority application;
- **Hearings and Conflict Resolution** - conducts hearings adjudications, appeals, and any form of conflict resolution including mediation;
- **Research** – provides industry data, knowledge, and awareness of trends for the purpose of planning, assessment, and rulemaking; and
- **Audit** – monitors for compliance with applicable laws, regulations, policies and practices. Safeguards against programmatic fraud, waste, abuse and mismanagement. Promotes transparency and consistency in the agency's processes and operational activities.

Field Compliance and Enforcement– provides enforcement, compliance, and oversight of public vehicle-for-hire companies; performs field inspections and issues notices of infractions; and conducts training courses for license applicants and refresher courses for existing license holders to ensure behavioral standards and adherence to District law and DFHV regulations.

Marketing and Outreach – provides updated facts pertaining to operations, rulemaking, and media through various communication platforms including press releases, testimony and speech preparation, and website management; monitors news to maintain awareness of the market; and coordinates the promotion of a positive public image.

This program contains the following 2 activities:

- **Marketing** – engages the public, directs communications with stakeholders through multiple channels; and promotes a positive brand association; and
- **Outreach and Public Information**– communicates with groups, organizations, and individuals to inform them of agency procedures and regulations and solicits feedback to enhance public awareness.

Client Services – provides responses to resolve issues of passengers and drivers.

This program contains the following 2 activities:

- **Driver Service** – accepts applications for driver licensing and vehicle registration and issues new licenses and renewals; and
- **Company Services** – accepts and reviews operating authority applications, fleet licensing, and registered agent transactions.

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

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

Program Structure Change

The Department of For-Hire Vehicles has no program structure changes in the FY 2018 proposed budget.

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

Table TC0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table TC0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		4,068	0.0
Other CSFL Adjustments	Multiple Programs	46	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		4,113	0.0

Table TC0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
No Change		0	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		4,113	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		4,113	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		7,842	64.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	1,182	7.0
Increase: To align resources with operational spending goals	Multiple Programs	570	0.0
Increase: To align Fixed Costs with proposed estimates	Agency Management	30	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-85	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		9,539	71.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		9,539	71.0
INTRA-DISTRICT FUNDS: FY 2017 Approved Budget and FTE		200	0.0
Increase: To align budget with projected revenues	Multiple Programs	40	0.0
Decrease: To align resources with operational spending goals	Agency Management	-40	0.0
INTRA-DISTRICT FUNDS: FY 2018 Agency Budget Submission		200	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2018 Mayor's Proposed Budget		200	0.0
GROSS FOR TC0 - DEPARTMENT OF FOR-HIRE VEHICLES		13,852	71.0

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

FY 2018 Proposed Budget Changes

The Department of For-Hire Vehicles' (DFHV) proposed FY 2018 gross budget is \$13,852,010, which represents a 14.4 percent increase over its FY 2017 approved gross budget of \$12,109,966. The budget is comprised of \$4,113,226 in Local funds, \$9,538,784 in Special Purpose Revenue funds, and \$200,000 in Intra-District funds.

Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DFHV's FY 2018 CSFL budget is \$4,113,226, which represents a \$45,708, or 1.1 percent, increase over the FY 2017 approved Local funds budget of \$4,067,518.

CSFL Assumptions

The FY 2018 CSFL calculated for DFHV included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$7,388 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

Additionally, an increase of \$38,320 for the Fixed Cost Inflation Factor accounts for estimates for Fleet services.

Agency Budget Submission

Increase: Proposed adjustments in Special Purpose Revenue (SPR) funds includes an increase of \$1,181,826 across multiple programs to support an additional 7.0 FTEs. This adjustment enables DFHV to hire six Enforcement Inspectors and one Program Analyst in support of an expansion of the agency's core transparency objectives. An increase of \$569,510 across multiple programs, which is based on FY 2018 revenue projections, includes the following: \$275,958 to cover projected costs for technology enhancements for computer applications, increased licensing costs, and additional temporary services for several projects; \$193,552 to support an upgrade of radios for the Enforcement Officers and technology refresh for old computers; and \$100,000 to support the expansion of successful grant programs for electric taxis, wheelchair-accessible vehicles, and the neighborhood rides service. Furthermore, DFHV proposes an increase of \$30,000 in SPR funds in the Agency Management program to adequately fund agency managed Fixed Costs for Telecommunication estimates.

In Intra-District (ID) funds, DFHV's budget proposal for nonpersonal services includes an increase of \$40,294 across multiple programs to support anticipated spending requirements for professional services and audit costs. The proposed ID funds budget is based on a Memorandum of Understanding with the Department of Motor Vehicles for out-of-state licensing.

Decrease: The proposed budget in SPR funds reflects a decrease of \$85,000 across multiple programs, which is based on DFHV's projection to reduce contractual services costs related to the Audit and Compliance and anonymous rider contracts. The proposed budget in ID funds reflects a reduction of \$40,294 in nonpersonal services based on reduced cost projections for office supplies and equipment in the Agency Management program.

Mayor's Proposed Budget

No Change: The Department of For-Hire Vehicles' budget proposal reflects no change from the agency budget submission to the Mayor's Proposed Budget.

Agency Performance Plan*

Department of For-Hire Vehicles (DFHV) has the following strategic objectives for FY 2018:

Strategic Objectives

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

Objectives

1. Ensure passengers have safe and excellent riding experiences.
2. Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry.
3. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

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

1. Ensure passengers have safe and excellent riding experiences. (5 Activities)

Activity Title	Activity Description	Type of Activity
For-Hire Vehicle Enforcement	Performs field inspections 24/7 and issues notice of infractions.	Daily Service
Client Services	Assists with the retrieval of lost items and takes action to fulfill service inquiries.	Daily Service
Records Review and Assessment	Reviews vehicle records of public vehicle-for-hire companies to ensure compliance with regulatory requirements of Title 31.	Daily Service
Community Outreach and Public Engagement	Communicates with groups, organizations, and individuals to inform them of agency procedures and regulations and solicits feedback to enhance public awareness.	Daily Service
Resolves Complaints	Documents, investigates the validity of information, conducts resolution conferences to seek resolution to determine effective remedies, and prepares notices of infractions for unresolved complaints.	Daily Service

2. Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry. (2 Activities)

Activity Title	Activity Description	Type of Activity
Research of For-Hire Vehicle Industry	Provides industry data, knowledge, and awareness of trends for the purpose of planning, assessment, and rulemaking.	Daily Service
Innovations And Technology Support	Provides Innovative solutions and technology support.	Daily Service

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

Activity Title	Activity Description	Type of Activity
Client Services for Operators	Accepts applications for driver licensing and vehicle registration and issues new licenses and renewals.	Daily Service
Account Management	Accepts and reviews operating authority applications, fleet licensing, registered agent transactions, and manages strategic account relationships.	Daily Service
Innovations And Technology Support	Provides Innovative solutions and technology support.	Daily Service
Marketing	Engages the public, directs communications with stakeholders through multiple channels; and promotes a positive brand association.	Daily Service

KEY PERFORMANCE INDICATORS

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

1. Ensure passengers have safe and excellent riding experiences. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Percent of complaints processed on-time within 30 days	No	Not Available	Not Available	Not Available	90%	93%
Percent of warnings to overall tickets issue by Vehicle Inspection Officers	Yes	Not Available	New Measure	Not Available	New Measure	35%

2. Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry. (3 Measures)

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Economic contributions by for-hire vehicles	No	Not Available	Not Available	Not Available	\$400,000,000	\$600,000,000
Percent of agency budget allocated to grants	Yes	Not Available	New Measure	Not Available	New Measure	30%
Percent of licenses processed on-time within 10 days	No	Not Available	Not Available	Not Available	90%	90%

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

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2016 Target	FY 2017 Target	FY 2018 Target
Budget- Federal funds returned	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	No	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

(Continued on next page)

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

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

WORKLOAD MEASURES

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

1. For-Hire Vehicle Enforcement

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of insured vehicles during inspections	No	Not Available	Not Available	Not Available
Number of safety inspections conducted	No	Not Available	Not Available	Not Available

2. Research of For-Hire Vehicle Industry

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of public research reports completed	No	Not Available	Not Available	Not Available

3. Client Services

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of recovered items reunited with owners	No	Not Available	Not Available	Not Available

4. Client Services for Operators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of driver application processed	No	Not Available	Not Available	Not Available

5. Account management

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of company application processed (taxicab/limo companies and other businesses)	No	Not Available	Not Available	Not Available

6. Innovations and technology support

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of new service or product pilots to improve passenger riding experiences	Yes	Not Available	Not Available	New Measure

7. Records Review and Assessment

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of audits conducted	Yes	Not Available	Not Available	New Measure

8. Community Outreach and Public Engagement

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of people engaging in community outreach events	Yes	Not Available	Not Available	New Measure

9. Resolves Complaints

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of disputes resolved	No	Not Available	Not Available	Not Available

10. Marketing

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Number of public service announcements	Yes	Not Available	Not Available	New Measure

Performance Plan End Notes

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

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

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

Washington Metropolitan Area Transit Commission

www.wmatc.gov
Telephone: 301-588-5260

Table KC0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change
				from FY 2017
OPERATING BUDGET	\$126,569	\$139,038	\$141,000	1.4

The mission of the Washington Metropolitan Area Transit Commission (WMATC) is to help assure that the public is provided passenger transportation services by fit and responsible, privately owned, for-hire licensed carriers to service the metropolitan region. This budget reflects only the District of Columbia government appropriation to the agency.

The WMATC assumed its jurisdiction in March 1961. The commission administers the delegated powers of the Washington Metropolitan Area Transit Regulation Compact, Pub. L. No. 86-794, § 1, 74 Stat. 1031 (1960), as amended by Pub. L. No. 87-767, 76 Stat. 764 (1962), Pub. L. No. 101-505, § 1, 104 Stat. 1300 (1990), and Pub. L. No. 111-160, 124 Stat. 1124 (2010). The latest amended compact is codified at District of Columbia Official Code Section 9-1103.01.

A three-member Board of Commissioners directs the WMATC. One commissioner is appointed from a District of Columbia agency with oversight of matters relating to the Commission by the Mayor of the District of Columbia; one commissioner is appointed from the Maryland Public Service Commission by the Governor of Maryland; and one commissioner is appointed from the Department of Motor Vehicles of the Commonwealth of Virginia by the Governor of Virginia. Daily operations are directed by the Executive Director and carried out by WMATC staff. The Washington Metropolitan Area Transit District (Metropolitan District) consists of the following jurisdictions:

- Arlington County, Virginia;
- City of Alexandria, Virginia;
- City of Falls Church, Virginia;
- District of Columbia;
- Fairfax County, Virginia;
- Montgomery County, Maryland;
- Prince George's County, Maryland; and
- Washington-Dulles International Airport, Loudoun County, Virginia.

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

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

Table KC0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table KC0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	127	139	141	2	1.4	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	127	139	141	2	1.4	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	127	139	141	2	1.4	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table KC0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table KC0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
50 - SUBSIDIES AND TRANSFERS	127	127	139	141	2	1.4
SUBTOTAL NONPERSONAL SERVICES (NPS)	127	127	139	141	2	1.4
GROSS FUNDS	127	127	139	141	2	1.4

*Percent change is based on whole dollars.

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

Table KC0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table KC0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) WASHINGTON METRO TRANSIT COMMISSION (CC)								
(1100) WASHINGTON METRO TRANSIT COMMISSION (CC)	127	139	141	2	0.0	0.0	0.0	0.0
SUBTOTAL (1000) WASHINGTON METRO TRANSIT COMMISSION (CC)	127	139	141	2	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	127	139	141	2	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Washington Metropolitan Area Transit Commission's (WMATC) budget represents the District's subsidy payment to the multi-jurisdictional agency. The subsidy budget is shown in this program format for comparison purposes only. The WMATC operates through the following program:

Washington Metro Transit Commission – governs the operating authority, rates, and insurance of private-sector, for-hire passenger carriers in the metropolitan region. Specifically, the agency grants operating authority to carriers such as airport shuttles, charter group buses, tour buses, handicapped transport vehicles, businesses with private and government shuttle contracts, and carriers for conventions. As part of its regulatory program, WMATC also establishes interstate taxicab rates, which are used when taxicabs cross from one signatory jurisdiction to another. WMATC's staff is a source for determination of fares for taxicab trips between the District of Columbia and area airports or other points in Maryland or Virginia that are in the metropolitan region. Staff is also available to mediate taxicab overcharge complaints regarding interstate travel.

Program Structure Change

The Washington Metropolitan Area Transit Commission has no program structure changes in the FY 2018 proposed budget.

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

Table KC0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table KC0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		139	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		139	0.0
Technical Adjustment: Board approved increase	Washington Metro Transit Commission (CC)	2	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		141	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		141	0.0
GROSS FOR KC0 - WASHINGTON METROPOLITAN AREA TRANSIT COMMISSION		141	0.0

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

FY 2018 Proposed Budget Changes

The Washington Metropolitan Area Transit Commission's (WMATC) proposed FY 2018 gross budget is \$141,000 which represents a 1.4 percent increase over its FY 2017 approved gross budget of \$139,038. The budget is comprised entirely of Local funds.

Current Services Funding Level

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

WMATC's FY 2018 CSFL budget is \$139,038, which reflects no change from the FY 2017 approved Local funds budget of \$139,038.

Agency Budget Submission

Technical Adjustment: The District of Columbia, Maryland, and Virginia share the annual operating costs of WMATC. For FY 2018, the District's proportionate share of WMATC's annual operating costs was increased by \$1,962.

Mayor's Proposed Budget

No Change: The Washington Metropolitan Area Transit Commission's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Washington Metropolitan Area Transit Authority

www.wmata.com
Telephone: 202-637-7000

Table KE0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$359,096,548	\$367,170,726	\$429,958,315	17.1

The mission of the Washington Metropolitan Area Transit Authority (WMATA) is to provide the public with an efficient, affordable and safe means of travel, under the direction of the District’s Department of Transportation (Transit Delivery Division), which provides funding, policy recommendations, and coordination of services to the agency.

WMATA was created February 20, 1967. It is an interstate compact agency and, by the terms of its enabling legislation, an agency and instrumentality of the District of Columbia, State of Maryland, and Commonwealth of Virginia. This compact agency was created by the aforementioned states and the District of Columbia to plan, finance, construct, and operate a comprehensive public transit system for the Washington metropolitan area. A Board of Directors, with representatives from each of the three jurisdictions and the federal government, governs WMATA. The District has two voting members and two non-voting members on WMATA’s Board. The Project Delivery Administration of the District’s Department of Transportation (DDOT) oversees the District’s funding of WMATA and recommends policy direction, develops service initiatives, and monitors service quality. DDOT’s role is inclusive of all transit modes including Metrobus, Metrorail, and MetroAccess Paratransit service.

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

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

Table KE0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table KE0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	248,489	246,901	290,444	43,543	17.6	0.0	0.0	0.0	0.0	N/A
DEDICATED TAXES	68,809	66,670	85,572	18,902	28.4	0.0	0.0	0.0	0.0	N/A
SPECIAL PURPOSE										
REVENUE FUNDS	41,799	53,600	53,942	342	0.6	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	359,097	367,171	429,958	62,788	17.1	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	359,097	367,171	429,958	62,788	17.1	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table KE0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table KE0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
50 - SUBSIDIES AND TRANSFERS	335,703	359,097	367,171	429,958	62,788	17.1
SUBTOTAL NONPERSONAL SERVICES (NPS)	335,703	359,097	367,171	429,958	62,788	17.1
GROSS FUNDS	335,703	359,097	367,171	429,958	62,788	17.1

*Percent change is based on whole dollars.

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

Table KE0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table KE0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(DC00) DC PROJECTS ONLY								
(CIRC) CIRCULATOR	27,280	25,093	24,226	-867	0.0	0.0	0.0	0.0
(MSCO) METRO SAFETY COMMISSION - OVERSIGHT COMM	0	0	750	750	0.0	0.0	0.0	0.0
(REDF) REDUCED FARES	800	800	600	-200	0.0	0.0	0.0	0.0
(SCHS) SCHOOL SUBSIDY	18,572	18,600	19,400	800	0.0	0.0	0.0	0.0
SUBTOTAL (DC00) DC PROJECTS ONLY	46,652	44,493	44,976	483	0.0	0.0	0.0	0.0
(DS00) DEBT SERVICE								
(DS01) DEBT SERVICE - SERIES	10,672	10,589	18,450	7,861	0.0	0.0	0.0	0.0
SUBTOTAL (DS00) DEBT SERVICE	10,672	10,589	18,450	7,861	0.0	0.0	0.0	0.0
(MA00) METROACCESS								
(PARA) PARA-TRANSIT	25,074	23,822	25,542	1,720	0.0	0.0	0.0	0.0
SUBTOTAL (MA00) METROACCESS	25,074	23,822	25,542	1,720	0.0	0.0	0.0	0.0
(OP00) WMATA OPERATIONS								
(BUS1) METROBUS	174,067	187,541	218,069	30,529	0.0	0.0	0.0	0.0
(RAIL) METRORAIL	102,631	100,726	122,921	22,195	0.0	0.0	0.0	0.0
SUBTOTAL (OP00) WMATA OPERATIONS	276,698	288,267	340,990	52,724	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	359,097	367,171	429,958	62,788	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Washington Metropolitan Area Transit Authority (WMATA) operates through the following 4 programs:

DC-Specific (Reimbursable to WMATA) Projects – are not part of the regular jurisdictional share of the WMATA subsidy; they are programs or projects that the District pays WMATA to operate or construct. Examples of DC-Specific Projects include the following: the DC Circulator bus system, the fare buy-down on bus-to-rail and rail-to-bus transfers, and the School Subsidy program.

This program contains the following 4 activities:

- **Circulator** – provides oversight and management for the DC Circulator bus system;
- **Metro Safety Commission - Oversight Commission** – The Metrorail Safety Commission shall have safety regulatory and enforcement authority over the WMATA Metrorail system, and shall act as the state safety oversight authority for WMATA;
- **Reduced Fares** – operates a special fare buy-down on bus-to-rail and rail-to-bus transfers in Southeast Washington; and
- **School Subsidy** – operates services associated with the School Subsidy program.

Debt Service – covers the District's annual share of financing costs for bonds sold by WMATA for the construction of the original system and for ongoing transit infrastructure rehabilitation and replacement. This payment is consistent with the Ancillary Bond Repayment Participation Agreement entered between the District of Columbia, the State of Maryland, the Commonwealth of Virginia, and the United States Secretary of Transportation.

MetroAccess – provides curb-to-curb wheelchair lift-equipped van service for persons unable to use accessible conventional bus or rail services. In the District, the service has nearly 9,200 certified riders who make approximately 54,000 trips per month. WMATA contracts with private carriers for the Paratransit service.

WMATA Operations – ensures that Metrorail and Metrobus operate efficiently and timely within the District of Columbia.

This program contains the following 2 activities:

- **Metrobus Operations** – operates approximately 350 bus routes on 135 lines throughout the metropolitan area, serving an average yearly ridership of 135 million. The District has the most concentrated level of Metrobus service in the region and the largest share of Metrobus ridership. Over half of Metrobus riders are District residents; and
- **Metrorail Operations** – operates approximately 38 miles of the Metrorail system and 40 stations in the District. It provides approximately 226.5 million trips per year. WMATA manages a total of 118 miles of track in the metropolitan area with 91 stations.

Program Structure Change

The Washington Metropolitan Area Transit Authority has no program structure changes in the FY 2018 proposed budget.

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

Table KE0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table KE0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		246,901	0.0
Other CSFL Adjustments	Multiple Programs	11,015	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		257,916	0.0

Table KE0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
Increase: To support the costs of pre-existing programmatic initiatives	Multiple Programs	20,241	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-20,241	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		257,916	0.0
Enhance: To support the DC portion of WMATA's operating cost	Multiple Programs	22,028	0.0
Enhance: To align budget with scheduled debt service payments	Debt Service	7,750	0.0
Enhance: To support the DC portion of WMATA's operating cost (one-time)	WMATA Operations	2,000	0.0
Enhance: To support the new Metro Safety Commission (MSC)	DC Projects Only	750	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		290,444	0.0
DEDICATED TAXES: FY 2017 Approved Budget and FTE		66,670	0.0
Decrease: To align resources with operational spending goals	Multiple Programs	-6	0.0
DEDICATED TAXES: FY 2018 Agency Budget Submission		66,664	0.0
Enhance: To support the DC portion of WMATA's operating cost	WMATA Operations	18,908	0.0
DEDICATED TAXES: FY 2018 Mayor's Proposed Budget		85,572	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		53,600	0.0
Decrease: To align budget with projected revenues	Multiple Programs	-858	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		52,742	0.0
Enhance: To support the DC portion of WMATA's operating cost	DC Projects Only	1,200	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		53,942	0.0
GROSS FOR KE0 - WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY		429,958	0.0

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

FY 2018 Proposed Budget Changes

The Washington Metropolitan Area Transit Authority's (WMATA) proposed FY 2018 gross budget is \$429,958,315, which represents a 17.1 percent increase over its FY 2017 approved gross budget of \$367,170,726. The budget is comprised of \$290,443,900 in Local funds, \$85,572,185 in Dedicated Taxes, and \$53,942,230 in Special Purpose Revenue funds.

Current Services Funding Level

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

WMATA's FY 2018 CSFL budget is \$257,915,848, which represents a \$11,015,122, or 4.5 percent, increase over the FY 2017 approved Local funds budget of \$246,900,726.

CSFL Assumptions

The FY 2018 CSFL calculated for WMATA included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$11,015,122 to account for projected funding in the FY 2017 Financial Plan that supports the District of Columbia's FY 2018 share of WMATA's annual operating cost.

Agency Budget Submission

Annually, the District of Columbia and the states of Maryland and Virginia, including the counties within the Greater Metropolitan Washington Area, subsidize part of the operating costs of the Metro System. In Fiscal Year 2018, WMATA reallocates funding along appropriated funds to ensure that each program receives its total share of funding.

Increase: In Local funds, the proposed budget for WMATA includes an increase of \$20,241,126 across multiple programs. This increase is comprised of \$20,129,848 for the Circulator Bus system, the Kids Ride Free program, and school subsidy initiatives; and \$111,278 for debt service payments.

Decrease: WMATA's Local funds budget proposal reflects a decrease of \$20,241,126 due to the reallocation of resources from WMATA Operations to District-Specific Projects. This adjustment aligns the agency's resources with its operational spending goals.

The proposed budget in Dedicated Taxes decreased by \$6,285 based on revenue projections for Parking Taxes. In Special Purpose Revenue funds, the proposed budget decreased by \$857,770 to reflect reduced revenue projections from the Circulator service.

Mayor's Proposed Budget

Enhance: In Local funds, WMATA's FY 2018 proposed budget includes an enhancement of \$22,028,052, of which \$21,692,052 supports the District of Columbia's share of annual subsidy to WMATA and \$336,000 restores bus lines that would have otherwise been eliminated. To align funding with scheduled debt service payments, the budget includes an increase of \$7,750,000. Also in Local funds, the budget proposal includes one-time funding in the amount of \$2,000,000 to support the initiative to reduce overcrowding during peak hours on several bus routes, and it also includes an additional \$750,000 to establish a new Metro Safety Commission.

To support the District of Columbia's share of annual subsidy payment to WMATA, Dedicated Taxes increased by \$18,908,470 and Special Purpose Revenue funds by \$1,200,000.

Agency Budget Chapters - Part III

(by Appropriation Title)

G. Financing and Other

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Debt Service

Repayment of Loans and Interest (DS0)

Repayment of Revenue Bonds (DT0)

Schools Modernization Fund (SM0)

Repayment of Interest on Short-Term Borrowings (ZA0)

Debt Service - Issuance Costs (ZB0)

Commercial Paper Program (ZC0)

Table-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
Repayment of Loans and Interest (DS)	\$578,571,569	\$642,681,238	\$713,378,374	11.0
Repayment of Revenue Bonds (DT)	\$7,822,389	\$7,835,339	\$7,832,389	0.0
Schools Modernization Fund (SM)	\$14,275,513	\$13,522,513	\$2,781,425	-79.4
Repayment of Interest on Short-Term Borrowings (ZA)	\$922,056	\$1,250,000	\$0	-100.0
Debt Service - Issuance Costs (ZB)	\$2,944,914	\$6,000,000	\$8,000,000	33.3
Commercial Paper Program (ZC)	\$0	\$0	\$8,502,640	N/A
Total Operating Budget	\$604,536,440	\$671,289,090	\$740,494,828	10.3

The mission of Debt Service administration is to finance the District's capital and cash flow needs, minimize the costs associated with such financing, exercise fiscally responsible debt management practices, and make timely payments of all debt service.

Summary of Services

Timely debt service payments are necessary to satisfy the District's commitments to its bondholders and maintain good credit standing. Under the District of Columbia Home Rule Act, the District may issue debt to finance capital projects or seasonal cash needs, subject to certain limitations. Specifically, no long-term debt may be issued that would cause total debt service on all tax-supported debt to exceed 12 percent of total General Fund expenditures in any year during the 6-year capital plan period. No short-term debt may be issued in an amount that would cause total outstanding short-term debt to exceed 20 percent of the projected revenue of the fiscal year in which the debt is issued. Short-term debt must be repaid by the end of the fiscal year in which it is issued. The District's total outstanding tax-supported long-term debt as of September 30, 2016 was \$9.72 billion. Appropriations are budgeted from Local funds in amounts sufficient to meet the required payments for various types of debt service.

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

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

Table DS0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table DS0-2

(dollars in thousands)

Repayment of Loans and Interest

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	555,097	619,100	689,585	70,485	11.4	0.0	0.0	0.0	0.0	N/A
SPECIAL PURPOSE										
REVENUE FUNDS	5,114	5,319	5,531	212	4.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	560,211	624,419	695,116	70,697	11.3	0.0	0.0	0.0	0.0	N/A
FEDERAL RESOURCES										
FEDERAL GRANT FUNDS	18,361	18,262	18,262	0	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR FEDERAL RESOURCES	18,361	18,262	18,262	0	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	578,572	642,681	713,378	70,697	11.0	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

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

Table DT0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table DT0-2

(dollars in thousands)

Repayment of Revenue Bonds

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
DEDICATED TAXES	7,822	7,835	7,832	-3	0.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	7,822	7,835	7,832	-3	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	7,822	7,835	7,832	-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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

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

Table SM0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table SM0-2

(dollars in thousands)

Schools Modernization Fund

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	14,276	13,523	2,781	-10,741	-79.4	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	14,276	13,523	2,781	-10,741	-79.4	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	14,276	13,523	2,781	-10,741	-79.4	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

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

Table ZA0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table ZA0-2

(dollars in thousands)

Repayment of Interest on Short-Term Borrowings

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	922	1,250	0	-1,250	-100.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	922	1,250	0	-1,250	-100.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	922	1,250	0	-1,250	-100.0	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

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

Table ZB0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table ZB0-2

(dollars in thousands)

Debt Service - Issuance Costs

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	2,945	6,000	8,000	2,000	33.3	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	2,945	6,000	8,000	2,000	33.3	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	2,945	6,000	8,000	2,000	33.3	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

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

Table ZC0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table ZC0-2

(dollars in thousands)

Commercial Paper Program

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	0	0	8,503	8,503	N/A	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	0	0	8,503	8,503	N/A	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	0	0	8,503	8,503	N/A	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table DS0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table DS0-3

(dollars in thousands)

Repayment of Loans and Interest

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
80 - DEBT SERVICE	586,572	578,572	642,681	713,378	70,697	11.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	586,572	578,572	642,681	713,378	70,697	11.0
GROSS FUNDS	586,572	578,572	642,681	713,378	70,697	11.0

*Percent change is based on whole dollars.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table DT0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table DT0-3

(dollars in thousands)

Repayment of Revenue Bonds

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
80 - DEBT SERVICE	7,829	7,822	7,835	7,832	-3	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	7,829	7,822	7,835	7,832	-3	0.0
GROSS FUNDS	7,829	7,822	7,835	7,832	-3	0.0

*Percent change is based on whole dollars.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table SM0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table SM0-3

(dollars in thousands)

Schools Modernization Fund

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
80 - DEBT SERVICE	11,412	14,276	13,523	2,781	-10,741	-79.4
SUBTOTAL NONPERSONAL SERVICES (NPS)	11,412	14,276	13,523	2,781	-10,741	-79.4
GROSS FUNDS	11,412	14,276	13,523	2,781	-10,741	-79.4

*Percent change is based on whole dollars.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table ZA0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table ZA0-3

(dollars in thousands)

Repayment of Interest on Short-Term Borrowings

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
80 - DEBT SERVICE	723	922	1,250	0	-1,250	-100.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	723	922	1,250	0	-1,250	-100.0
GROSS FUNDS	723	922	1,250	0	-1,250	-100.0

*Percent change is based on whole dollars.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table ZB0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table ZB0-3

(dollars in thousands)

Debt Service - Issuance Costs

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
80 - DEBT SERVICE	5,638	2,945	6,000	8,000	2,000	33.3
SUBTOTAL NONPERSONAL SERVICES (NPS)	5,638	2,945	6,000	8,000	2,000	33.3
GROSS FUNDS	5,638	2,945	6,000	8,000	2,000	33.3

*Percent change is based on whole dollars.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table ZC0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table ZC0-3

(dollars in thousands)

Commercial Paper Program

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
80 - DEBT SERVICE	0	0	0	8,503	8,503	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	0	0	0	8,503	8,503	N/A
GROSS FUNDS	0	0	0	8,503	8,503	N/A

*Percent change is based on whole dollars.

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

Table DS0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table DS0-4 Repayment of Loans and Interest

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) REPAYMENT OF LOANS AND INTEREST								
(1100) REPAYMENT OF LOANS AND INTEREST	578,572	642,681	713,378	70,697	0.0	0.0	0.0	0.0
SUBTOTAL (1000) REPAYMENT OF LOANS AND INTEREST	578,572	642,681	713,378	70,697	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	578,572	642,681	713,378	70,697	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

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

Table DT0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table DT0-4 Repayment of Revenue Bonds

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) REPAYMENT OF REVENUE BONDS								
(1100) REPAYMENT OF REVENUE BONDS	7,822	7,835	7,832	-3	0.0	0.0	0.0	0.0
SUBTOTAL (1000) REPAYMENT OF REVENUE BONDS	7,822	7,835	7,832	-3	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	7,822	7,835	7,832	-3	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

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

Table SM0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table SM0-4 Schools Modernization Fund

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) SCHOOLS MODERNIZATION FUND								
(1100) SCHOOLS MODERNIZATION FUND	14,276	13,523	2,781	-10,741	0.0	0.0	0.0	0.0
SUBTOTAL (1000) SCHOOLS MODERNIZATION FUND	14,276	13,523	2,781	-10,741	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	14,276	13,523	2,781	-10,741	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

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

Table ZA0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table ZA0-4 Repayment of Interest on Short-Term Borrowings

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) SHORT-TERM BORROWINGS								
(1100) SHORT-TERM BORROWINGS	922	1,250	0	-1,250	0.0	0.0	0.0	0.0
SUBTOTAL (1000) SHORT-TERM BORROWINGS	922	1,250	0	-1,250	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	922	1,250	0	-1,250	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

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

Table ZB0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table ZB0-4 Debt Service - Issuance Costs

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) DEBT SERVICE - ISSUANCE COSTS								
(1100) DEBT SERVICE - ISSUANCE COSTS	2,945	6,000	5,000	-1,000	0.0	0.0	0.0	0.0
(1200) DEBT SERVICE - FEES	0	0	3,000	3,000	0.0	0.0	0.0	0.0
SUBTOTAL (1000) DEBT SERVICE - ISSUANCE COSTS	2,945	6,000	8,000	2,000	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	2,945	6,000	8,000	2,000	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

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

Table ZC0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table ZC0-4 Commercial Paper Program

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) COMMERCIAL PAPER PROGRAM								
(1100) COMMERCIAL PAPER PROGRAM	0	0	8,503	8,503	0.0	0.0	0.0	0.0
SUBTOTAL (1000) COMMERCIAL PAPER PROGRAM	0	0	8,503	8,503	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	0	0	8,503	8,503	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

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

Table DS0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table DS0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		619,100	0.0
Other CSFL Adjustments	Repayment of Loans and Interest	53,064	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		672,164	0.0
Increase: To align budget with projected debt service payments	Repayment of Loans and Interest	17,421	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		689,585	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		689,585	0.0
FEDERAL GRANT FUNDS: FY 2017 Approved Budget and FTE		18,262	0.0
No Change		0	0.0
FEDERAL GRANT FUNDS: FY 2018 Agency Budget Submission		18,262	0.0
No Change		0	0.0
FEDERAL GRANT FUNDS: FY 2018 Mayor's Proposed Budget		18,262	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		5,319	0.0
Increase: To align budget with projected revenues	Repayment of Loans and Interest	212	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		5,531	0.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		5,531	0.0
GROSS FOR DS0 - REPAYMENT OF LOANS AND INTEREST		713,378	0.0

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

FY 2018 Proposed Budget Changes

The Repayment of Loans and Interest's proposed FY 2018 gross budget is \$713,378,374, which represents an 11.0 percent increase over its FY 2017 approved gross budget of \$642,681,238. The budget is comprised of \$689,585,197 in Local funds, \$18,262,177 in Federal Grant funds, and \$5,531,000 in Special Purpose Revenue funds.

Current Services Funding Level

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

The Repayment of Loans and Interest's FY 2018 CSFL budget is \$672,164,396, which represents a \$53,064,335, or 8.6 percent, increase over the FY 2017 approved Local funds budget of \$619,100,061.

CSFL Assumptions

CSFL funding for the Repayment of Loan and Interest reflects an adjustment for an increase of \$53,064,335 to account for revised debt service projections. The overall increase in Local funds is due to the annual bond issuance to fund the District's Capital Improvements Plan (CIP). Based on the current CIP, the Local funds in the Repayment of Loans and Interest will increase in each of the next 6 years. The projected increases range from \$20 million to more than \$150 million annually. In addition, long-term tax-exempt interest rates are projected to rise over the next fiscal year.

Agency Budget Submission

Increase: The projected FY 2018 Local funds budget reflects an increase of \$17,420,801 in debt service payments to align the budget with updated projections. The budget proposal for Special Purpose Revenue funds reflects an increase of \$212,000 in debt service payments. The increase is based on an established lease payment schedule for an agreement between the District Department of Transportation and Clear Channel for bus shelter advertising.

Mayor's Proposed Budget

No Change: The Repayment of Loans and Interest's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

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

Table DT0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table DT0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
DEDICATED TAXES: FY 2017 Approved Budget and FTE		7,835	0.0
Decrease: To align budget with scheduled debt service payments	Repayment of Revenue Bonds	-3	0.0
DEDICATED TAXES: FY 2018 Agency Budget Submission		7,832	0.0
No Change		0	0.0
DEDICATED TAXES: FY 2018 Mayor's Proposed Budget		7,832	0.0
GROSS FOR DT0 - REPAYMENT OF REVENUE BONDS		7,832	0.0

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

FY 2018 Proposed Budget Changes

The Repayment of Revenue Bonds' proposed FY 2018 gross budget is \$7,832,389, which represents a less than 1.0 percent decrease from its FY 2017 approved gross budget of \$7,835,339. The budget is comprised entirely of Dedicated Taxes.

Agency Budget Submission

Decrease: The FY 2018 budget proposal for Dedicated Tax funds reflects a decrease of \$2,950 to align the budget with debt service projections for Housing Production Trust Fund-related borrowing. The repayment schedule for the outstanding Deed Tax Revenue Bonds will fluctuate between \$7.82 million and \$7.84 million over the next 10 years.

Mayor's Proposed Budget

No Change: The Repayment of Revenue Bonds' budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

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

Table SM0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table SM0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		13,523	0.0
Other CSFL Adjustments	Schools Modernization Fund	-4,773	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		8,749	0.0
Decrease: To align budget with projected debt service payments	Schools Modernization Fund	-5,968	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		2,781	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		2,781	0.0
GROSS FOR SM0 - SCHOOLS MODERNIZATION FUND		2,781	0.0

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

FY 2018 Proposed Budget Changes

The Schools Modernization Fund's proposed FY 2018 gross budget is \$2,781,425, which represents a 79.4 percent decrease from its FY 2017 approved gross budget of \$13,522,513. The budget is comprised entirely of Local funds.

Current Services Funding Level

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

The Schools Modernization Fund's FY 2018 CSFL budget is \$8,749,175, which represents a \$4,773,338, or 35.3 percent, decrease from the FY 2017 approved Local funds budget of \$13,522,513.

CSFL Assumptions

CSFL funding for the Schools Modernization Fund reflects an adjustment for a decrease of \$4,773,338 to account for revised debt service projections.

Agency Budget Submission

Decrease: The Schools Modernization Fund's budget proposal reflects a decrease of \$5,967,750 to align the budget with projected debt service payments.

Mayor's Proposed Budget

No Change: The Schools Modernization Fund's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

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

Table ZA0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table ZA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		1,250	0.0
Other CSFL Adjustments	Multiple Programs	3,400	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		4,650	0.0
Decrease: To reallocate resources for agency restructure	Short-Term Borrowings	-4,650	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		0	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		0	0.0
GROSS FOR ZA0 - REPAYMENT OF INTEREST ON SHORT-TERM BORROWINGS		0	0.0

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

FY 2018 Proposed Budget Changes

The Repayment of Interest on Short-Term Borrowings' proposed FY 2018 gross budget is \$0, which represents a 100.0 percent decrease from its FY 2017 approved gross budget of \$1,250,000.

Current Services Funding Level

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

The Repayment of Interest on Short-Term Borrowings' FY 2018 CSFL budget is \$4,650,000, which represents a \$3,400,000, or 272.0 percent, increase over the FY 2017 approved Local funds budget of \$1,250,000.

CSFL Assumption

CSFL funding for the Repayment of Interest on Short-Term Borrowings reflects an adjustment for an increase of \$3,400,000 to account for revised debt service projections.

Agency Budget Submission

Decrease: The FY 2018 budget proposal for the Repayment of Interest on Short-Term Borrowings reflects a decrease of \$4,650,000 because the District will no longer be issuing short-term tax revenue

anticipation notes (TRANS). The newly created Commercial Paper Program agency allows for borrowing to occur as expenditures are incurred, through the issuance of Bond Anticipation Notes (BANs). Beginning in FY 2018, all related funding will be budgeted in this agency.

Mayor's Proposed Budget

No Change: The Repayment of Interest on Short-Term Borrowings' budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

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

Table ZB0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table ZB0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		6,000	0.0
Other CSFL Adjustments	Debt Service - Issuance Costs	-1,000	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		5,000	0.0
Technical Adjustment: To adjust anticipated fees on debt service	Debt Service - Issuance Costs	3,000	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		8,000	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		8,000	0.0
GROSS FOR ZB0 - DEBT SERVICE - ISSUANCE COSTS		8,000	0.0

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

FY 2018 Proposed Budget Changes

The Debt Service - Issuance Costs' proposed FY 2018 gross budget is \$8,000,000, which represents a 33.3 percent increase over its FY 2017 approved gross budget of \$6,000,000. The budget is comprised entirely of Local funds.

Current Services Funding Level

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

The Debt Service - Issuance Costs' FY 2018 CSFL budget is \$5,000,000, which represents a \$1,000,000, or 16.7 percent, decrease from the FY 2017 approved Local funds budget of \$6,000,000.

CSFL Assumptions

CSFL funding for Debt Service - Issuance Costs reflects an adjustment for a decrease of \$1,000,000 in Debt Service Adjustments to account for lower-than-anticipated fees.

Agency Budget Submission

Technical Adjustment: The FY 2018 Debt Service - Issuance Costs' budget proposal reflects an increase of \$3,000,000 because certain fees will now be paid through this agency rather than the Repayment of Loans and Interest agency.

Mayor's Proposed Budget

No Change: The Debt Service - Issuance Costs' budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

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

Table ZC0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table ZC0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		0	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		0	0.0
Technical Adjustment: To align budget with projected debt service payments	Commercial Paper Program	8,503	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		8,503	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		8,503	0.0
GROSS FOR ZC0 - COMMERCIAL PAPER PROGRAM		8,503	0.0

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

FY 2018 Proposed Budget Changes

The Commercial Paper Program's proposed FY 2018 gross budget is \$8,502,640, compare to the FY 2017 approved gross budget of \$0. The budget is comprised entirely of Local funds.

Agency Budget Submission

Technical Adjustment: The Commercial Paper Program's budget proposal reflects an increase of \$8,502,640 to allow the District to finance expenditures through the issuance of Bond Anticipation Notes (BANs), a short-term interest-bearing security. This will allow the District to eliminate Repayment of Interest on Short-Term Borrowings for its TRANS borrowing, and also to reduce Repayment of Loans and Interest as long-term bonds are issued closer to the time the proceeds are actually needed.

Mayor's Proposed Budget

No Change: The Commercial Paper Program's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Settlements and Judgments

Table ZH0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$32,953,224	\$21,292,448	\$21,824,759	2.5

Settlements and Judgements provides fiscal resources to settle claims and lawsuits and pay judgments in most types of civil cases filed against the District of Columbia.

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

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

Table ZH0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table ZH0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	32,953	21,292	21,825	532	2.5	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	32,953	21,292	21,825	532	2.5	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	32,953	21,292	21,825	532	2.5	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table ZH0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table ZH0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
40 - OTHER SERVICES AND CHARGES	17,222	32,953	21,292	21,825	532	2.5
SUBTOTAL NONPERSONAL SERVICES (NPS)	17,222	32,953	21,292	21,825	532	2.5
GROSS FUNDS	17,222	32,953	21,292	21,825	532	2.5

*Percent change is based on whole dollars.

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

Table ZH0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table ZH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) SETTLEMENT AND JUDGMENTS								
(1100) SETTLEMENT AND JUDGMENTS	32,953	21,292	21,825	532	0.0	0.0	0.0	0.0
SUBTOTAL (1000) SETTLEMENT AND JUDGMENTS	32,953	21,292	21,825	532	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	32,953	21,292	21,825	532	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

Settlements and Judgments operates through the following program:

Settlements and Judgments - addresses litigation against the District government. The fund is managed and administered by the District's Office of Risk Management. The authority to settle a case is limited to \$500,000. For amounts greater than \$500,000, the settlement decision rests with the Mayor.

Program Structure Change

Settlements and Judgments has no program structure changes in the FY 2018 proposed budget.

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

Table ZH0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table ZH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		21,292	0.0
Other CSFL Adjustments	Settlement and Judgments	20,532	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		41,825	0.0
Decrease: To align resources with operational spending goals	Settlement and Judgments	-20,000	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		21,825	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		21,825	0.0
GROSS FOR ZH0 - SETTLEMENTS AND JUDGMENTS		21,825	0.0

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

FY 2018 Proposed Budget Changes

Settlements and Judgments' proposed FY 2018 gross budget is \$21,824,759, which represents a 2.5 percent increase over its FY 2017 approved gross budget of \$21,292,448. The budget is comprised entirely of Local funds.

Current Services Funding Level

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

Settlements and Judgments' FY 2018 CSFL budget is \$41,824,759, which represents a \$20,532,311, or 96.4 percent, increase over the FY 2017 approved Local funds budget of \$21,292,448.

CSFL Assumptions

The FY 2018 CSFL calculated for Settlements and Judgements included adjustment entries that are not described in detail on table 5. These adjustments include an increase of \$532,311 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

Additionally, an increase of \$20,000,000 for Recurring Budget Items accounts for projections of funding needed to settle claims and lawsuits filed against the District of Columbia.

Agency Budget Submission

Decrease: The budget proposal reflects a decrease of \$20,000,000 to align with estimates of claims, lawsuits, and judgments for most civil cases filed against the District of Columbia.

Mayor's Proposed Budget

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

John A. Wilson Building Fund

Table ZZ0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$4,288,676	\$4,369,093	\$4,082,344	-6.6

The mission of the John A. Wilson Building Fund is to provide an efficient, clean, and safe working environment for District employees in a modernized century-old historic building. Easily accessible to the public, the Wilson Building is an emblem of District pride showcased on the elegant Pennsylvania Avenue corridor within the Federal Triangle, just blocks from the White House.

Culminating a five-year renovation, expansion, and restoration, the Wilson Building reopened to acclaim in late 2001. Built in 1904 and later named after the long-term District Council member and Chairman, the building had suffered from neglect and had to be closed in 1996. Preservation-minded District officials emerged with a redevelopment plan and, starting in 1996, the Wilson Building underwent a renovation based on plans from architect Shalom Baranes. The result is a modern workplace for District government that retains much of its historic flavor and texture.

Housed in the building are the Executive Office of the Mayor, the District Council, the Office of the Chief Financial Officer, and a number of other District agencies. The Wilson Building will serve the District for many years, while preserving a link to the past.

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

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

Table ZZ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table ZZ0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	4,289	4,369	4,082	-287	-6.6	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	4,289	4,369	4,082	-287	-6.6	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	4,289	4,369	4,082	-287	-6.6	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table ZZ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table ZZ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	888	1,001	1,019	929	-90	-8.9
34 - SECURITY SERVICES	1,296	1,823	1,722	1,766	43	2.5
35 - OCCUPANCY FIXED COSTS	2,152	1,465	1,628	1,388	-239	-14.7
SUBTOTAL NONPERSONAL SERVICES (NPS)	4,336	4,289	4,369	4,082	-287	-6.6
GROSS FUNDS	4,336	4,289	4,369	4,082	-287	-6.6

*Percent change is based on whole dollars.

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

Table ZZ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table ZZ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) WILSON BUILDING								
(1100) WILSON BUILDING	4,289	4,369	4,082	-287	0.0	0.0	0.0	0.0
SUBTOTAL (1000) WILSON BUILDING	4,289	4,369	4,082	-287	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	4,289	4,369	4,082	-287	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The John A. Wilson Building Fund operates through the following program:

John A. Wilson Building – provides office space for the Executive Office of the Mayor, the District Council, the Office of the Chief Financial Officer, and a number of other District agencies.

Program Structure Change

The John A. Wilson Building Fund has no program structure changes in the FY 2018 proposed budget.

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

Table ZZ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table ZZ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		4,369	0.0
Other CSFL Adjustments	Wilson Building	-287	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		4,082	0.0
No Change		0	0.0

Table ZZ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Agency Budget Submission		4,082	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		4,082	0.0
GROSS FOR ZZ0 - JOHN A. WILSON BUILDING FUND		4,082	0.0

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

FY 2018 Proposed Budget Changes

The John A. Wilson Building Fund's proposed FY 2018 gross budget is \$4,082,344, which represents a 6.6 percent decrease from its FY 2017 approved gross budget of \$4,369,093. The budget is comprised entirely of Local funds.

Current Services Funding Level

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

The John A. Wilson Building Fund's FY 2018 CSFL budget is \$4,082,344, which represents a \$286,749, or 6.6 percent, decrease from the FY 2017 approved Local funds budget of \$4,369,093.

CSFL Assumptions

The John A. Wilson Building Fund's CSFL funding for the Fixed Costs Inflation Factor, which is not described in detail on table 5, reflects a decrease of \$286,749 to account for projected Fixed Costs estimates from the Department of General Services based on historical expenditure trends.

Agency Budget Submission

No Change: The John A. Wilson Building Fund's budget proposal reflects no change from the CSFL to the agency budget submission.

Mayor's Proposed Budget

No Change: The John A. Wilson Building Fund's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Workforce Investments

Table UP0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$0	\$18,025,000	\$68,488,368	280.0

The mission of Workforce Investments is to pay compensation increases for nonunion and union District employees and reform initiative costs.

Summary of Services

The District budgets an amount for Workforce Investments for pay increases and reforms that are expected in the budgeted year but are not finalized. Employees covered and dollar amounts vary from year to year, depending on what compensation changes are final or still outstanding. The Office of Budget and Planning develops estimates for the Workforce Investments budget in consultation with the D.C. Department of Human Resources, the Office of Labor Relations and Collective Bargaining, and the Office of the City Administrator.

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

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

Table UP0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table UP0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	0	18,025	68,488	50,463	280.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	0	18,025	68,488	50,463	280.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	0	18,025	68,488	50,463	280.0	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table UP0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table UP0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	0	0	18,025	68,488	50,463	280.0
SUBTOTAL PERSONAL SERVICES (PS)	0	0	18,025	68,488	50,463	280.0
GROSS FUNDS	0	0	18,025	68,488	50,463	280.0

*Percent change is based on whole dollars.

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

Table UP0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table UP0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) WORKFORCE INVESTMENTS								
(1100) WORKFORCE INVESTMENTS	0	18,025	68,488	50,463	0.0	0.0	0.0	0.0
SUBTOTAL (1000) WORKFORCE INVESTMENTS	0	18,025	68,488	50,463	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	0	18,025	68,488	50,463	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

Workforce Investments operates through the following program:

Workforce Investments – includes salary and benefits related to pay increases that are expected in the budgeted year but are not finalized.

Program Structure Change

Workforce Investments has no program structure changes in the FY 2018 proposed budget.

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

Table UP0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table UP0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		18,025	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		18,025	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		18,025	0.0
Enhance: To support anticipated Cost-of-Living Adjustments (COLAs) and potential Workforce Investments union agreements	Workforce Investments	50,463	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		68,488	0.0
GROSS FOR UP0 - WORKFORCE INVESTMENTS		68,488	0.0

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

FY 2018 Proposed Budget Changes

Workforce Investments' proposed FY 2018 gross budget is \$68,488,368, which represents a 280.0 percent increase over its FY 2017 approved gross budget of \$18,025,000. The budget is comprised entirely of Local funds.

Current Services Funding Level

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

Workforce Investments' FY 2018 CSFL budget is \$18,025,000, which represents no change from the FY 2017 approved Local funds budget of \$18,025,000.

Agency Budget Submission

No Change: Workforce Investments' budget proposal reflects no change from the CSFL to the agency budget submission.

Mayor's Proposed Budget

Enhance: The FY 2018 budget proposal for Local funds reflects an increase in the amount of \$50,463,368 to cover anticipated Cost-of-Living Adjustments and potential wage agreement funding.

Non-Departmental

Table DO0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$0	\$7,223,786	\$6,477,384	-10.3
FTEs	0.0	44.0	40.0	-9.1

The mission of Non-Departmental is to budget for anticipated costs that were not allocated to specific agencies during the development of the proposed budget to ensure that specific use requirements are met.

Summary of Services

Use of a Non-Departmental account is a common practice to include specific costs in the budget, while providing the flexibility to project and allocate these costs. Use of Non-Departmental improves budget formulation by ensuring that certain use criteria are met by agencies before the funds are released to those agencies.

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

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

Table DO0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table DO0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	0	3,804	4,847	1,043	27.4	0.0	44.0	40.0	-4.0	-9.1
SPECIAL PURPOSE REVENUE FUNDS	0	3,420	1,630	-1,789	-52.3	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	0	7,224	6,477	-746	-10.3	0.0	44.0	40.0	-4.0	-9.1
GROSS FUNDS	0	7,224	6,477	-746	-10.3	0.0	44.0	40.0	-4.0	-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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table DO0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table DO0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	0	0	2,004	1,504	-500	-24.9
SUBTOTAL PERSONAL SERVICES (PS)	0	0	2,004	1,504	-500	-24.9
50 - SUBSIDIES AND TRANSFERS	0	0	5,220	4,973	-246	-4.7
SUBTOTAL NONPERSONAL SERVICES (NPS)	0	0	5,220	4,973	-246	-4.7
GROSS FUNDS	0	0	7,224	6,477	-746	-10.3

*Percent change is based on whole dollars.

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

Table DO0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table DO0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) NON-DEPARTMENTAL								
(1100) NON-DEPARTMENTAL	0	7,224	6,477	-746	0.0	44.0	40.0	-4.0
SUBTOTAL (1000)								
NON-DEPARTMENTAL	0	7,224	6,477	-746	0.0	44.0	40.0	-4.0
TOTAL PROPOSED								
OPERATING BUDGET	0	7,224	6,477	-746	0.0	44.0	40.0	-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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

Non-Departmental operates through the following program:

Non-Departmental - budgets for anticipated costs not allocated to agencies.

Program Structure Change

Non-Departmental has no program structure changes in the FY 2018 proposed budget.

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

Table DO0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table DO0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		3,804	44.0
Removal of One-Time Funding	Non-Departmental	-800	-4.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		3,004	40.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		3,004	40.0
Enhance: To support the costs of pre-existing programmatic initiatives	Non-Departmental	1,843	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		4,847	40.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		3,420	0.0
Decrease: To align budget with projected revenues	Non-Departmental	-3,420	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		0	0.0
Enhance: To align the budget with projected revenue	Non-Departmental	1,630	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		1,630	0.0
GROSS FOR DO0 - NON-DEPARTMENTAL		6,477	40.0

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

FY 2018 Proposed Budget Changes

Non-Departmental's proposed FY 2018 gross budget is \$6,477,384, which represents a 10.3 percent decrease from its FY 2017 approved gross budget of \$7,223,786. The budget is comprised of \$4,847,080 in Local funds and \$1,630,304 in Special Purpose Revenue funds.

Current Services Funding Level

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

Non-Departmental's FY 2018 CSFL budget is \$3,004,080, which represents a \$800,000 decrease, or 21.0 percent decrease, from the FY 2017 approved Local funds budget of \$3,804,080.

CSFL Assumptions

The FY 2018 CSFL calculated for Non-Departmental included an adjustment entry that is not described in detail on table 5. This adjustment reflects a reduction of \$800,000 to account for the removal of one-time funding appropriated in FY 2017. This funding included \$300,000 to support the Cherry Blossom Festival and \$500,000 to support the start-up costs for the Universal Paid Leave program.

Agency Budget Submission

Decrease: In Special Purpose Revenue funds, the proposed budget is initially adjusted to \$0 to remove the FY 2017 estimate of \$3,419,706 in unbudgeted funds.

Mayor's Proposed Budget

Enhance: In Local Funds, \$1,843,000 was added to fund the costs related to legislative provisions included in the Budget Support Act.

Enhance: In Special Purpose Revenue funds, otherwise unbudgeted FY 2018 revenues of \$1,630,304 are added so that the District has budget authority for the full amount of its certified revenues. This funding represents the unbudgeted Special Purpose Revenue funds for various agencies.

Emergency Planning and Security Fund

Table EP0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$14,280,577	\$34,895,000	\$35,008,401	0.3

The mission of the Emergency Planning and Security Fund (EPSF) is to record expenses for which federal funding has been approved under the authority found in the federal payment for “Emergency Planning and Security Costs in the District of Columbia” section of the District’s annual Appropriations Act.

The costs shown below are generally related to:

- Providing public safety at events related to the presence of the Nation’s Capital in the District;
- Providing response support to immediate and specific terrorist threats or attacks in the District; and
- Providing support for requests from the United States Secret Service.

The Consolidated Appropriations Act, 2016, Public Law No. P.L. 114-113 (December 18, 2015) authorized a direct federal payment to the District in the amount of \$13,000,000, which is available until expended, and continued the authorization for reimbursement of expenditures related to support requested by the Director of the United States Secret Service.

EPSF funds available in FY 2016 consisted of:

Unexpended Balance carried forward from FY 2015	\$15,622,902
FY 2016 approved budget:	13,000,000
Total Available in FY 2016	\$28,622,902

1. FY 2016 approved expenditures by agency:

Agency	Amount
Metropolitan Police Department (MPD)	\$10,084,621
Fire and Emergency Medical Services (FEMS)	\$3,539,636
Homeland Security and Emergency Services (HSEMA)	\$49,405
Department of Forensic Services (DFS)	\$915
Returned to the Federal Government	\$606,000
Total	\$14,280,577

(Numbers may not add up due to rounding)

2. FY 2016 approved expenditures by event:

Agency	Amount
MPD Demonstrations/Special Events	\$7,253,943
FEMS Hazmat/Federal Property	\$2,476,267
MPD Presidential/First Lady Protection	\$951,846
MPD Foreign Dignitary Protection	\$670,061
MPD Vehicular Costs	\$566,638
FEMS Demonstrations/Other Events	\$544,289
MPD Vice-Presidential Protection	\$492,181
FEMS Presidential Helicopter Landing	\$472,575
MPD Infrastructure Surveillance	\$139,688
HSEMA Monitoring Federal Events	\$49,405
FEMS Presidential Escort	\$30,083
FEMS Fire Prevention Inspectors	\$16,421
MPD Domestic Dignitary Protection	\$10,265
DFS State of the Union	\$915
Returned to the Federal Government	\$606,000
Total	\$14,280,577

(Numbers may not add up due to rounding)

3. FY 2016 approved expenditures by quarter:

Quarter	Amount
1st Quarter	\$4,382,194
2nd Quarter	\$6,101,945
3rd Quarter	\$2,253,187
4th Quarter	\$1,543,251
Total	\$14,280,577

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

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

Table EP0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table EP0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				FY 2017	Change*				FY 2017	Change
FEDERAL RESOURCES										
FEDERAL PAYMENTS	14,281	34,895	35,008	113	0.3	0.0	0.0	0.0	0.0	N/A
TOTAL FOR FEDERAL RESOURCES	14,281	34,895	35,008	113	0.3	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	14,281	34,895	35,008	113	0.3	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table EP0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table EP0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
50 - SUBSIDIES AND TRANSFERS	19,009	13,675	34,895	35,008	113	0.3
52 - RETURN OF FUNDS	0	606	0	0	0	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	19,009	14,281	34,895	35,008	113	0.3
GROSS FUNDS	19,009	14,281	34,895	35,008	113	0.3

*Percent change is based on whole dollars.

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

Table EP0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table EP0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) EMERGENCY PLANNING AND SECURITY COST								
(1100) EMERGENCY PLANNING AND SECURITY COST	13,675	34,895	35,008	113	0.0	0.0	0.0	0.0
NO ACTIVITY ASSIGNED	606	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) EMERGENCY PLANNING AND SECURITY COST	14,281	34,895	35,008	113	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	14,281	34,895	35,008	113	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Emergency Planning and Security Fund operates through the following program:

Emergency Planning and Security Cost – provides recordation of expenses for which federal reimbursement/payment has been approved under the authority found in the federal payment for Emergency Planning and Security Costs section of the District's annual Appropriations Act.

Program Structure Change

The Emergency Planning and Security Fund has no program structure changes in the FY 2018 proposed budget.

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

Table EP0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table EP0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
FEDERAL PAYMENTS: FY 2017 Approved Budget and FTE		34,895	0.0
Increase: To align the budget with the preliminary request to the Office of Management and Budget	Emergency Planning and Security Cost	113	0.0
FEDERAL PAYMENTS: FY 2018 Agency Budget Submission		35,008	0.0
No Change		0	0.0
FEDERAL PAYMENTS: FY 2018 Mayor's Proposed Budget		35,008	0.0
GROSS FOR EP0 - EMERGENCY PLANNING AND SECURITY FUND		35,008	0.0

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

FY 2018 Proposed Budget Changes

The Emergency Planning and Security Fund's proposed FY 2018 gross budget is \$35,008,401, which represents a less than 1.0 percent increase over its FY 2017 approved gross budget of \$34,895,000. The budget is comprised entirely of Federal Payment funds.

Agency Budget Submission

Increase: The FY 2018 Federal Payments request for the Emergency Planning and Security Fund is increased by \$113,401 to align the budget with the preliminary request to the Office of Management and Budget.

Mayor's Proposed Budget

No Change: The Emergency Planning and Security Fund's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Master Equipment Lease/Purchase Program

www.cfo.dc.gov
Telephone: 202-727-2476

Table ELO-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$38,914,240	\$29,380,873	\$19,254,435	-34.5

The mission of the Master Equipment Lease/Purchase Program (the program) is to provide District agencies with access to low cost, tax-exempt financing for short-term capital equipment needs. The program also enables the District to improve its asset/liability management by matching the useful life of the asset being financed to the amortization of the liability.

Under the District of Columbia Home Rule Act, the District may issue various obligations to finance its capital needs. The equipment finance program finances rolling stock (e.g., automobiles, trucks, public safety vehicles) and computer hardware and software. Financing through the program begins with a financing company paying for the purchase of equipment for the District's use. The District makes lease payments to the financing company for such equipment, which are in effect principal and interest payments on the amount financed, and the District gains ownership of the equipment upon completion of the payments.

Equipment financed through the program must have a useful life of at least five years. The repayment (amortization) will not exceed the useful life of the financed equipment. The maximum financing term that may be requested is ten years.

Appropriations for the program are budgeted from Local funds in amounts sufficient to meet the required payments. Timely payments are necessary to satisfy the District's commitments to its investors and creditors and to maintain a good credit standing in the financial markets.

As of September 30, 2016, the District financed approximately \$537 million of its capital equipment needs through the program. Currently, \$61 million is outstanding. The final payment associated with this program is due on June 25, 2020. The capital improvement plan for Fiscal Years 2017 through 2022 initiates a short-term financing program that will replace the current equipment finance program.

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

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

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

Table ELO-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual	Approved	Proposed	Change		Actual	Approved	Proposed	Change	
	FY 2016	FY 2017	FY 2018	FY 2017	Percentage Change*	FY 2016	FY 2017	FY 2018	FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	38,914	29,381	19,254	-10,126	-34.5	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	38,914	29,381	19,254	-10,126	-34.5	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	38,914	29,381	19,254	-10,126	-34.5	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

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

Table ELO-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
80 - DEBT SERVICE	43,778	38,914	29,381	19,254	-10,126	-34.5
SUBTOTAL NONPERSONAL SERVICES (NPS)	43,778	38,914	29,381	19,254	-10,126	-34.5
GROSS FUNDS	43,778	38,914	29,381	19,254	-10,126	-34.5

*Percent change is based on whole dollars.

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

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

Table ELO-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) EQUIPMENT LEASE								
(1100) EQUIPMENT LEASE	38,914	29,381	19,254	-10,126	0.0	0.0	0.0	0.0
SUBTOTAL (1000) EQUIPMENT LEASE	38,914	29,381	19,254	-10,126	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	38,914	29,381	19,254	-10,126	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Master Equipment Lease/Purchase Program operates through the following program:

Equipment Lease – provides financing for short-term capital equipment needs.

Program Structure Change

The Master Equipment Lease/Purchase Program has no program structure changes in the FY 2018 proposed budget.

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

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

Table ELO-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		29,381	0.0
Other CSFL Adjustments	Equipment Lease	-10,126	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		19,254	0.0
No Change		0	0.0

Table ELO-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Agency Budget Submission		19,254	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		19,254	0.0
GROSS FOR ELO - MASTER EQUIPMENT LEASE/PURCHASE PROGRAM		19,254	0.0

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

FY 2018 Proposed Budget Changes

The Master Equipment Lease/Purchase Program's proposed FY 2018 gross budget is \$19,254,435, which represents a 34.5 percent decrease from its FY 2017 approved gross budget of \$29,380,873. The budget is comprised entirely of Local funds.

Current Services Funding Level

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

The Master Equipment Lease/Purchase Program's FY 2018 CSFL budget is \$19,254,435, which represents a \$10,126,438, or 34.5 percent, decrease from the FY 2017 approved Local funds budget of \$29,380,873.

CSFL Assumptions

The Master Equipment Lease/Purchase Program's CSFL funding for debt service adjustments, which is not listed in detail on table 5, reflects an adjustment for a decrease of \$10,126,438 to account for revised debt service projections as the program pays off prior-year borrowing but takes on no new borrowing.

Agency Budget Submission

No Change: The Master Equipment Lease/Purchase Program's budget proposal reflects no change from the CSFL to the agency budget submission.

Mayor's Proposed Budget

No Change: The Master Equipment Lease/Purchase Program's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Pay-As-You-Go Capital Fund

Table PA0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$144,104,544	\$120,541,890	\$94,249,446	-21.8

The mission of the Pay-As-You-Go Capital Fund is to provide an additional funding source and offset long-term bond borrowing costs for capital projects.

Summary of Services

The Mayor and Council can request the use of Pay-As-You-Go (Paygo) Capital funds following the determination and certification by the Chief Financial Officer that the funds are available and necessary for the designated purpose. Operating funds may be transferred to the capital fund through a Pay-As-You-Go Capital funds budget transfer to support the Capital Improvements Plan (CIP), and the proposed FY 2018 budget includes such a transfer.

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

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

Table PA0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table PA0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				FY 2017	Percentage Change*				FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	88,043	66,614	48,087	-18,527	-27.8	0.0	0.0	0.0	0.0	N/A
SPECIAL PURPOSE										
REVENUE FUNDS	56,062	53,928	46,162	-7,766	-14.4	0.0	0.0	0.0	0.0	N/A
TOTAL FOR										
GENERAL FUND	144,105	120,542	94,249	-26,292	-21.8	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	144,105	120,542	94,249	-26,292	-21.8	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table PA0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table PA0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
50 - SUBSIDIES AND TRANSFERS	136,245	144,105	120,542	94,249	-26,292	-21.8
SUBTOTAL NONPERSONAL SERVICES (NPS)	136,245	144,105	120,542	94,249	-26,292	-21.8
GROSS FUNDS	136,245	144,105	120,542	94,249	-26,292	-21.8

*Percent change is based on whole dollars.

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

Table PA0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table PA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) PAY-GO CAPITAL								
(1100) PAY-GO CAPITAL	144,105	120,542	94,249	-26,292	0.0	0.0	0.0	0.0
SUBTOTAL (1000) PAY-GO CAPITAL	144,105	120,542	94,249	-26,292	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	144,105	120,542	94,249	-26,292	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Pay-As-You-Go Capital Fund operates through the following program:

Pay-Go Capital – allows for the transfer of revenue and budget authority between the operating funds budget (General Fund) and the capital funds budget (Capital Improvements Fund).

Program Structure Changes

The Pay-As-You-Go Capital Fund agency has no program structure changes in the FY 2018 proposed budget.

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

Table PA0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table PA0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		66,614	0.0
Removal of One-Time Funding	Pay-Go Capital	-2,814	0.0
Other CSFL Adjustments	Pay-Go Capital	-15,752	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		48,048	0.0
Decrease: To align resources with operational spending goals	Pay-Go Capital	-20,000	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		28,048	0.0
Increase: One Time Mayors Enhancements	Pay-Go Capital	20,039	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		48,087	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2017 Approved Budget and FTE		53,928	0.0
Decrease: To align resources with operational spending goals	Pay-Go Capital	-7,766	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Agency Budget Submission		46,162	0.0
No Change		0	0.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2018 Mayor's Proposed Budget		46,162	0.0
GROSS FOR PA0 - PAY-AS-YOU-GO CAPITAL FUND		94,249	0.0

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

FY 2018 Proposed Budget Changes

The Pay-As-You-Go (Paygo) Capital Fund's proposed FY 2018 gross funds budget is \$94,249,446, which represents a 21.8 percent decrease from its FY 2017 approved gross funds budget of \$120,541,890. The budget is comprised of \$48,087,001 in Local funds and \$46,162,445 in Special Purpose Revenue funds.

Current Services Funding Level

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

The Paygo Capital Fund's FY 2018 CSFL budget is \$48,048,001, which represent an \$18,565,874, or 27.9 percent, decrease from the FY 2017 approved Local funds budget of \$66,613,875.

CSFL Assumptions

The FY 2018 CSFL calculated for the Paygo Capital Fund includes changes not described in detail on table 5. The CSFL reflects an adjustment for a decrease of \$2,814,000 to account for removal of one-time funding to cover costs associated with tree planting projects. Additional adjustments include a decrease of \$15,751,874 for other adjustments to reflect FY 2018 Financial Plan projections.

Agency Budget Submission

The Paygo Capital agency supports funding transfers to various capital improvement program projects.

Decrease: In Local funds, the Paygo Capital budget proposal reflects a decrease of \$20,000,000 in Local funds transferred to capital projects as compared to FY 2017. In Special Purpose Revenue funds, the Paygo Capital budget proposal reflects a net decrease of \$7,765,963, which includes a decrease of \$3,813,963 in lower Rights-of-Way fee revenue transferred to the District Department of Transportation's (DDOT) local transportation projects, a decrease of \$4,500,000 in the Department of Energy and Environment's Waterway Restoration project, and a decrease of \$452,000 in DDOT's Tree Planting project, partially offset by an increase of \$1,000,000 in the Office of Cable Television, Film, Music, and Entertainment's Headquarters project.

Mayor's Proposed Budget

Enhance: In Local funds, the proposed Paygo Capital Fund's budget includes an increase of \$20,039,000.

The FY 2018 proposed Paygo Capital budget of \$94,249,446 includes \$48,087,001 of Local funds Paygo capital budget in support of the following projects:

- \$20,039,000 for the Universal Paid Family Leave IT application;
- \$9,000,000 for the United Medical Center project;
- \$7,759,340 for the District Department of Transportation's Local Streets projects;
- \$6,000,000 for the Integrated Tax System Modernization project;
- \$2,446,989 for the Yards and Canal Parks Improvements;
- \$1,099,000 for the Washington Metropolitan Area Transit Authority;
- \$1,000,000 for the Office of the State Superintendent's Data Infrastructure project;
- \$500,000 for the Energy Retrofitting of District Buildings; and
- \$242,672 for the Department of Parks and Recreation-Project Management project.

The proposed budget also includes \$46,162,445 of Special Purpose Revenue funds Paygo capital budget in support of the following projects:

- \$45,162,445 for DDOT's Local Streets projects program; and
- \$1,000,000 for the Office of Cable Television, Film, Music, and Entertainment's Headquarters project.

District Retiree Health Contribution

Table RH0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$29,000,000	\$31,000,000	\$44,500,000	43.5

The mission of the District Retiree Health Contribution is to contribute to the funding of the District's other post-employment benefits (OPEB) liabilities.

District government retirees who were first employed after September 30, 1987 ("post-87") may obtain health insurance (pursuant to D.C. Code 1-622) and life insurance (pursuant to D.C. Code 1-623) from the District. The federal government is responsible for funding OPEB costs for District government retirees who were first employed prior to October 1, 1987 ("pre-87").

In 1999, the Council of the District of Columbia established the Annuitants' Health and Life Insurance Employer Contribution Trust Fund ("Trust Fund") to pay the District's portion of post-87 retirees' health and life insurance premiums. Through FY 2007, the District contributed to the Trust Fund from available funds. Beginning in FY 2008, the Governmental Accounting Standards Board requires state and local governments, including the District, to recognize any OPEB liability in their financial statements. The District is budgeting an actuarially determined annual OPEB contribution to gradually reduce its unfunded accrued liability. The proposed budget of the District Retiree Health Contribution represents the District's FY 2018 contribution to the funding of its OPEB liabilities.

The District passed permanent legislation effective in FY 2011 changing the calculation of its contribution to the cost of health, vision, and dental insurance premiums for retirees and their dependents to a scale based on the amount of creditable service of the retiree. The District's maximum contribution for the cost of healthcare for retirees is 75.0 percent, the same as the contribution for all current employees.

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

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

Table RH0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table RH0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	29,000	31,000	44,500	13,500	43.5	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	29,000	31,000	44,500	13,500	43.5	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	29,000	31,000	44,500	13,500	43.5	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table RH0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table RH0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
50 - SUBSIDIES AND TRANSFERS	91,400	29,000	31,000	44,500	13,500	43.5
SUBTOTAL NONPERSONAL SERVICES (NPS)	91,400	29,000	31,000	44,500	13,500	43.5
GROSS FUNDS	91,400	29,000	31,000	44,500	13,500	43.5

*Percent change is based on whole dollars.

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

Table RH0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table RH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) DISTRICT RETIREE HEALTH CONTRIBUTION								
(1100) DISTRICT RETIREE HEALTH CONTRIBUTION	29,000	31,000	44,500	13,500	0.0	0.0	0.0	0.0
SUBTOTAL (1000) DISTRICT RETIREE HEALTH CONTRIBUTION	29,000	31,000	44,500	13,500	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	29,000	31,000	44,500	13,500	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The District Retiree Health Contribution operates through the following program:

District Retiree Health Contribution – provides the contribution to the funding of the District's OPEB liabilities.

Program Structure Change

The District Retiree Health Contribution has no program structure changes in the FY 2018 proposed budget.

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

Table RH0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table RH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		31,000	0.0
Other CSFL Adjustments	District Retiree Health Contribution	2,200	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		33,200	0.0
Technical Adjustment: To align budget with certified actuarial projections	District Retiree Health Contribution	11,300	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		44,500	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		44,500	0.0
GROSS FOR RH0 - DISTRICT RETIREE HEALTH CONTRIBUTION		44,500	0.0

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

FY 2018 Proposed Budget Changes

The District Retiree Health Contribution's (OPEB) proposed FY 2018 gross budget is \$44,500,000, which represents a 43.5 percent increase over its FY 2017 approved gross budget of \$31,000,000. The budget is comprised entirely of Local funds.

Current Services Funding Level

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

OPEB's FY 2018 CSFL budget is \$33,200,000, which represents a \$2,200,000, or 7.1 percent, increase over the FY 2017 approved Local funds budget of \$31,000,000.

CSFL Assumptions

CSFL funding for OPEB includes an increase of \$2,200,000 to account for an adjustment to reflect the FY 2018 Financial Plan projection.

Agency Budget Submission

Technical Adjustment: The District Retiree Health Contribution's proposed budget is increased by \$11,300,000 to reflect the actuarial valuation of the District of Columbia Annuitants' Health and Life Insurance Employee Contribution Plan. The purpose of the valuation is to provide an estimate of the actuarial accrued liabilities of the Plan and the Annual Required Contribution in accordance with Governmental Accounting Standard Board (GASB) statement numbers 43 and 45.

Mayor's Proposed Budget

No Changes: The District Retiree Health Contribution's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Highway Transportation Fund - Transfers

Table KZ0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$25,332,460	\$24,753,575	\$24,936,000	0.7

The Highway Transportation Fund - Transfers agency records the transfer of motor fuel tax and Rights-of-Way revenues from the District's General Fund to the Highway Trust Fund.

Summary of Services

This agency reflects the flow of the dedicated revenues through the General Fund for the motor fuel tax and a portion of Rights-of-Way revenue, as necessary to ensure needed fund balance, are transferred. More information on the Highway Trust Fund is available in Appendix H of the FY 2018 to FY 2023 Capital Improvements Plan (Including the Highway Trust Fund).

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

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

Table KZ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table KZ0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
GENERAL FUND										
DEDICATED TAXES	25,332	24,754	24,936	182	0.7	0.0	0.0	0.0	0.0	N/A
TOTAL FOR GENERAL FUND	25,332	24,754	24,936	182	0.7	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	25,332	24,754	24,936	182	0.7	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table KZ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table KZ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
50 - SUBSIDIES AND TRANSFERS	40,210	25,332	24,754	24,936	182	0.7
SUBTOTAL NONPERSONAL SERVICES (NPS)	40,210	25,332	24,754	24,936	182	0.7
GROSS FUNDS	40,210	25,332	24,754	24,936	182	0.7

*Percent change is based on whole dollars.

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

Table KZ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table KZ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) TRANSFER TAX TO HIGHWAY TRUST FUND								
(1100) TRANS MOTOR FUEL TAX TO HYWY TRUST FUND	25,332	24,754	24,936	182	0.0	0.0	0.0	0.0
SUBTOTAL (1000) TRANSFER TAX TO HIGHWAY TRUST FUND	25,332	24,754	24,936	182	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	25,332	24,754	24,936	182	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Highway Transportation Fund - Transfers operates through the following program:

Transfer Tax to Highway Trust Fund – records the transfer of dedicated revenue to the local Highway Trust Fund.

This program contains the following activity:

- **Transfer Motor Fuel Tax to Highway Trust Fund** – records the transfer of motor fuel tax revenue to the local Highway Trust Fund.

Program Structure Change

The Highway Transportation Fund - Transfers has no program structure changes in the FY 2018 proposed budget.

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

Table KZ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table KZ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
DEDICATED TAXES: FY 2017 Approved Budget and FTE		24,754	0.0
Increase: To align budget with projected revenues	Transfer Tax To Highway Trust Fund	182	0.0
DEDICATED TAXES: FY 2018 Agency Budget Submission		24,936	0.0
No Change		0	0.0
DEDICATED TAXES: FY 2018 Mayor's Proposed Budget		24,936	0.0
GROSS FOR KZ0 - HIGHWAY TRANSPORTATION FUND - TRANSFERS		24,936	0.0

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

FY 2018 Proposed Budget Changes

The Highway Transportation Fund - Transfers' proposed FY 2018 gross budget is \$24,936,000, which represents a less than 1.0 percent increase over its FY 2017 approved gross budget of \$24,753,575. The budget is comprised entirely of Dedicated Taxes.

Agency Budget Submission

Increase: The FY 2018 budget proposal for Dedicated Taxes reflects an increase of \$182,425, which aligns the budget with revenue projections for the motor fuel tax. The increase is based on the requirements for the transfer of revenue generated from the motor fuel tax to the Highway Trust Fund. This adjustment is confirmed with the February 2017 revenue certification by the Office of Revenue Analysis.

Mayor's Proposed Budget

No Change: The Highway Transportation Fund - Transfers' budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Convention Center Transfer - Dedicated Taxes

www.dconvention.com
Telephone: 202-249-3000

Table EZ0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$131,915,701	\$122,286,228	\$137,275,594	12.3

The Convention Center Transfer – Dedicated Taxes agency records the transfer of certain sales tax revenues from the District’s General Fund to the Washington Convention and Sports Authority for the Walter E. Washington Convention Center.

This budget entity reflects the flow of the dedicated revenues to the Convention Center through the General Fund, as authorized by the District of Columbia Official Code: Division I, Title 10, Subtitle IV, Chapter 12. It also reflects the flow of Local funds to support Destination DC advertising programs.

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

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

Table EZ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table EZ0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
GENERAL FUND										
LOCAL FUNDS	8,365	3,186	3,266	80	2.5	0.0	0.0	0.0	0.0	N/A
DEDICATED TAXES	123,551	119,100	134,010	14,910	12.5	0.0	0.0	0.0	0.0	N/A
TOTAL FOR										
GENERAL FUND	131,916	122,286	137,276	14,989	12.3	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	131,916	122,286	137,276	14,989	12.3	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer’s website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table EZ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table EZ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
50 - SUBSIDIES AND TRANSFERS	120,448	131,916	122,286	137,276	14,989	12.3
SUBTOTAL NONPERSONAL SERVICES (NPS)	120,448	131,916	122,286	137,276	14,989	12.3
GROSS FUNDS	120,448	131,916	122,286	137,276	14,989	12.3

*Percent change is based on whole dollars.

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

Table EZ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table EZ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) TRANSFER TAX TO CONVENTION CENTER								
(1100) TRANSFER SALES TAX TO CONVENTION CENTER	131,916	122,286	137,276	14,989	0.0	0.0	0.0	0.0
SUBTOTAL (1000) TRANSFER TAX TO CONVENTION CENTER	131,916	122,286	137,276	14,989	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	131,916	122,286	137,276	14,989	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Convention Center Transfer – Dedicated Taxes operates through the following program:

Transfer Sales Tax to Convention Center – records the transfer of revenue to the Walter E. Washington Convention Center.

Beginning in FY 2013 and each successive year, the Convention Center Transfer receives \$3,000,000 in Local funds, adjusted for inflation, to support Destination DC advertising programs. The programs consist of various marketing campaigns geared toward promoting the District of Columbia as a major tourist destination for personal, business, and convention travel.

Program Structure Change

The Convention Center Transfer - Dedicated Taxes has no program structure changes in the FY 2018 proposed budget.

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

Table EZ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table EZ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2017 Approved Budget and FTE		3,186	0.0
Other CSFL Adjustments	Transfer Tax To Convention Center	80	0.0
LOCAL FUNDS: FY 2018 Current Services Funding Level (CSFL) Budget		3,266	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Agency Budget Submission		3,266	0.0
No Change		0	0.0
LOCAL FUNDS: FY 2018 Mayor's Proposed Budget		3,266	0.0
DEDICATED TAXES: FY 2017 Approved Budget and FTE		119,100	0.0
Increase: To align budget with projected revenues	Transfer Tax To Convention Center	14,910	0.0
DEDICATED TAXES: FY 2018 Agency Budget Submission		134,010	0.0
No Change		0	0.0
DEDICATED TAXES: FY 2018 Mayor's Proposed Budget		134,010	0.0
GROSS FOR EZ0 - CONVENTION CENTER TRANSFER-DEDICATED TAXES		137,276	0.0

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

FY 2018 Proposed Budget Changes

The Convention Center Transfer - Dedicated Taxes' (CCTDT) proposed FY 2018 gross budget is \$137,275,594, which represents a 12.3 percent increase over its FY 2017 approved gross budget of \$122,286,228. The budget is comprised of \$3,265,884 in Local funds and \$134,009,710 in Dedicated Taxes.

Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2017 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2018 CSFL adjustments to the FY 2017 Local funds budget are described in table 5 of this agency's budget chapter.

Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

CCTDT's FY 2018 CSFL budget is \$3,265,884, which represents a \$79,656, or 2.5 percent, increase over the FY 2017 approved Local funds budget of \$3,186,228.

CSFL Assumptions

The FY 2018 CSFL calculated for CCTDT includes an adjustment entry that is not described in detail on table 5. This adjustment is an increase of \$79,656 in nonpersonal services based on the Consumer Price Index factor of 2.5 percent.

Agency Budget Submission

Increase: CCTDT's budget proposal reflects an increase of \$14,909,710 in Dedicated Taxes to align the budget with projected revenue.

Mayor's Proposed Budget

No Change: The Convention Center Transfer - Dedicated Taxes' budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Agency Budget Chapters - Part III

(by Appropriation Title)

H. Enterprise and Other Funds

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2. Washington Aqueduct (LB0)	H-7
3. Office of Lottery and Charitable Games (DC0)	H-11
4. District of Columbia Retirement Board (DY0)	H-17
5. Washington Convention and Sports Authority (ES0)	H-23
6. Housing Finance Agency (HF0).....	H-29
7. University of the District of Columbia (GF0).....	H-35
8. District of Columbia Public Library Agency Trust Fund (UW0)	H-43
9. Unemployment Insurance Trust Fund (UI0).....	H-47
10. Housing Production Trust Fund (UZ0).....	H-51
11. Tax Increment Financing (TIF) Program (TX0).....	H-55
12. Ballpark Revenue Fund (BK0)	H-61
13. Repayment of PILOT Financing (TY0).....	H-65
14. Not-For-Profit Hospital Corporation (HW0)	H-69
15. D.C. Health Benefit Exchange Authority (HI0)	H-73

District of Columbia Water and Sewer Authority

www.dcwater.com

Telephone: 202-787-2000

Table LA0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$0	\$535,825,000	\$561,947,000	4.9

Note: Prior year actuals are not reported for the District of Columbia Water and Sewer Authority (WASA), also known as DC Water, because the agency does not use the District's financial system for its actual transactions.

The vision of the District of Columbia Water and Sewer Authority (DC Water) is to be a world-class water utility, with the mission to exceed expectations by providing high quality water services in a safe, environmentally friendly, and efficient manner.

History: In 1996, the District of Columbia Water and Sewer Authority was created by District law, with the approval of the United States Congress, as an independent authority of the District government with a separate legal existence. In June 2010, the agency adopted a new logo and brand name, DC Water, while its official name remained District of Columbia Water and Sewer Authority. Beginning in FY 2013, for accounting purposes, DC Water was no longer reported as a component unit of the District government.

Governance: DC Water's Board of Directors establishes policies and guides the strategic planning process. The Board is composed of eleven members and eleven alternates, representing the District, Montgomery and Prince George's Counties in Maryland, and Fairfax County in Virginia. The Board's District members establish policies, set rates, and charges for all District services. The entire Board votes and establishes policies for joint-use services. The General Manager/CEO reports to the Board and manages the operations and performance of the enterprise.

DC Water's FY 2018 Board-approved budget is presented in the following tables:

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

Table LA0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table LA0-2

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
Appropriated Fund										
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS	0	535,825	561,947	26,122	4.9	0.0	0.0	0.0	0.0	N/A
TOTAL FOR ENTERPRISE AND OTHER	0	535,825	561,947	26,122	4.9	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	0	535,825	561,947	26,122	4.9	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table LA0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table LA0-3

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
Comptroller Source Group						
11 - REGULAR PAY - CONTINUING FULL TIME	0	0	103,910	107,618	3,708	3.6
14 - FRINGE BENEFITS - CURRENT PERSONNEL	0	0	34,096	35,397	1,301	3.8
15 - OVERTIME PAY	0	0	6,755	6,178	-577	-8.5
SUBTOTAL PERSONAL SERVICES (PS)	0	0	144,761	149,193	4,432	3.1
20 - SUPPLIES AND MATERIALS	0	0	34,709	30,659	-4,050	-11.7
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	0	0	28,670	29,399	729	2.5
40 - OTHER SERVICES AND CHARGES	0	0	29,278	30,156	878	3.0
41 - CONTRACTUAL SERVICES - OTHER	0	0	82,760	79,353	-3,407	-4.1
50 - SUBSIDIES AND TRANSFERS	0	0	21,057	21,376	319	1.5
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	0	1,230	1,071	-159	-12.9
80 - DEBT SERVICE	0	0	193,360	220,740	27,380	14.2
SUBTOTAL NONPERSONAL SERVICES (NPS)	0	0	391,064	412,754	21,690	5.5
GROSS FUNDS	0	0	535,825	561,947	26,122	4.9

*Percent change is based on whole dollars.

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

Table LA0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table LA0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) WASA								
(1100) WASA	0	535,825	561,947	26,122	0.0	0.0	0.0	0.0
SUBTOTAL (1000) WASA	0	535,825	561,947	26,122	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	0	535,825	561,947	26,122	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

Service Area: Providing more than 672,000 residents and 21.3 million annual visitors in the District of Columbia with retail water and wastewater (sewer) service, DC Water has a total service area of approximately 725 square miles. In addition, DC Water treats wastewater for approximately 1.6 million people in neighboring jurisdictions, including Montgomery and Prince George's Counties in Maryland, and Fairfax and Loudoun Counties in Virginia.



Drinking Water Quality: With a strong emphasis on water quality, DC Water maintains an annual flushing program, regulatory and voluntary water quality testing, and ongoing system upgrades. In partnership with the U.S. Army Corps of Engineers' Washington Aqueduct, DC Water ensures a high quality treatment process for delivering outstanding drinking water throughout the year.

Pumped and Treated Water Storage: During Fiscal Year 2016, DC Water pumped an average of more than 99 million gallons of water per day. In addition, DC Water stores 61 million gallons of treated water at its eight facilities. The Washington Aqueduct stores an additional 49 million gallons.

Water Distribution System: DC Water delivers water through 1,350 miles of interconnected pipes, four pumping stations, five reservoirs, three elevated water tanks, 48,979 valves, and 9,462 fire hydrants.

Blue Plains Advanced Wastewater Treatment Plant: Blue Plains, located at the southernmost tip of the District, is the largest advanced wastewater treatment facility in the world, covering 153 acres along the Potomac River. Blue Plains treats an annual average of 300 million gallons per day (MGD) and has a design capacity of 370 MGD, with a peak design capacity to treat more than one billion gallons per day.

Sewer System: 1,900 miles of sanitary and combined sewers, 22 flow-metering stations, nine off-site waste-water pumping stations, 16 storm water pumping stations, 12 inflatable dams and a swirl facility comprise the DC Water sewer system.

Program Structure Change

DC Water has no program structure changes in the FY 2018 proposed budget.

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

Table LA0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table LA0-5
(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS: FY 2017 Approved Budget and FTE		535,825	0.0
Increase: To align budget with projected debt service payments	WASA	27,380	0.0
Increase: To align personal services and Fringe Benefits with projected costs	WASA	4,432	0.0
Increase: To align utility costs with proposed estimates	WASA	729	0.0
Decrease: To align resources with operational spending goals	WASA	-3,012	0.0
Decrease: To adjust the Contractual Services budget	WASA	-3,407	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Agency Budget Submission		561,947	0.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Mayor's Proposed Budget		561,947	0.0
GROSS FOR LA0 - WATER AND SEWER AUTHORITY		561,947	0.0

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

FY 2018 Proposed Budget Changes

The District of Columbia Water and Sewer Authority's (DC Water) FY 2018 gross budget is \$561,947,000, which represents a 4.9 percent increase over its FY 2017 approved budget of \$535,825,000. The budget is comprised entirely of Enterprise and Other funds.

Agency Budget Submission

Increase: The proposed budget includes operational spending increases of \$27,380,000 for debt service costs associated with DC Water's capital improvement program. Additional increases include \$4,432,000 in personal services, to maintain a high performance workforce, and \$729,000 in nonpersonal services to align the budget with projected utility costs.

Decrease: The proposed budget includes decreases in operational spending of \$3,012,000 mainly for chemicals, and \$3,407,000 in Contractual Services, due to lower production and hauling of biosolids.

Mayor's Proposed Budget

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

Washington Aqueduct

www.nab.usace.army.mil/missions/washingtonaqueduct
Telephone: 202-764-2753

Table LB0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$0	\$59,769,966	\$61,418,554	2.8

Note: Prior year actuals are not reported for the Washington Aqueduct because the agency does not use the District's financial system for its actual transactions.

The mission of Washington Aqueduct is to collect, purify, and pump an adequate supply of portable water to the distribution system managed by the District of Columbia Water and Sewer Authority (DC Water), Arlington County, and Fairfax County Water Authority (Fairfax Water), in Virginia.

The agency plans to fulfill its mission by achieving the following strategic goals:

- Provide an adequate supply of high quality potable water;
- Provide potable water at an equitable, economical rate that covers all costs; and
- Protect the drinking water consumer from both microbial risk and adverse health effects due to chemicals in the drinking water.

Washington Aqueduct owns and operates intake facilities on the Potomac River at Great Falls and Little Falls, Maryland. Washington Aqueduct also owns and operates two 10-mile gravity conduit systems with a combined 200 million gallon per day (mgd) capacity, a 525-mgd raw water pumping station and transmission system, two major treatment plants with 320-mgd capacity, three booster pumping stations, a 480-mgd finished water pumping station, seven finished storage reservoirs, and many large diameter transmission mains.

Washington Aqueduct is owned and operated by the U.S. Army Corps of Engineers and is governed by a Wholesale Customer Board. It sells water to three wholesale customers: DC Water, Arlington County, Virginia, and Fairfax County Water Authority, in Virginia.

In FY 2016, Washington Aqueduct pumped 49.2 billion gallons of purified water to its customers, a decrease of 2.8 percent from FY 2015. The FY 2015 to FY 2016 decrease is likely a result of the growing conservation effort. In Fiscal Years 2017 and 2018, Washington Aqueduct is projecting the same pumpage as in FY 2016.

Washington Aqueduct does not receive appropriated funding from the District of Columbia or the federal government.

DC Water funds the District of Columbia's portion of the costs of the Washington Aqueduct. As a whole-sale customer, DC Water purchases potable water and makes payments to Washington Aqueduct based on the number of gallons provided. Washington Aqueduct charges a rate based on water sale agreements with DC Water, Arlington County, and Fairfax County Water Authority. The individual wholesale customers are responsible for water distribution.

Water Quality

Water being produced by Washington Aqueduct treatment plants has consistently met and surpassed all Environmental Protection Agency (EPA) drinking water standards.

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

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

Table LB0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table LB0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS	0	59,770	61,419	1,649	2.8	0.0	0.0	0.0	0.0	N/A
TOTAL FOR ENTERPRISE AND OTHER	0	59,770	61,419	1,649	2.8	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	0	59,770	61,419	1,649	2.8	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table LB0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table LB0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
50 - SUBSIDIES AND TRANSFERS	0	0	59,770	61,419	1,649	2.8
SUBTOTAL NONPERSONAL SERVICES (NPS)	0	0	59,770	61,419	1,649	2.8
GROSS FUNDS	0	0	59,770	61,419	1,649	2.8

*Percent change is based on whole dollars.

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

Table LB0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table LB0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) WASHINGTON AQUEDUCT								
(1100) WASHINGTON AQUEDUCT	0	59,770	61,419	1,649	0.0	0.0	0.0	0.0
SUBTOTAL (1000) WASHINGTON AQUEDUCT	0	59,770	61,419	1,649	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	0	59,770	61,419	1,649	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Washington Aqueduct operates through the following program:

Sale of Water – The main program at Washington Aqueduct is the sale of drinking water to its three customers for further distribution to the distribution systems they serve. The Wholesale Customer Board also approves Washington Aqueduct's budget. During Fiscal Years 2017 and 2018, Washington Aqueduct expects to pump an estimated 49.2 billion gallons of purified water to its customers each year.

Program Structure Change

The Washington Aqueduct has no program structure changes in the FY 2018 proposed budget.

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

Table LB0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table LB0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS: FY 2017 Approved Budget and FTE		59,770	0.0
Increase: To align budget with projected revenues	Washington Aqueduct	1,649	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Agency Budget Submission		61,419	0.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Mayor's Proposed Budget		61,419	0.0
GROSS FOR LB0 - WASHINGTON AQUEDUCT		61,419	0.0

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

FY 2018 Proposed Budget Changes

The Washington Aqueduct's FY 2018 gross budget is \$61,418,554, which represents a 2.8 percent increase over its FY 2017 approved gross budget of \$59,769,966. The budget is comprised entirely of Enterprise and Other funds.

Agency Budget Submission

Increase: The Washington Aqueduct's proposed budget was increased by \$1,648,588 to reflect an increased investment in capital assets to sustain the infrastructure and improve the reliability and safety of the water treatment system.

Mayor's Proposed Budget

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

Office of Lottery and Charitable Games

www.lottery.dc.gov
 Telephone: 202-645-8000

Table DC0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$228,270,362	\$215,000,000	\$240,000,000	11.6
FTEs	64.7	73.5	74.5	1.4

The mission of the Office of Lottery and Charitable Games (OLCG) is to generate revenue for the District's General Fund through the sale of lottery games and to regulate charitable gaming.

Since its inception in 1982, OLCG has contributed over \$2 billion to the District's General Fund. The OLCG annual transfer to the General Fund remains a vital component in aiding the city's economy, thereby benefiting all residents of the District of Columbia. The General Fund supports services such as education, recreation and parks, public safety, housing, and senior and child services. The OLCG directly benefits its players by paying out more than 50 percent of annual sales in prize money. It also directly benefits local businesses by providing commissions to retailers licensed to sell D.C. Lottery games and offering contracting opportunities.

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

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

Table DC0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table DC0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS	228,270	215,000	240,000	25,000	11.6	64.7	73.5	74.5	1.0	1.4
TOTAL FOR ENTERPRISE AND OTHER	228,270	215,000	240,000	25,000	11.6	64.7	73.5	74.5	1.0	1.4
GROSS FUNDS	228,270	215,000	240,000	25,000	11.6	64.7	73.5	74.5	1.0	1.4

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

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table DC0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table DC0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	5,534	5,666	6,717	6,544	-174	-2.6
12 - REGULAR PAY - OTHER	133	229	193	337	145	75.3
13 - ADDITIONAL GROSS PAY	91	87	16	16	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	1,149	1,214	1,582	1,576	-7	-0.4
15 - OVERTIME PAY	61	49	156	156	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	6,968	7,244	8,664	8,629	-35	-0.4
20 - SUPPLIES AND MATERIALS	51	45	503	347	-156	-31.0
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	77	5	328	14	-314	-95.8
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	234	205	294	227	-67	-22.9
32 - RENTALS - LAND AND STRUCTURES	2,855	2,174	2,067	2,330	263	12.7
34 - SECURITY SERVICES	540	27	1,368	1,370	1	0.1
35 - OCCUPANCY FIXED COSTS	0	7	0	50	50	N/A
40 - OTHER SERVICES AND CHARGES	6,535	6,790	8,665	9,182	517	6.0
41 - CONTRACTUAL SERVICES - OTHER	10,174	11,355	13,822	13,690	-132	-1.0
50 - SUBSIDIES AND TRANSFERS	184,643	200,290	178,752	203,621	24,869	13.9
70 - EQUIPMENT AND EQUIPMENT RENTAL	112	128	535	540	5	0.9
SUBTOTAL NONPERSONAL SERVICES (NPS)	205,222	221,026	206,336	231,371	25,035	12.1
GROSS FUNDS	212,190	228,270	215,000	240,000	25,000	11.6

Percent change is based on whole dollars.

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

Table DC0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table DC0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) HUMAN RESOURCES	636	677	678	1	6.2	6.0	6.0	0.0
(1015) EXECUTIVE DIRECTION AND SUPPORT	747	774	959	185	2.6	4.0	4.0	0.0
(1030) PROPERTY AND FLEET MANAGEMENT	499	587	554	-34	2.6	3.0	3.0	0.0
(1040) INFORMATION TECHNOLOGY	581	8,952	1,552	-7,400	2.6	3.0	3.0	0.0
(1050) FINANCIAL SERVICES	3,737	5,657	5,615	-43	0.0	0.0	0.0	0.0
(1060) LEGAL SERVICES	1	8	8	0	0.0	0.0	0.0	0.0
(1075) SECURITY	901	1,037	816	-221	3.5	4.0	4.0	0.0
(1080) COMMUNICATIONS	566	865	823	-42	4.4	5.0	5.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	7,668	18,556	11,004	-7,553	22.0	25.0	25.0	0.0
(100F) AGENCY FINANCIAL OPERATIONS								
(110F) BUDGET OPERATIONS	95	132	132	0	0.9	1.0	1.0	0.0
(120F) ACCOUNTING OPERATIONS	644	702	705	3	5.3	6.0	6.0	0.0
(130F) FISCAL OFFICER	200,509	179,586	204,493	24,906	2.6	4.0	4.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	201,248	180,420	205,329	24,910	8.8	11.0	11.0	0.0
(6000) GAMING OPERATIONS PROGRAM								
(6200) MARKETING	7,162	7,752	7,803	50	7.0	8.0	8.0	0.0
(6300) TRADE DEVELOPMENT	2,767	4,380	5,370	990	9.7	11.0	11.0	0.0
(6400) DRAW DIVISION	7,762	2,025	820	-1,205	3.1	3.5	3.5	0.0
(6500) LICENSING AND CHARITABLE GAMES	606	784	817	33	4.4	5.0	6.0	1.0
(6600) INFORMATION TECHNOLOGY (GAMES)	979	989	8,615	7,626	8.8	9.0	9.0	0.0
(6700) CLAIM CENTER	78	94	243	149	0.9	1.0	1.0	0.0
SUBTOTAL (6000) GAMING OPERATIONS PROGRAM	19,355	16,024	23,667	7,643	33.9	37.5	38.5	1.0
TOTAL PROPOSED OPERATING BUDGET	228,270	215,000	240,000	25,000	64.7	73.5	74.5	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Lottery and Charitable Games operates through the following 3 programs:

Gaming Operations – provides support services to lottery retail agents and the gaming public so that they can benefit from the portfolio of games offered by OLCG. Gaming Operation oversees 2 types of games: Instant Games – provides a portfolio of instant lottery games to the gaming public so that they can experience the entertainment value and potential reward of playing and winning with scratch-off style lottery tickets; and Online Games – provides online lottery-type games and services, which are lottery game tickets sold to the gaming public by lottery retail agents and video gaming machines, and played by the public at social settings targeted to the gaming public, so that the District can experience a steady source of revenue through the transfer of net proceeds from lottery sales. Online games are comprised of 11 games: DC3, DC4, DC5, Powerball, Mega Millions, Hot Lotto, D.C. Keno, Race 2 Riches, Lucky for Life, Tap-N-Play, and D.C. Fast Play – provides online (kiosk-based) lottery gaming experience for the gaming public so that they can experience the entertainment value of the OLCG’s portfolio of games and potential rewards of playing and winning.

This program contains the following 6 activities:

- **Marketing** – provides advertising and promotional information to eligible players. The goal is to attract eligible players to purchase lottery tickets so that they may enjoy the entertainment value offered by the Office of Lottery and Charitable Games’ portfolio of games;
- **Trade Development (Sales Department)** – provides sales goals and retail development services to lottery retail agents. The goals are to assist lottery retail agents in reaching established minimum sales volume levels and to achieve sustained growth;
- **Draw Division** – provides draw-related services to the gaming public. The goal is to maintain the public trust through ensuring unbiased and random draws;
- **Licensing and Charitable Games** – provides licensing and regulatory compliance services to existing and prospective lottery retail agents and non-profit charitable organizations. The goals are to ensure that lottery retail agents and non-profit charitable organizations receive appropriate licenses to sell lottery products and conduct charitable gaming activities in accordance with the laws and regulations set forth by the District;
- **Information Technology** – provides technical coordination and oversight services to lottery retail agents, customers, and internal OLCG operations. The goals are for retail agents, customers and internal operations to deliver, play and provide an uncompromised portfolio of lottery products; and
- **Claim Center** – provides claims processing and gaming information services to the gaming public. The goals are for the public to redeem prizes and enjoy a positive gaming experience.

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 Office of Lottery and Charitable Games has no program structure changes in the FY 2018 proposed budget.

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

Table DC0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table DC0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS: FY 2017 Approved Budget and FTE		215,000	73.5
Increase: To align budget with projected revenues	Agency Financial Operations	24,869	0.0
Increase: To align resources with operational spending goals	Multiple Programs	367	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	154	3.0
Decrease: To align Fixed Costs with proposed estimates	Agency Management	-68	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-132	0.0
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-189	-2.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Agency Budget Submission		240,000	74.5
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Mayor's Proposed Budget		240,000	74.5
GROSS FOR DC0 - OFFICE OF LOTTERY AND CHARITABLE GAMES		240,000	74.5

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

FY 2018 Proposed Budget Changes

The Office of Lottery and Charitable Games' (OLCG) proposed FY 2018 gross budget is \$240,000,000, which represents an 11.6 percent increase over its FY 2017 approved gross budget of \$215,000,000. The budget is comprised entirely of Enterprise and Other funds.

Agency Budget Submission

Increase: For FY 2018, OLCG realigned its proposed to budget more accurately reflect spending in the agency's core activities. As such, Subsidies and Transfers is increased by \$24,869,201 in the Agency Financial Operations program because of anticipated increases in revenue, which include payments to the District's General Fund. Additionally, the proposed budget includes a net increase of \$366,508 in nonpersonal services to cover supplies and equipment. The proposed budget also includes an increase of \$153,633 and 3.0 Full Time Equivalent (FTE) positions to align the budget with projected personal services costs.

Decrease: OLCG's proposed budget reflects a net decrease of \$67,790 in the Agency Management program to align the budget for Fixed Costs with projected estimates. Additionally, the proposed budget includes a reduction of \$132,456 in Contractual Services to support the costs associated with printing instant lottery tickets, and a decrease of \$189,096 and 2.0 FTEs to recognize savings from the reclassification of 2.0 FTEs from full-time to part-time status.

Mayor's Proposed Budget

No Change: Office of Lottery and Charitable Games' budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

District of Columbia Retirement Board

www.dcrb.dc.gov

Telephone: 202-343-3200

Table DY0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$0	\$39,095,618	\$41,643,704	6.5
FTEs	0.0	69.6	75.0	7.8

Note: Prior year actuals are not reported for the District of Columbia Retirement Board because the agency does not use the District's financial system for its actual transactions.

The mission of the District of Columbia Retirement Board (DCRB) is to invest prudently the assets of the police officers, firefighters, and teachers of the District of Columbia, while providing those employees with retirement services.

Summary of Services

DCRB is an independent agency that has exclusive authority and discretion to administer the District's retirement funds for teachers, police officers, and firefighters (hereinafter referred to as the "Fund") pursuant to Section 1-711(a) of the District of Columbia Official Code. In 2005, the responsibility of administering the teachers', police officers' and firefighters' retirement programs was transferred to DCRB.

The federal government assumed the District's unfunded liability for the retirement plans of teachers, police officers, firefighters, and judges under provisions of the National Capital Revitalization and Self-Government Improvement Act of 1997. Under this law, the federal government pays the retirement benefits and death benefits, and a share of disability payments, for members for years of service earned up to the freeze date of June 30, 1997. The District of Columbia government is responsible for all subsequently earned benefits for the members of the retirement plans.

The DCRB Board of Trustees is comprised of 12 voting trustees: 3 appointed by the Mayor, 3 appointed by the District Council, and 6 elected by employee participant groups. In addition, the District's Treasurer serves on the Board as an ex-officio (non-voting) member, representing the District's Chief Financial Officer.

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

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

Table DY0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table DY0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS	0	39,096	41,644	2,548	6.5	0.0	69.6	75.0	5.4	7.8
TOTAL FOR ENTERPRISE AND OTHER	0	39,096	41,644	2,548	6.5	0.0	69.6	75.0	5.4	7.8
GROSS FUNDS	0	39,096	41,644	2,548	6.5	0.0	69.6	75.0	5.4	7.8

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

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table DY0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table DY0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	0	0	7,020	7,652	633	9.0
12 - REGULAR PAY - OTHER	0	0	0	85	85	N/A
13 - ADDITIONAL GROSS PAY	0	0	273	299	27	9.7
14 - FRINGE BENEFITS - CURRENT PERSONNEL	0	0	1,843	2,408	565	30.7
15 - OVERTIME PAY	0	0	32	32	0	1.6
SUBTOTAL PERSONAL SERVICES (PS)	0	0	9,168	10,478	1,310	14.3
20 - SUPPLIES AND MATERIALS	0	0	117	137	21	17.8
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	0	74	85	10	14.1
32 - RENTALS - LAND AND STRUCTURES	0	0	1,679	1,771	92	5.5
40 - OTHER SERVICES AND CHARGES	0	0	26,330	27,059	729	2.8
41 - CONTRACTUAL SERVICES - OTHER	0	0	1,400	1,669	269	19.2
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	0	328	445	117	35.6
SUBTOTAL NONPERSONAL SERVICES (NPS)	0	0	29,928	31,166	1,238	4.1
GROSS FUNDS	0	0	39,096	41,644	2,548	6.5

*Percent change is based on whole dollars.

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

Table DY0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table DY0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(3000) DCRB AGENCY MANAGEMENT								
(3001) EXECUTIVE	0	1,611	2,004	393	0.0	9.0	9.0	0.0
(3002) INVESTMENTS	0	13,240	13,734	494	0.0	6.0	6.0	0.0
(3003) TRUSTEES	0	594	558	-35	0.0	0.0	0.0	0.0
(3004) GENERAL COUNSEL	0	1,572	1,615	43	0.0	4.0	4.0	0.0
(3005) BENEFITS	0	2,952	3,522	570	0.0	26.6	31.0	4.4
(3006) OPERATIONS	0	3,721	4,302	580	0.0	11.0	11.0	0.0
(3007) INFORMATION TECHNOLOGY	0	6,724	8,305	1,581	0.0	12.0	13.0	1.0
(3008) PROJECTS	0	8,682	7,604	-1,078	0.0	1.0	1.0	0.0
SUBTOTAL (3000) DCRB AGENCY MANAGEMENT	0	39,096	41,644	2,548	0.0	69.6	75.0	5.4
TOTAL PROPOSED OPERATING BUDGET	0	39,096	41,644	2,548	0.0	69.6	75.0	5.4

(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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The District of Columbia Retirement Board (DCRB) operates through the following program:

DCRB Agency Management – provides administrative support and the required tools to achieve operational and programmatic results.

This program contains the following 8 activities:

- **Executive** – provides executive direction for all activities to achieve the mission of the agency. Executive activity expenses are paid from two sources: (1) earnings derived from the Fund; and (2) reimbursements from the United States Department of the Treasury (Treasury) for services provided by DCRB for programs for which the federal government is responsible;
- **Investments** – manages all activities and resources dedicated to the investment of the assets of the Fund. Investment activity expenses are paid from the earnings derived from the Fund;
- **Board of Trustees** – determines the overall investment strategy for the Fund and monitors staff implementation of the strategy. The Board of Trustees' activity expenses are paid from the earnings derived from the Fund;

- **General Counsel** – provides legal support to the agency. General Counsel activity expenses are paid from the earnings derived from the Fund;
- **Benefits** – provides administrative services for members and timely and accurate payment of benefits to retirees and survivors. Benefits activity expenses are paid from two sources: (1) earnings derived from the Fund; and (2) reimbursements from the Treasury for services provided by DCRB for programs for which the federal government is responsible;
- **Operations** – provides operational and accounting support. Operations activity expenses are paid from two sources: (1) earnings derived from the Fund; and (2) reimbursements from the Treasury for services provided by DCRB for programs for which the federal government is responsible;
- **Information Technology** - provides technology systems support to achieve programmatic results. Information Technology activity expenses are paid from the earnings derived from the Fund; and
- **Projects** – manages the special projects undertaken by the agency. Projects activity expenses are paid from the earnings derived from the fund.

Program Structure Change

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

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

Table DY0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table DY0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS: FY 2017 Approved Budget and FTE		39,096	69.6
Increase: To align personal services and Fringe Benefits with projected costs	DCRB Agency Management	1,310	5.4
Increase: To align resources with operational spending goals	DCRB Agency Management	867	0.0
Increase: To adjust the Contractual Services budget	DCRB Agency Management	269	0.0
Increase: To align Fixed Costs with proposed estimates	DCRB Agency Management	103	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Agency Budget Submission		41,644	75.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Mayor's Proposed Budget		41,644	75.0
GROSS FOR DY0 - DISTRICT OF COLUMBIA RETIREMENT BOARD		41,644	75.0

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

FY 2018 Proposed Budget Changes

The District of Columbia Retirement Board's (DCRB) proposed FY 2018 gross budget is \$41,643,704, which represents a 6.5 percent increase over its FY 2017 approved gross budget of \$39,095,618. The budget is comprised entirely of Enterprise and Other Funds.

Agency Budget Submission

Increase: The DCRB FY 2018 budget proposal reflects an increase of \$1,310,064 and 5.4 Full-Time Equivalents (FTEs) to begin installing the selected Pension Information Management System (PIMS), while concurrently continuing to process and pay benefits with existing processes. PIMS is a multi-year project that will require collaboration with other District agencies and stakeholders, and will enable DCRB to provide a full range of retirement services for members. Nonpersonal services increased by \$866,676 to support ongoing operations and costs associated with new applications.

Additionally, the proposed budget increased by \$268,641 to correspond with higher projections provided by the U.S. Department of the Treasury for its System to Administer Retirement (STAR), which is a core system utilized by Treasury. DCRB is responsible for approximately 27 percent of the costs to operate STAR. Fixed Costs projections account for an increase of \$102,705 due to higher Rent and Telecommunications estimates. The rising Telecommunications costs are driven by proposed upgrades of the telephone system and mobile applications, along with content management solutions to facilitate the dissemination and availability of information throughout the agency.

Mayor's Proposed Budget

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

Washington Convention and Sports Authority

www.eventsdc.com

Telephone: 202-249-3000

Table ES0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$0	\$146,958,776	\$155,855,132	6.1

Note: Prior year actuals are not reported for the Washington Convention and Sports Authority because the agency does not use the District's financial system for its actual transactions.

The mission of Events DC is to promote the District as a location for conventions, trade shows, meetings, sports, entertainment and recreational events; promote tourism and leisure travel to the District; and encourage and support youth activities, including through sports. Through these activities, Events DC serves as an economic engine for the Nation's Capital.

Summary of Services

In 1994, the Washington Convention Center Authority (WCCA) was created as a corporate body and an independent authority of the District of Columbia government responsible for managing and operating the District's convention center and for bringing national and international conventions, trade shows, and meetings to the District of Columbia. ["Washington Convention Center Authority Act of 1994," D.C. Law 10-188, effective September 28, 1994]. Pursuant to the Fiscal Year 2010 Budget Support Second Emergency Act of 2009 and the Fiscal Year 2010 Budget Support Act, the District of Columbia Sports and Entertainment Commission was merged into WCCA to form a new organization known as the Washington Convention and Sports Authority (WCSA). The merger created one umbrella organization with a broadened charter to also promote the District as a key sports, entertainment and special events destination. Also, as part of the merger, WCSA gained control over the Nationals Park, the Robert F. Kennedy Memorial Stadium (RFK), and the non-military portions of the DC Armory. Facility maintenance for RFK and the Armory, previously performed by the D.C. Sports and Entertainment Commission, was assumed by the Department of Real Estate Services, now the Department of General Services.

In June 2011, the Washington Convention and Sports Authority launched a new brand name, “Events DC.” The new brand entity fully encompasses the event experience in the city, elevates the organization’s core assets and portfolio, and perhaps most importantly, aligns with the existing brands for Washington D.C. and the city’s promotional arm, Destination DC.

Events DC is governed by a 12-member Board of Directors. Three members, including the Chief Financial Officer of the District, the chief executive of the Hotel Association of Washington D.C., and the third person designated by the Mayor, serve as voting ex-officio members. The remaining nine public members are appointed by the Mayor with the advice and consent of the Council of the District of Columbia and represent certain sectors of the community. The Mayor designates one public member as chairperson with the advice and consent of the Council.

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

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

Table ES0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table ES0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS	0	146,959	155,855	8,896	6.1	0.0	0.0	0.0	0.0	N/A
TOTAL FOR ENTERPRISE AND OTHER	0	146,959	155,855	8,896	6.1	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	0	146,959	155,855	8,896	6.1	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer’s website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table ES0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table ES0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	0	0	19,115	20,248	1,133	5.9
12 - REGULAR PAY - OTHER	0	0	1,172	1,172	0	0.0
14 - FRINGE BENEFITS - CURRENT PERSONNEL	0	0	7,120	6,646	-474	-6.7
15 - OVERTIME PAY	0	0	576	576	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	0	0	27,983	28,642	659	2.4
20 - SUPPLIES AND MATERIALS	0	0	587	868	281	47.8
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	0	0	7,224	7,196	-28	-0.4
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	0	125	216	91	73.0
41 - CONTRACTUAL SERVICES - OTHER	0	0	23,058	23,140	82	0.4
50 - SUBSIDIES AND TRANSFERS	0	0	23,116	24,938	1,821	7.9
60 - LAND AND BUILDINGS	0	0	13,007	18,996	5,989	46.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	0	366	412	45	12.4
80 - DEBT SERVICE	0	0	51,493	51,448	-45	-0.1
SUBTOTAL NONPERSONAL SERVICES (NPS)	0	0	118,976	127,213	8,237	6.9
GROSS FUNDS	0	0	146,959	155,855	8,896	6.1

*Percent change is based on whole dollars.

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

Table ES0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table ES0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) WASH CONVENTION CENTER								
(1100) WASH CONVENTION CENTER	0	146,959	155,855	8,896	0.0	0.0	0.0	0.0
SUBTOTAL (1000) WASH CONVENTION CENTER	0	146,959	155,855	8,896	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	0	146,959	155,855	8,896	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

Although it appears as a single program in the District's financial system, the Washington Convention and Sports Authority operates through the following 3 programs:

Washington Convention Center Operations – provides for the operation of the Walter E. Washington Convention Center, in whole or in part, directly or under contract, and engages in such activities as deemed appropriate to promote trade shows, conventions, and other events. This program also constructs, equips, and maintains the facility.

The convention center opened in April 2003 and was later named in honor of the first Mayor of the District under the present Home Rule Charter. Since opening, it has hosted the following number of events per fiscal year:

<u>Fiscal Year</u>	<u>Convention Center Events</u>
2004	201
2005	185
2006	106
2007	150
2008	185
2009	204
2010	214
2011	231
2012	201
2013	209
2014	204
2015	233
2016	217

A total of 14.5 million people attended events at the Convention Center during the period of FY 2004 through FY 2016. Currently, the Convention Center has booked or tentatively booked approximately 308 events from 2017-2019. These events are projected to attract 1 million attendees every year. The Center has a total of 2.3 million square feet of space, including 703,000 square feet of exhibit space; 118,670 square feet of meeting space (which is divisible into 77 meeting rooms); 44,000 square feet of retail space and street-level restaurants; and a 52,000 square-foot ballroom, which is one of the largest on the East Coast.

Sports and Entertainment Division – promotes attractions and the development of new events for the Robert F. Kennedy Memorial Stadium and the surrounding festival grounds, non-military events at the District of Columbia Armory, and sporting and entertainment events at other sites around the city. These events include the D.C. United Major League Soccer team, the Eagle Bank Bowl football game, Nations Football Classic, local athletic games, various concerts, and other events. The Department of General Services maintains the stadium and the armory through revenue collected from events, rent, advertising, and other sources of revenue derived from these facilities.

Carnegie Library at Mount Vernon Square – as a special event venue, the Carnegie Library showcases its versatility by hosting galas, weddings, receptions, holiday parties, and press events. The Library is comprised of seven ornate rooms, including the L'Enfant Map Room, which features an illuminated floor map of Washington, D.C.

Program Structure Change

The Washington Convention and Sports Authority has no program structure changes in the FY 2018 proposed budget.

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

Table ES0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table ES0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS: FY 2017 Approved Budget and FTE		146,959	0.0
Increase: To align resources with operational spending goals	Wash Convention Center	6,315	0.0
Increase: To support the costs of pre-existing programmatic initiatives	Wash Convention Center	1,821	0.0
Increase: To support additional FTEs	Wash Convention Center	1,133	0.0
Increase: To adjust the Contractual Services budget	Wash Convention Center	82	0.0
Increase: To align Fixed Costs with proposed estimates	Wash Convention Center	63	0.0
Decrease: To align budget with projected debt service payments	Wash Convention Center	-45	0.0
Decrease: To align the Fringe Benefits budget with projected costs	Wash Convention Center	-474	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Agency Budget Submission		155,855	0.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Mayor's Proposed Budget		155,855	0.0
GROSS FOR ES0 - WASHINGTON CONVENTION AND SPORTS AUTHORITY		155,855	0.0

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

FY 2018 Proposed Budget Changes

The Washington Convention and Sports Authority's (WCSA) proposed FY 2018 gross budget is \$155,855,132, which represents a 6.1 percent increase over its FY 2017 approved gross budget of \$146,958,775. The budget is comprised entirely of Enterprise and Other funds.

Agency Budget Submission

Increase: The FY 2018 proposed budget for WCSA was increased by 6,315,298 to support various initiatives. This amount includes \$5,989,000 to support planned capital expenditures for maintenance and improvements, investments in information technology, and environment enrichment and improvement to the Convention Center and the Carnegie Library. Also, included in this amount is \$280,833 to purchase mechanical supplies for facilities maintenance, and \$45,465 for acquisition of additional computers. Additionally, the proposed budget includes an increase of \$1,821,151, which is comprised of \$1,494,859 to support Destination DC marketing of the District of Columbia, and \$326,292 for internal marketing efforts. Further adjustments to WCSA's budget proposal aligns funding with projected personal services costs, accounting for an increase of \$1,133,176 that provides annualized funding for 11 positions that were added with the revised FY 2017 budget. These positions will enhance marketing and community outreach initiatives, support the Gateway and Rise Center, and add support to the events and marketing services departments. The proposed budget also reflects increases of \$82,066 for contractual services, and \$63,309 to align Fixed Costs with projected estimates.

Decrease: To align the budget with projected debt service payments, the budget was decreased by \$44,622. The budget proposal also decreased by \$474,022 due to cost savings projected for health insurance premiums.

Mayor's Proposed Budget

No Change: The Washington Convention and Sports Authority's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Housing Finance Agency

www.dchfa.org
Telephone: 202-777-1600

Table HF0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$0	\$11,740,000	\$12,320,210	4.9

Note: Prior year actuals are not reported for the Housing Finance Agency, because the agency does not use the District's financial system for its actual transactions

The Housing Finance Agency (HFA) was established in 1979 as a corporate body with a legal existence separate from the Government of the District of Columbia to stimulate and expand homeownership and rental housing opportunities for low-and moderate-income families in the District.

The Housing Financing Agency issues taxable and tax-exempt mortgage revenue bonds to lower the costs of financing single-family housing and of acquiring, constructing, and rehabilitating rental housing. In addition, HFA administers the issuance of four percent low-income housing tax credits to achieve its affordable housing preservation, rehabilitation, and development objectives on behalf of the Department of Housing and Community Development (DHCD).

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

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

Table HF0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table HF0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS	0	11,740	12,320	580	4.9	0.0	0.0	0.0	0.0	N/A
TOTAL FOR ENTERPRISE AND OTHER	0	11,740	12,320	580	4.9	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	0	11,740	12,320	580	4.9	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table HF0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table HF0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	0	0	5,233	5,588	355	6.8
14 - FRINGE BENEFITS - CURRENT PERSONNEL	0	0	1,635	1,714	79	4.9
15 - OVERTIME PAY	0	0	30	30	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	0	0	6,898	7,333	435	6.3
20 - SUPPLIES AND MATERIALS	0	0	110	113	3	3.0
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	0	0	135	139	4	3.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	0	100	103	3	3.0
33 - JANITORIAL SERVICES	0	0	82	84	2	3.0
34 - SECURITY SERVICES	0	0	25	26	1	3.0
40 - OTHER SERVICES AND CHARGES	0	0	1,800	1,854	54	3.0
41 - CONTRACTUAL SERVICES - OTHER	0	0	2,400	2,472	72	3.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	0	190	196	6	3.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	0	0	4,842	4,987	145	3.0
GROSS FUNDS	0	0	11,740	12,320	580	4.9

*Percent change is based on whole dollars.

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

Table HF0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table HF0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) HOUSING FINANCE AGENCY								
(1100) HOUSING FINANCE AGENCY	0	11,740	12,320	580	0.0	0.0	0.0	0.0
SUBTOTAL (1000) HOUSING FINANCE AGENCY	0	11,740	12,320	580	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	0	11,740	12,320	580	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

Although the Housing Finance Agency appears as a single entity in the District's financial system, it operates through the following 3 programs:

Multi-Family Development – provides tax-exempt and taxable bonds, tax credits, and McKinney Act Savings Loan funds as financial tools that are integral to development of the community's ability to provide affordable, safe and decent housing to low-income and special needs populations. The multi-family mortgage revenue bond and tax credit products serve as vehicles for developers to access low-cost institutional debt and equity tools that enhance return on investment. When combined with 4 percent Low-Income Housing Tax Credits and other subsidies, the HFA's mortgage revenue bond product, which is offered in enhanced structures, provides competitive, below-market rate pricing and helps to preserve, rehabilitate, or construct affordable and mixed-income housing in the District.

This program contains the following 2 activities:

- **Technical Assistance** – provides technical assistance on all aspects of underwriting to developers who produce affordable housing, and acts as facilitators with city and federal government agencies to help expedite the permitting process and other approvals. In addition, HFA's staff provides ongoing construction monitoring to ensure construction is successfully completed and properly managed; and
- **Financing Assistance** – provides several financing programs, including the Multi-family Mortgage Revenue Bond Program, Low-Income Housing Tax Credit Program, and McKinney Act Savings Loan Fund. Depending on a project's eligibility, tax-exempt bonds, taxable bonds or low-interest loans can be used for pre-development activities, as well as the acquisition, construction and renovation of multifamily buildings. Financing can be used for the rehabilitation or construction of rental housing, cooperatives, assisted-living facilities, and transitional housing.

Single Family Development – provides low-interest mortgages for persons purchasing a home in the District at or below the national and local conventional rates.

This program contains the following 2 activities:

- **Homebuyer Assistance** – provides 30-year fixed rate mortgages and assistance with down payment and closing costs, as funds are available; and
- **Homeownership Education** – provides regular seminars and community outreach in an effort to empower persons seeking to become homeowners in the District. Through the HFA, information is made available to residents on the Single Family Bond products, financing options, the District government’s employer assistance program, tax credits, tax abatements, the Home Purchase Assistance Program(HPAP), other programs to help with closing costs, and other incentives for homebuyers.

Home Saver Program – is a U.S. Treasury Hardest Hit Fund Initiative, which is federally funded and provides forgivable mortgage loans to homeowners of the District of Columbia who are at risk of foreclosure and who have experienced involuntary job loss.

Program Structure Change

The Housing Finance Agency has no program structure changes in the FY 2018 proposed budget.

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

Table HF0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table HF0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS: FY 2017 Approved Budget and FTE		11,740	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Housing Finance Agency	435	0.0
Increase: To align resources with operational spending goals	Housing Finance Agency	135	0.0
Increase: To align Fixed Costs with proposed estimates	Housing Finance Agency	10	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Agency Budget Submission		12,320	0.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Mayor’s Proposed Budget		12,320	0.0
GROSS FOR HF0 - HOUSING FINANCE AGENCY		12,320	0.0

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

FY 2018 Proposed Budget Changes

The Housing Finance Agency's (HFA) proposed FY 2018 gross budget is \$12,320,210, which represents a 4.9 percent increase over its FY 2017 approved gross budget of \$11,740,000. The budget is comprised entirely of Enterprise and Other funds.

Agency Budget Submission

Increase: The HFA's budget reflects net increases of \$434,950 in personal services to cover Fringe Benefits and support the higher cost of non-District government staff; \$135,000 in nonpersonal services to support ongoing operations, as well as software maintenance fees associated with new technology systems that will be implemented this year; and \$10,260 in Fixed Costs due to higher projections across all commodities.

Mayor's Proposed Budget

No Change: The Housing Finance Agency's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

University of the District of Columbia

www.udc.edu
Telephone: 202-274-5000

Table GF0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$0	\$162,543,336	\$160,435,168	-1.3
FTEs	0.0	968.4	968.4	0.0

Note: The University of the District of Columbia does not use the District's financial system for its transactions. For FY 2016 actual expenditures, see the FY 2016 District of Columbia Comprehensive Annual Financial Report.

The University of the District of Columbia (UDC) is an urban land grant institution of higher education. Through its community college, flagship, and graduate schools, UDC offers affordable post-secondary education to District of Columbia residents at the certificate, baccalaureate, professional, and graduate levels. These programs prepare students for immediate entry into the workforce, the next level of education, specialized employment opportunities, and life-long learning.

Summary of Services

The University of the District of Columbia provides high-quality learning, research, and public service experience, meeting the needs and interest of students, employees, and research organizations in the District and the surrounding area. The University is governed by a board of trustees as set forth in District of Columbia Official Code Section 38-1202.01, with duties as set forth in Code Section 38-1202.06. The provisions of law applicable to the University's land-grant status are listed in Code Section 38-1202.09.

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

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

Table GF0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table GF0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS	0	162,543	160,435	-2,108	-1.3	0.0	968.4	968.4	0.0	0.0
TOTAL FOR ENTERPRISE AND OTHER	0	162,543	160,435	-2,108	-1.3	0.0	968.4	968.4	0.0	0.0
GROSS FUNDS	0	162,543	160,435	-2,108	-1.3	0.0	968.4	968.4	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table GF0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table GF0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	2	0	63,695	63,862	167	0.3
13 - ADDITIONAL GROSS PAY	11	0	0	0	0	N/A
14 - FRINGE BENEFITS - CURRENT PERSONNEL	-12	0	15,069	15,847	778	5.2
SUBTOTAL PERSONAL SERVICES (PS)	0	0	78,764	79,709	946	1.2
20 - SUPPLIES AND MATERIALS	0	0	1,415	1,731	316	22.3
30 - ENERGY, COMMUNICATION AND BUILDING RENTALS	0	0	3,733	3,733	0	0.0
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	0	601	601	0	0.0
32 - RENTALS - LAND AND STRUCTURES	0	0	5,728	6,728	1,000	17.5
33 - JANITORIAL SERVICES	0	0	2,347	2,747	400	17.0
34 - SECURITY SERVICES	0	0	140	140	0	0.0
40 - OTHER SERVICES AND CHARGES	0	0	7,356	6,755	-601	-8.2
41 - CONTRACTUAL SERVICES - OTHER	0	0	7,815	8,945	1,129	14.4
50 - SUBSIDIES AND TRANSFERS	0	0	53,169	47,598	-5,571	-10.5
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	0	1,474	1,748	274	18.6
SUBTOTAL NONPERSONAL SERVICES (NPS)	0	0	83,780	80,726	-3,054	-3.6
GROSS FUNDS	0	0	162,543	160,435	-2,108	-1.3

*Percent change is based on whole dollars.

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

Table GF0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table GF0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) HUMAN RESOURCE MANAGEMENT	0	2,457	2,730	272	0.0	14.0	16.0	2.0
(1020) CONTRACTING AND PROCUREMENT	0	3,070	1,185	-1,885	0.0	11.0	11.0	0.0
(1022) RECORDS MANAGEMENT	0	418	418	0	0.0	1.0	1.0	0.0
(1025) INSTITUTIONAL RESEARCH	0	322	287	-36	0.0	4.0	4.0	0.0
(1030) PROPERTY MANAGEMENT	0	9,653	10,494	841	0.0	39.0	43.0	4.0
(1040) INFORMATION TECHNOLOGY	0	3,567	3,898	331	0.0	17.0	23.0	6.0
(1044) REGISTRAR	0	2,144	2,262	118	0.0	24.0	24.0	0.0
(1050) FINANCIAL SERVICES	0	13,120	5,546	-7,575	0.0	0.0	0.0	0.0
(1060) LEGAL SERVICES	0	124	0	-124	0.0	0.0	0.0	0.0
(1065) CHIEF OPERATING OFFICER	0	573	1,037	464	0.0	3.0	3.0	0.0
(1075) INSTITUTIONAL EFFECTIVENESS	0	239	520	280	0.0	2.0	2.0	0.0
(1095) ENROLLMENT MANAGEMENT	0	1,175	1,741	566	0.0	12.0	12.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	0	36,862	30,116	-6,747	0.0	127.0	139.0	12.0
(100F) AGENCY FINANCIAL OPERATIONS								
(101F) AGENCY FISCAL OFFICER OPERATIONS	0	410	461	50	0.0	2.0	2.0	0.0
(110F) BUDGET OPERATIONS	0	1,180	1,026	-154	0.0	8.0	8.0	0.0
(120F) ACCOUNTING OPERATIONS	0	2,195	2,144	-50	0.0	19.0	19.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	0	3,785	3,631	-154	0.0	29.0	29.0	0.0
(2000) STUDENT AFFAIRS								
(2030) CAREER SERVICES	0	196	198	2	0.0	2.0	2.0	0.0
(2040) STUDENT SERVICES ADMINISTRATION	0	792	1,018	227	0.0	10.0	10.0	0.0
(2080) HEALTH SERVICES	0	347	393	46	0.0	3.0	3.0	0.0
(2090) STUDENT LIFE AND SERVICES	0	3,493	3,812	319	0.0	27.0	27.0	0.0
(2093) STUDENT CENTER	0	1,296	1,609	312	0.0	6.0	6.0	0.0
(2403) HOUSING PROGRAM	0	23	23	0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) STUDENT AFFAIRS	0	6,146	7,053	906	0.0	48.0	48.0	0.0
(4000) ACADEMIC AFFAIRS								
(4001) ACADEMIC SUPPORT (PROVOST/VPAA)	0	26,947	28,956	2,009	0.0	6.0	10.0	4.0
(4003) LEARNING RESOURCES	0	3,445	3,550	105	0.0	30.0	30.0	0.0
(4006) APPLIED RESEARCH AND URBAN PLANNING	0	28	28	0	0.0	0.0	0.0	0.0
(4008) CAUSES	0	3,940	3,647	-292	0.0	201.4	198.4	-3.0
(4010) ENGINEERING	0	14,414	13,715	-699	0.0	35.0	35.0	0.0

Table GF0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(4020) BUSINESS AND PUBLIC ADMINISTRATION	0	4,308	3,809	-498	0.0	41.0	21.0	-20.0
(4030) DAVID A. CLARKE SCHOOL OF LAW	0	8,573	9,688	1,116	0.0	65.0	65.0	0.0
(4040) COLLEGE OF ARTS AND SCIENCES	0	13,420	13,365	-55	0.0	127.0	124.0	-3.0
SUBTOTAL (4000) ACADEMIC AFFAIRS	0	75,075	76,760	1,685	0.0	505.4	483.4	-22.0
(6000) UNIVERSITY PRESIDENT								
(6001) OFFICE OF THE PRESIDENT	0	1,466	1,714	247	0.0	8.0	9.0	1.0
(6004) LEGAL SERVICES	0	839	1,521	683	0.0	4.0	4.0	0.0
(6005) ATHLETICS DEPARTMENT	0	3,014	4,173	1,160	0.0	28.0	28.0	0.0
(6006) ALUMNI RELATIONS	0	0	105	105	0.0	0.0	1.0	1.0
(6007) MAJOR GIFTS AND DEVELOPMENT	0	0	389	389	0.0	0.0	3.0	3.0
(6008) COMMUNICATION AND BRANDING CABLE TV	0	3	344	341	0.0	0.0	3.0	3.0
(6009) COMMUNICATIONS AND PUBLIC AFFAIRS	0	1,552	769	-783	0.0	10.0	10.0	0.0
(6010) PUBLIC SAFETY AND AWARENESS	0	2,064	2,556	491	0.0	29.0	38.0	9.0
(6011) GOVERNMENTAL AFFAIRS SERVICES	0	5	138	133	0.0	0.0	1.0	1.0
SUBTOTAL (6000) UNIVERSITY PRESIDENT	0	8,944	11,709	2,765	0.0	79.0	97.0	18.0
(8000) COMMUNITY COLLEGE (CCI)								
(C100) OFFICE OF CEO	0	2,677	2,764	87	0.0	24.0	24.0	0.0
(C150) STUDENT ACHIEVEMENT	0	169	169	0	0.0	0.0	0.0	0.0
(C200) ACADEMIC AFFAIRS - (CCI)	0	8,102	8,243	141	0.0	75.0	76.0	1.0
(C300) WORKFORCE DEVELOPMENT AND LIFE LONG	0	13,530	11,486	-2,044	0.0	81.0	72.0	-9.0
(C600) PLANT OPERATIONS	0	7,252	8,503	1,251	0.0	0.0	0.0	0.0
SUBTOTAL (8000) COMMUNITY COLLEGE (CCI)	0	31,731	31,167	-564	0.0	180.0	172.0	-8.0
TOTAL PROPOSED OPERATING BUDGET	0	162,543	160,435	-2,108	0.0	968.4	968.4	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The University of the District of Columbia ("the University" or "UDC") operates through the following 6 programs:

Student Affairs – provides enrichment opportunities and assistance to students in an out-of-classroom environment. These services are designed to prepare students to be successful in achieving their educational, career, and lifelong goals. This program offers outreach, support, and leadership development services to UDC students and other members of the community so that they can experience academic success, participate in University life, and develop leadership skills that will enable successful integration into the global community.

This program contains the following 6 activities:

- **Career Services** – provides a centralized source for job and career information, preparation, and support services for UDC students, alumni, and other members of the University community enabling them to obtain employment and other post-graduate opportunities;
- **Student Services Administration** – provides leadership development training, opportunities, and experiences to UDC students so that they can develop leadership skills and participate in the effective and timely resolution of student complaints;
- **Health Services** – provides preventive health and limited medical care services to the University and public health community so that they can prevent the spread of communicable diseases and respond to emerging health issues;
- **Student Life and Services** – provides outreach, intervention, and academic and non-academic support services to UDC students so that all students can experience academic success, participate in University life, and develop life and leadership skills that will enable successful integration into the global community;
- **Student Center** – offers program elements to enhance student life, welcome people to our campus, elevate the University’s profile, and further enrich its relationship with the surrounding community; and
- **Housing** – provides information, guidance, direction, and programming to meet the housing needs of students at the University. The ultimate goal of this activity is to foster an environment that supports each student’s academic success and participation in the life of the University.

Academic Affairs – provides quality, affordable post-secondary educational services to students to prepare them for entry into the job market and allow them to successfully achieve professional and personal goals.

This program contains the following 8 activities:

- **Academic Support** – houses the Office of the Provost and promotes educational quality and effectiveness. This activity provides oversight, leadership, and service to achieve the academic mission of the University. It also works to provide recommendations to the University President on resource allocations for academic units, articulates the academic values and functions of the University, and represents the institution in various settings;
- **Learning Resources** – provides access to books, multimedia materials and equipment, research and reference materials, and consultation and support services to students, faculty, District residents, and Washington Research Consortium members to utilize on-site and online, and provides information and resources to support teaching, learning, and research;
- **Graduate Studies and Research (Applied Research)** – provides research, training, and technical assistance services to District and federal funding agencies, programs and organizations so that they can apply research results toward resolution of urgent urban problems and UDC students and faculty can gain experience and expertise in research;
- **CAUSES** – provides instruction, funded research, and public research services to residents of the Washington metropolitan area for healthier lifestyle choices, improved literacy levels, and full access to economic opportunities;
- **Engineering** – provides instructional, research, public outreach, and support services to UDC students and the community so that students can have engineering-related employment and career opportunities;

- **Business and Public Administration** – provides a curriculum of study and research in modern administration for both private business and government;
- **David A. Clarke School of Law** – provides instructional, research, public outreach, and support services to UDC students and the community so that students can have employment and career opportunities in the legal profession; and
- **College of Arts and Sciences** – provides a broad range of instructional, research, public outreach, and support services to UDC students and the community across the liberal arts and sciences such that students gain career opportunities or are prepared for graduate or professional school.

University President – provides leadership for central executive activities concerned with management and long-range planning for the entire institution. This program develops and implements UDC’s strategic plan to ensure successful accomplishment of its overall mission.

This program contains the following 9 activities:

- **Office of the President** – administers policies and procedures; plans, operates, and maintains plant facilities; manages the University’s financial affairs, faculty, staff, visitors, and facilities; enhances UDC’s efficiency and effectiveness through information technology utilization; improves and expands services offered to University clientele; and supports UDC’s overall mission;
- **Legal Services** – the Office of General Counsel provides first class legal services to the University of the District of Columbia. The objective is to keep questions from becoming problems and problems from becoming lawsuits. Through timely and knowledgeable advice, the office aids the University in avoiding or reducing exposure to legal risks;
- **Athletics Department** – provides intercollegiate participation, intramural games, and fitness and recreation services to students and other members of the University family and community so that athletically talented students can gain access to an education and stay in school, and all members of the University family can experience an enhanced sense of community;
- **Alumni Relations**– provides outreach services to UDC alumni and alumni of UDC’s predecessor institutions so that they can participate in and be supportive of the academic, research and community service programs of the University;
- **Major Gifts and Development** – build relationships with corporations, foundations, individual estates, and other potential donors so that they can consistently support the programs and activities of the University and contribute to its financial security and stability;
- **Communication and Branding (Cable TV)** – provides publicity and media services to constituents, locally and nationally, such that they can be accurately informed about, form a positive image of, and be supportive of UDC and its mission, goals, and programs;
- **Communications and Public Affairs** – fosters the exchange of talents and resources of alumni, students, parents, faculty, administration, and friends to advance the mission of the University of the District of Columbia. This unit provides oversight of alumni relations, major gifts and development, communication and branding, and governmental affairs;
- **Public Safety and Awareness** – the Department of Public Safety is a professional, full-service campus law enforcement agency committed to promoting a safe and secure educational, cultural, and working environment for students, faculty, staff, and visitors; and
- **Governmental Affairs** – provides assistance to UDC by acting as liaison between the University, the District government, and its constituents.

The University of the District of Columbia Community College (UDC-CC) – serves the District’s residents by integrating workforce preparation, employability, skill development, quality education and remediation, economic development and employer linkages, school-to-career training – providing a seamless transition from K-12 to adult education and literacy to college prep – and continuous lifelong learning.

This program contains the following 5 activities;

- **Office of the CEO** – ensures the timely and effective delivery of workforce and academic programs to UDC-CC students;
- **Student Achievement** – contains all student service activities, including advising, counseling, and career services, as well as student activities funds, the Student Government Administration (SGA), and any other student life programming;
- **Academic Affairs** – provides affordable post-secondary educational services to UDC-CC students to prepare for entry into the job market and allow them to successfully achieve professional and personal goals;
- **Workforce Development and Life Long Learning** – provides short-term educational and training programs that enhance professional options for students; and
- **Plant Operations** – manages the fixed costs payments for UDC-CC’s various locations, including rent, utilities, building and land maintenance, and security 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.

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

Program Structure Change

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

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

Table GF0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table GF0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS: FY 2017 Approved Budget and FTE		162,543	968.4
Increase: To adjust the Contractual Services budget	Multiple Programs	1,129	0.0
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	946	0.0
Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	-4,328	0.0
Decrease: To align budget with projected revenues	Multiple Programs	-5,583	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Agency Budget Submission		154,707	968.4
Enhance: To support pre-existing initiatives (one-time)	Community College (CCI)	5,728	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Mayor’s Proposed Budget		160,435	968.4
GROSS FOR GF0 - UNIVERSITY OF THE DISTRICT OF COLUMBIA		160,435	968.4

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

FY 2018 Proposed Budget Changes

The University of the District of Columbia's (UDC) proposed FY 2018 gross budget is \$160,435,168, which represents a 1.3 percent decrease from its FY 2017 approved gross budget of \$162,543,336. The budget is comprised entirely of Enterprise and Other funds.

Agency Budget Submission

Increase: UDC's FY 2018 proposed budget includes a net increase of \$1,129,201 to account for adjustments made to Contractual Services across multiple programs. Additionally, the proposed budget reflects an increase of \$945,691 in personal services to align salaries and Fringe Benefits with projected costs across multiple programs.

Decrease: UDC's FY 2018 proposed budget reflects a net decrease of \$4,328,162 to align the budget with projected Fixed Costs estimates for Rentals. Additionally, the proposed budget reflects a net decrease of \$5,583,060 primarily in Subsidies and Transfers across multiple programs to recognize expired FY 2017 grants in the Academic Affairs and the Community College programs.

Mayor's Proposed Budget

Enhance: The proposed budget reflects an increase of \$5,728,162 to support the University's ability to maintain and enhance existing programs, and also allow for the planning and implementation of promising new academic programs.

District of Columbia Public Library Trust Fund

www.dclibrary.org
Telephone: 202-727-1101

Table UW0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$0	\$17,000	\$0	-100.0

The District of Columbia Public Library Trust Fund (the Fund) will be absorbed. Its mission and funding will be transferred to the District of Columbia Public Library (DCPL). The total funding amount transferred is \$17,000. The proposed programs and projects for FY 2018 are shown in DCPL.

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

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

Table UW0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table UW0-2

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
Appropriated Fund										
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS	0	17	0	-17	-100.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR ENTERPRISE AND OTHER	0	17	0	-17	-100.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	0	17	0	-17	-100.0	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table UW0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table UW0-3

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
Comptroller Source Group						
20 - SUPPLIES AND MATERIALS	0	0	4	0	-4	-100.0
40 - OTHER SERVICES AND CHARGES	0	0	10	0	-10	-100.0
70 - EQUIPMENT AND EQUIPMENT RENTAL	0	0	3	0	-3	-100.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	0	0	17	0	-17	-100.0
GROSS FUNDS	0	0	17	0	-17	-100.0

*Percent change is based on whole dollars.

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

Table UW0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table UW0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(0001) DCPL TRUST FUNDS								
(0010) THEODORE NOYES TRUST FUNDS	0	7	0	-7	0.0	0.0	0.0	0.0
SUBTOTAL (0001) DCPL TRUST FUNDS	0	7	0	-7	0.0	0.0	0.0	0.0
(0002) DCPL TRUST FUNDS								
(0020) PEABODY TRUST FUNDS	0	10	0	-10	0.0	0.0	0.0	0.0
SUBTOTAL (0002) DCPL TRUST FUNDS	0	10	0	-10	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	0	17	0	-17	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

Please see the District of Columbia Public Library agency chapter for a description of programs related to the prior functions of the District of Columbia Public Library Trust Fund.

Program Structure Change

Please see the District of Columbia Public Library agency chapter for a description of programs related to the prior functions of the District of Columbia Public Library Trust Fund.

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

Table UW0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table UW0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS: FY 2017 Approved Budget and FTE		17	0.0
Technical Adjustment/Transfer-Out: The Theodore W. Noyes Trust to DCPL	DCPL Trust Funds	-7	0.0
Technical Adjustment/Transfer-Out: The George Peabody Trust Fund to DCPL	DCPL Trust Funds	-10	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Agency Budget Submission		0	0.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Mayor's Proposed Budget		0	0.0
GROSS FOR UW0 - DC PUBLIC LIBRARY AGENCY TRUST FUND		0	0.0

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

FY 2018 Proposed Budget Changes

The District of Columbia Public Library Trust Fund will transfer-out its entire budget of \$17,000 to the District of Columbia Public Library. All functions and responsibilities that currently exist in the District of Columbia Public Library Trust Fund will now reside within the District of Columbia Public Library.

Agency Budget Submission

Technical Adjustment/Transfer-Out: The District of Columbia Public Library Trust Fund's entire budget will be transferred to the District of Columbia Public Library. This includes the Theodore W. Noyes Trust Fund in the amount of \$7,000 and the George Peabody Trust Fund in the amount of \$10,000.

Mayor's Proposed Budget

No Change: The District of Columbia Public Library Trust Fund's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Unemployment Insurance Trust Fund

www.does.dc.gov
Telephone: 202-724-7000

Table UI0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$113,770,043	\$194,147,200	\$165,418,586	-14.8

The Unemployment Insurance Trust Fund, administered by the Department of Employment Services (DOES), represents the proceeds from unemployment taxes paid by private sector employers and reimbursements from the District and federal governments deposited in the Unemployment Trust Fund (the “Fund”). The Fund is used to pay benefits for private and public sector employees during periods of unemployment. Payments include transfers to other governments to reimburse unemployment benefits paid to District residents.

Trust funds are fiduciary funds that are used to account for assets held by the District in a trustee capacity or as an agent for individuals, private organizations, and other governments. Such trust funds are custodial in nature, reporting only assets and liabilities. Because fiduciary funds cannot be used for the operations of the government, they are not included in the District's government-wide financial statements.

Prior to FY 2005, these agency trust funds were included in the operating budgets of the agencies that administered the trust funds. The District created a separate agency fund in FY 2005 so that the District's budget structure would report these trust funds pursuant to the District's accounting structure. The Unemployment Insurance Trust Fund was separated from the DOES budget for improved fiscal transparency and to enable the District's budget format to more closely follow the presentation of the Comprehensive Annual Financial Report.

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

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

Table UI0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table UI0-2

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
Appropriated Fund										
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS	113,770	194,147	165,419	-28,729	-14.8	0.0	0.0	0.0	0.0	N/A
TOTAL FOR ENTERPRISE AND OTHER	113,770	194,147	165,419	-28,729	-14.8	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	113,770	194,147	165,419	-28,729	-14.8	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table UI0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table UI0-3

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
Comptroller Source Group						
50 - SUBSIDIES AND TRANSFERS	118,778	113,770	194,147	165,419	-28,729	-14.8
SUBTOTAL NONPERSONAL SERVICES (NPS)	118,778	113,770	194,147	165,419	-28,729	-14.8
GROSS FUNDS	118,778	113,770	194,147	165,419	-28,729	-14.8

*Percent change is based on whole dollars.

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

Table UI0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table UI0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(2000) UNEMPLOYMENT TRUST FUND								
(2200) BENEFITS TRUST FUND	113,770	194,147	165,419	-28,729	0.0	0.0	0.0	0.0
SUBTOTAL (2000) UNEMPLOYMENT TRUST FUND	113,770	194,147	165,419	-28,729	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	113,770	194,147	165,419	-28,729	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Unemployment Insurance Trust Fund operates through the following program:

Unemployment Trust Fund – pays benefits for private and public sector employees during periods of unemployment.

Program Structure Change

The Unemployment Insurance Trust Fund has no program structure changes in the FY 2018 proposed budget.

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

Table UI0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table UI0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS: FY 2017 Approved Budget and FTE		194,147	0.0
Decrease: Payout for private and public sector employees is expected to be lower than the prior year	Unemployment Trust Fund	-28,729	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Agency Budget Submission		165,419	0.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Mayor's Proposed Budget		165,419	0.0
GROSS FOR UI0 - UNEMPLOYMENT INSURANCE TRUST FUND		165,419	0.0

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

FY 2018 Proposed Budget Changes

The Unemployment Insurance Trust Fund's (UITF) proposed FY 2018 gross budget is \$165,418,586, which represents a 14.8 percent decrease from its FY 2017 approved gross budget of \$194,147,200. The budget is comprised entirely of Enterprise and Other funds.

Agency Budget Submission

Decrease: The budget proposal for UITF reflects a decrease of \$28,728,614 in the Unemployment Trust Fund program, primarily due to the robust job market in the District, which suggests that unemployment filings will continue to trend downward in FY 2018.

Mayor's Proposed Budget

No Change: The Unemployment Insurance Trust Fund's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Housing Production Trust Fund

www.dhcd.dc.gov
Telephone: 202-442-7200

Table UZ0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$86,902,728	\$100,000,000	\$100,000,000	0.0

The mission of the Housing Production Trust Fund (HPTF) is to provide financial assistance to a variety of affordable housing programs and opportunities across the District of Columbia. The HPTF funds initiatives to build affordable rental housing, preserve expiring federally assisted housing, and help provide affordable homeownership opportunities for low-income families.

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

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

Table UZ0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table UZ0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES	90,442	44,946	51,683	6,737	15.0	0.0	0.0	0.0	0.0	N/A
ENTERPRISE AND OTHER FUNDS	-3,539	55,054	48,317	-6,737	-12.2	0.0	0.0	0.0	0.0	N/A
TOTAL FOR ENTERPRISE AND OTHER	86,903	100,000	100,000	0	0.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	86,903	100,000	100,000	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table UZ0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table UZ0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	0	0	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	0	0	0	0	0	N/A
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	0	-2	0	0	0	N/A
41 - CONTRACTUAL SERVICES - OTHER	73,009	86,905	100,000	100,000	0	0.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	73,009	86,903	100,000	100,000	0	0.0
GROSS FUNDS	73,009	86,903	100,000	100,000	0	0.0

*Percent change is based on whole dollars.

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

Table UZ0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table UZ0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) HOUSING PRODUCTION TRUST FUND								
(1100) HOUSING PRODUCTION TRUST FUND (ADMIN)	0	10,000	5,168	-4,832	0.0	0.0	0.0	0.0
(1101) HOUSING PRODUCTION TRUST FUND	81,193	90,000	94,832	4,832	0.0	0.0	0.0	0.0
(1102) HOUSING PRODUCTION TRUST FUND - DBH MOU	5,710	0	0	0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) HOUSING PRODUCTION TRUST FUND	86,903	100,000	100,000	0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	86,903	100,000	100,000	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Housing Production Trust Fund operates through the following program:

Housing Production Trust Fund – provides financial assistance to a variety of affordable housing programs and opportunities across the District.

This program contains the following 2 activities:

- **Housing Production Trust Fund (Administration)** – provides administrative services associated with the operation of the HPTF; and
- **Housing Production Trust Fund** – provides financial assistance to promote and enable affordable rental housing and residential housing in the District.

Program Structure Change

The Housing Production Trust Fund has no program structure changes in the FY 2018 proposed budget.

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

Table UZ0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table UZ0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2017 Approved Budget and FTE			
		44,946	0.0
Increase: To support affordable housing initiatives	Housing Production Trust Fund	6,737	0.0
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2018 Agency Budget Submission			
		51,683	0.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2018 Mayor's Proposed Budget			
		51,683	0.0
ENTERPRISE AND OTHER FUNDS: FY 2017 Approved Budget and FTE			
		55,054	0.0
Decrease: To align budget with projected revenues	Housing Production Trust Fund	-6,737	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Agency Budget Submission			
		48,317	0.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Mayor's Proposed Budget			
		48,317	0.0
GROSS FOR UZ0 - HOUSING PRODUCTION TRUST FUND		100,000	0.0

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

Note: The total going to the HPTF in the FY 2018 budget is \$100 million. There is \$59.5 million of dedicated revenue for affordable housing, and to this the Mayor added \$48.3 million of Local funds to further stimulate the production of affordable housing. By law, \$7.8 m of the total is used to pay debt service on borrowing for New Communities projects (see the Debt Service chapter in "Financing and Other").

FY 2018 Proposed Budget Changes

The Housing Production Trust Fund's (HPTF) proposed FY 2018 gross budget is \$100,000,000, which represents no change from its FY 2017 approved gross budget. The budget is comprised of \$51,682,611 of Enterprise and Other Funds – Dedicated Taxes and \$48,317,389 of Enterprise and Other Funds.

Agency Budget Submission

Increase: As part of the Mayor's commitment to increase affordable housing opportunities in the District, the proposed budget includes an increase of \$6,736,835 for a total of \$51,682,611 in Contractual Services in Enterprise and Other Funds – Dedicated Taxes. The HPTF receives 15 percent of the Deed Recordation and Deed Transfer taxes, less the portion dedicated to debt service on prior-year borrowings for all HPTF projects. These funds provide financial assistance to non-profit and for-profit developers that support the construction, rehabilitation and acquisition of affordable housing for rental or homeownership in the District of Columbia.

Decrease: The proposed budget includes a decrease of \$6,736,835 in Enterprise and Other Funds to align the budget with projected revenues.

Mayor's Proposed Budget

No Change: The Housing Production Trust Fund's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Tax Increment Financing (TIF) Program

Table TX0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$59,909,295	\$54,755,587	\$53,709,439	-1.9

Tax Increment Financing (TIF) is a program through which the District provides economic development project funds by borrowing against future tax receipts expected to be generated as a result of the construction and operation of projects partially funded by these funds.

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

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

Table TX0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table TX0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES	59,909	54,756	53,709	-1,046	-1.9	0.0	0.0	0.0	0.0	N/A
TOTAL FOR ENTERPRISE AND OTHER	59,909	54,756	53,709	-1,046	-1.9	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	59,909	54,756	53,709	-1,046	-1.9	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table TX0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table TX0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
50 - SUBSIDIES AND TRANSFERS	46,800	48,997	37,818	37,185	-633	-1.7
80 - DEBT SERVICE	10,699	10,913	16,938	16,524	-414	-2.4
SUBTOTAL NONPERSONAL SERVICES (NPS)	57,499	59,909	54,756	53,709	-1,046	-1.9
GROSS FUNDS	57,499	59,909	54,756	53,709	-1,046	-1.9

*Percent change is based on whole dollars.

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

Table TX0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table TX0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) TAX INCREMENT FINANCING (TIF) PROGRAM								
(1100) TAX INCREMENT FINANCING (TIF) PROGRAM	59,909	54,756	53,709	-1,046	0.0	0.0	0.0	0.0
SUBTOTAL (1000) TAX INCREMENT FINANCING (TIF) PROGRAM	59,909	54,756	53,709	-1,046	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	59,909	54,756	53,709	-1,046	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Tax Increment Financing Program operates through the following program:

Tax Increment Financing – provides budget authority pursuant to the Tax Increment Financing Act of 1998, which established a TIF program to support economic development projects that would not be developed "but for" public financial assistance. The initiative was reauthorized by the Tax Increment Financing Reauthorization Act of 2002. In addition, the District Council approved other project-based tax-supported revenue bonds, including Tax Increment Financings, outside the scope of the TIF Act.

This program contains the following 6 projects:

- **Gallery Place** – a mixed-use project that opened in the summer of 2004 and has an estimated debt service payment of \$4,314,000;
- **The Mandarin Oriental Hotel** – opened in March 2004 and has an estimated debt service payment of \$4,509,125;
- **Verizon Center** – funded arena improvements to be repaid using an incremental tax of 4.25 percent on merchandise and tickets sold at the venue, with an estimated debt service payment of \$3,585,609;
- **City Market at O Street** – a mixed-use development project under construction that has an estimated debt service payment of \$2,211,531;
- **Special Retail and Great Streets** – smaller TIF financings issued under a special retail TIF program in the downtown area and retail or mixed-use projects located in Great Streets areas. Estimated debt service for debt issued under these programs is \$1,142,418; and
- **Convention Center Hotel** – the project opened in May of 2014 and has an estimated debt service of \$9,520,799.

In addition, the budget includes estimated debt service for the following projects expected to be under construction during FY 2018:

- **Skyland** – a mixed-use development project with an estimated debt service payment of \$740,000 to be paid from capitalized interest; and
- **Bryant Street** – a residential/retail development project with an estimated debt service payment of \$1,164,000 to be paid from capitalized interest.

For certain projects, a revenue contingency totaling \$26,521,957 is budgeted if projected revenues are higher than minimum debt service payments, in accordance with the bond agreements. Depending on the structure of bond documents, such additional revenues may be used to pre-pay principal on TIF financings, reserved for future debt service payments, or returned to the District’s General Fund. For FY 2018, the District is expected to be entitled to refunds from the Gallery Place and Mandarin bond trustees totaling \$9,493,686. This is the amount by which estimated tax increments from the Gallery Place and Mandarin projects exceed scheduled bond debt service. This will be funded within the revenue contingency budget.

Program Structure Change

The Tax Increment Financing (TIF) Program has no program structure changes in the FY 2018 proposed budget.

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

Table TX0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table TX0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2017 Approved Budget and FTE			
		54,756	0.0
Decrease: To align budget with projected revenues	Tax Increment Financing (TIF) Program	-1,046	0.0
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2018 Agency Budget Submission			
		53,709	0.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2018 Mayor’s Proposed Budget			
		53,709	0.0
GROSS FOR TX0 - TAX INCREMENT FINANCING (TIF) PROGRAM		53,709	0.0

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

FY 2018 Proposed Budget Changes

The Tax Increment Financing (TIF) Program’s proposed FY 2018 gross budget is \$53,709,439, which represents a 1.9 percent decrease from its FY 2017 approved gross budget of \$54,755,587. The budget is comprised entirely of Enterprise and Other Funds - Dedicated Taxes.

Agency Budget Submission

Decrease: The proposed budget for Tax Increment Financing includes a net decrease of \$1,046,148, primarily in Subsidies and Transfers, to align the budget with projected tax revenues and the latest revenue estimates provided by the Office of Revenue Analysis.

Mayor's Proposed Budget

No Change: The Tax Increment Financing Program's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Ballpark Revenue Fund

Table BK0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$64,242,792	\$68,485,000	\$61,557,000	-10.1

The Ballpark Revenue Fund is a non-lapsing special fund that was established to pay certain costs of the development, construction, and renovation of a stadium that has as its primary purpose the hosting of professional athletic events in the District. The Ballpark Omnibus Financing and Revenue Act of 2004 created the fund, effective April 8, 2005 (D.C.Law 15-320; D.C. Official Code §10-1601.01 et seq.). The District of Columbia owns the stadium.

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

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

Table BK0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table BK0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS-DEDICATED										
TAXES	52,907	56,947	49,821	-7,126	-12.5	0.0	0.0	0.0	0.0	N/A
ENTERPRISE AND OTHER FUNDS	11,336	11,538	11,736	198	1.7	0.0	0.0	0.0	0.0	N/A
TOTAL FOR ENTERPRISE AND OTHER	64,243	68,485	61,557	-6,928	-10.1	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	64,243	68,485	61,557	-6,928	-10.1	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table BK0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table BK0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
50 - SUBSIDIES AND TRANSFERS	34,023	33,075	35,265	31,801	-3,464	-9.8
80 - DEBT SERVICE	32,281	31,168	33,220	29,756	-3,464	-10.4
SUBTOTAL NONPERSONAL SERVICES (NPS)	66,304	64,243	68,485	61,557	-6,928	-10.1
GROSS FUNDS	66,304	64,243	68,485	61,557	-6,928	-10.1

*Percent change is based on whole dollars.

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

Table BK0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table BK0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(4000) OFFICE OF CHIEF FINANCIAL OFFICER								
(4100) OFFICE OF FINANCE AND TREASURY	5,668	5,769	5,868	99	0.0	0.0	0.0	0.0
(4200) OFFICE OF TAX AND REVENUE	27,406	29,496	25,933	-3,563	0.0	0.0	0.0	0.0
SUBTOTAL (4000) OFFICE OF CHIEF FINANCIAL OFFICER	33,075	35,265	31,801	-3,464	0.0	0.0	0.0	0.0
(8000) CAPITAL PROJECT - BALLPARK								
(8008) BASEBALL DEBT SERVICE	31,168	33,220	29,756	-3,464	0.0	0.0	0.0	0.0
SUBTOTAL (8000) CAPITAL PROJECT - BALLPARK	31,168	33,220	29,756	-3,464	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	64,243	68,485	61,557	-6,928	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Ballpark Revenue Fund operates through the following 2 programs:

Office of the Chief Financial Officer – collects applicable taxes and fees related to baseball in the District, including a ballpark fee on businesses within the District with over \$5,000,000 in gross receipts, a sales tax at the point of sale on tickets of admission to certain events at the ballpark, a sales tax on certain personal property and services at the ballpark, a sales tax on food and beverages, a tax on parking at the ballpark, lease payments from the Washington Nationals team to occupy the baseball stadium, and a utility tax collected from non-residential users.

Capital Project – Ballpark – provides for anticipated debt service payments and ancillary long-term costs related to the construction of the District's baseball stadium.

Program Structure Change

The Ballpark Revenue Fund has no program structure changes in the FY 2018 proposed budget.

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

Table BK0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table BK0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2017 Approved Budget and FTE			
		56,947	0.0
Decrease: To align budget with projected debt service payments	Capital Project - Ballpark	-3,563	0.0
Decrease: To align budget with projected revenues	Office of Chief Financial Officer	-3,563	0.0
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2018 Agency Budget Submission			
		49,821	0.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2018 Mayor's Proposed Budget			
		49,821	0.0
ENTERPRISE AND OTHER FUNDS: FY 2017 Approved Budget and FTE			
		11,538	0.0
Increase: To align budget with projected debt service payments	Capital Project - Ballpark	99	0.0
Increase: To align budget with projected revenues	Office of Chief Financial Officer	99	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Agency Budget Submission			
		11,736	0.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Mayor's Proposed Budget			
		11,736	0.0
GROSS FOR BK0 - BALLPARK REVENUE FUND		61,557	0.0

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

FY 2018 Proposed Budget Changes

The Ballpark Revenue Fund's proposed FY 2018 gross budget is \$61,557,000, which represents a 10.1 percent decrease from its FY 2017 approved gross budget of \$68,485,000. The budget is comprised of \$49,821,000 in Enterprise and Other Funds - Dedicated Taxes and \$11,736,000 in Enterprise and Other Funds.

Agency Budget Submission

Increase: The proposed budget for Enterprise and Other Funds reflects an overall increase of \$198,000, which is comprised of \$99,000 to support the collection of certified revenue from ballpark lease payments and applicable income from other ballpark activities, and \$99,000 to support changes to debt service payments.

Decrease: The proposed Enterprise and Other Funds - Dedicated Taxes budget includes a reduction of \$7,126,000, of which \$3,563,000 aligns the budget with revised estimates for the collection of dedicated taxes related to ballpark activities, and \$3,563,000 reflects changes to debt service payments for the financial obligations associated with the construction of the District's baseball stadium.

Mayor's Proposed Budget

No Change: The Ballpark Revenue Fund's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Repayment of PILOT Financing

Table TY0-1

Description	FY 2016 Actual	FY 2017 Approved	FY 2018 Proposed	% Change from FY 2017
OPERATING BUDGET	\$21,888,791	\$31,113,441	\$31,188,512	0.2

Repayment of PILOT Financing is a program through which the District provides economic development project funds by borrowing against the future receipts from Payment-in-Lieu-of-Taxes (PILOT).

A PILOT payment on debt issued under the District’s PILOT Act equals the amount the property owner would otherwise pay in property taxes, based on the assessed value of the property. The repayment of the borrowing against this future PILOT revenue is budgeted in this program. This borrowing is similar in concept to Tax Increment Financing, in which the District borrows against future tax receipts and uses the proceeds to spur economic development.

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

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

Table TY0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table TY0-2

(dollars in thousands)

	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
Appropriated Fund										
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES	21,889	31,113	31,189	75	0.2	0.0	0.0	0.0	0.0	N/A
TOTAL FOR ENTERPRISE AND OTHER	21,889	31,113	31,189	75	0.2	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	21,889	31,113	31,189	75	0.2	0.0	0.0	0.0	0.0	N/A

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table TY0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table TY0-3

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
Comptroller Source Group						
50 - SUBSIDIES AND TRANSFERS	2,146	3,861	6,369	4,359	-2,010	-31.6
80 - DEBT SERVICE	13,756	18,027	24,745	26,830	2,085	8.4
SUBTOTAL NONPERSONAL SERVICES (NPS)	15,901	21,889	31,113	31,189	75	0.2
GROSS FUNDS	15,901	21,889	31,113	31,189	75	0.2

*Percent change is based on whole dollars.

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

Table TY0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table TY0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) REPAYMENT OF PILOT FINANCING								
(1100) REPAYMENT OF PILOT FINANCING	21,889	31,113	31,189	75	0.0	0.0	0.0	0.0
SUBTOTAL (1000) REPAYMENT OF PILOT FINANCING	21,889	31,113	31,189	75	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	21,889	31,113	31,189	75	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

Repayment of PILOT Financing operates through the following program:

Repayment of PILOT Financing – provides budget authority for debt service payments on debt borrowed against the following PILOT projects:

- **U.S. Department of Transportation headquarters building** – PILOT bond proceeds supported the District's park and infrastructure improvements in the Anacostia Waterfront Initiative (AWI) area. The debt service payment in FY 2018 is estimated to be \$10,550,679;
- **Southeast Federal Center** – PILOT debt issued under this program supports public infrastructure paid for by the developer of The Yards project, a multi-stage, mixed use development near the Navy Yard. The first issuance was in FY 2010 and has an estimated debt service payment of \$3,862,026 in FY 2018;
- **Rhode Island Metro Plaza** – The Rhode Island Metro Plaza project contains new residential apartments and retail shops as well as a parking garage for the Washington Metropolitan Area Transit Authority. The debt service payment in FY 2018 is estimated to be \$494,391; and
- **Southwest Waterfront** – PILOT debt issued under this project supports the multi-stage, mixed use development located in Southwest DC known as the Wharf. The debt service payment in FY 2018 will be paid from capitalized interest as well as from site specific tax levied on a portion of phase I development. The total FY 2018 debt service is \$12,814,744.

In addition, the program budget contains a contingency of \$3,466,672 if projected PILOT revenues are higher than minimum debt service and must be paid to the bond holder, or returned to the District for AWI capital projects, in accordance with bond agreements. This amount includes \$68,919 of trust account balance available for AWI capital projects. Of the total amount, an estimated \$2,446,989 is anticipated to be returned to the General Fund for Anacostia Waterfront capital projects.

Program Structure Change

Repayment of PILOT Financing has no program structure changes in the FY 2018 proposed budget.

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

Table TY0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table TY0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2017 Approved Budget and FTE		31,113	0.0
Increase: To align budget with scheduled debt service payments	Repayment of PILOT Financing	75	0.0
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2018 Agency Budget Submission		31,189	0.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS-DEDICATED TAXES: FY 2018 Mayor's Proposed Budget		31,189	0.0
GROSS FOR TY0 - REPAYMENT OF PILOT FINANCING		31,189	0.0

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

FY 2018 Proposed Budget Changes

Repayment of PILOT Financing's proposed FY 2018 gross budget is \$31,188,512, which represents a less than 1.0 percent increase over its FY 2017 approved gross budget of \$31,113,441. The budget is comprised entirely of Enterprise and Other Funds - Dedicated Taxes.

Agency Budget Submission

Increase: The proposed budget for FY 2018 is increased by \$75,071 to align the budget with projected dedicated revenues and scheduled debt service payments. This adjustment is primarily attributed to an increase in PILOT revenue available to pay debt service on Southeast Federal Center bonds.

Mayor's Proposed Budget

No Change: Repayment of PILOT Financing's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

Not-For-Profit Hospital Corporation

www.united-medicalcenter.com
Telephone: 202-574-6000

Table HW0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$0	\$132,000,000	\$128,000,000	-3.0

Note: Prior year actuals are not reported for the Not-For-Profit Hospital Corporation because the agency does not use the District's financial system for its actual transactions.

The mission of the Not-For-Profit Hospital Corporation (NFPHC) is dedicated to the health and well-being of individuals and communities entrusted to our care. NFPHC will be an efficient, high value, patient-focused provider of high-quality healthcare to improve the lives of District residents. We will employ innovative approaches that yield excellent experiences and will empower healthcare professionals as they work to care for our patients. We will pursue this vision through collaboration with other providers and as part of a larger District-based delivery system.

NFPHC, commonly known as United Medical Center (UMC) and United Medical Nursing Center, is an independent District instrumentality, created by legislation adopted by the Council of the District of Columbia. It provides inpatient, outpatient, psychiatric, and emergency care, and a skilled nursing facility (SNF). NFPHC is located east of the Anacostia River in the Southeast section of Washington, D.C. Its primary service market includes residents of Wards 7 and 8 and the state of Maryland's Prince George's County. Approximately 88 percent of United Medical Center's hospital admissions were paid for by the public programs Medicare or Medicaid.

NFPHC is governed by a 14-member Board of Directors, 11 of whom are voting members and three of whom are non-voting members. Six members are appointed by the Mayor and three members are appointed by the Council of the District of Columbia. The Chief Financial Officer of the District, or his or her designee, and a representative of the entity maintaining the largest collective bargaining agreement with the corporation serve as ex-officio voting members. The Chief Executive Officer and Chief Medical Officer of NFPHC and the President of the District of Columbia Hospital Association serve as non-voting ex-officio members.

The Board of Directors of NFPHC adopted a new Strategic Vision and Plan on August 2, 2013, and this Plan was approved by the Mayor and endorsed by the District Council. The Council in that endorsement urged the Board and the Executive to carry out the Plan, including recommendations from Huron Consulting, “swiftly.” Five major areas within this plan of focus remain:

- Align with a partner(s) and position UMC to thrive under healthcare reform;
- Achieve financial stability;
- Recruit, deploy, and retain talented and enthusiastic personnel focused on providing excellent patient experiences;
- Achieve superior quality and patient safety outcomes; and
- Contribute to overall health within the communities that UMC serves.

The NFPHC has made several advancements with regard to financial stability and recruiting highly qualified personnel. These advancements have seen the quality measures increase over the last three years. The Hospital continues to work with local officials to align with a partner and position UMC to thrive under healthcare reform.

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

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

Table HW0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table HW0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change		Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change	
				from FY 2017	Percentage Change*				from FY 2017	Percentage Change
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS	0	132,000	128,000	-4,000	-3.0	0.0	0.0	0.0	0.0	N/A
TOTAL FOR ENTERPRISE AND OTHER	0	132,000	128,000	-4,000	-3.0	0.0	0.0	0.0	0.0	N/A
GROSS FUNDS	0	132,000	128,000	-4,000	-3.0	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer’s website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table HW0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table HW0-3

(dollars in thousands)

	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
Comptroller Source Group						
50 - SUBSIDIES AND TRANSFERS	0	0	132,000	128,000	-4,000	-3.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	0	0	132,000	128,000	-4,000	-3.0
GROSS FUNDS	0	0	132,000	128,000	-4,000	-3.0

*Percent change is based on whole dollars.

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

Table HW0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table HW0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) NOT-FOR-PROFIT HOSPITAL CORPORATION								
(1001) NOT-FOR-PROFIT HOSPITAL CORPORATION	0	132,000	128,000	-4,000	0.0	0.0	0.0	0.0
SUBTOTAL (1000) NOT-FOR-PROFIT HOSPITAL CORPORATION	0	132,000	128,000	-4,000	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	0	132,000	128,000	-4,000	0.0	0.0	0.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Not-For-Profit Hospital Corporation operates through revenues generated primarily, though not exclusively, through its Hospital patient and Skilled Nursing Facility (SNF) resident operations.

Hospital Services – NFPHC operates an acute care program with 234 licensed acute care beds, which provides medical, surgical, psychiatric, and obstetric care. Other hospital services include adult emergency care and outpatient and diagnostic services. Children’s National Medical Center, through a lease arrangement and as a separately licensed organization, provides pediatric emergency care on the campus of NFPHC.

Skilled Nursing Facility (SNF) Services – With a capacity of 120 beds, the SNF provides skilled nursing services to chronically ill residents, with a significant percentage of the patients being the elderly.

Program Structure Change

The Not-For-Profit Hospital Corporation has no program structure changes in the FY 2018 proposed budget.

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

Table HW0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table HW0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS: FY 2017 Approved Budget and FTE		132,000	0.0
Decrease: To align budget with projected revenues	Not-For-Profit Hospital Corporation	-4,000	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Agency Budget Submission		128,000	0.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Mayor’s Proposed Budget		128,000	0.0
GROSS FOR HW0 - NOT-FOR-PROFIT HOSPITAL CORPORATION		128,000	0.0

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

FY 2018 Proposed Budget Changes

The Not-For-Profit Hospital Corporation’s (NFPHC) proposed FY 2018 gross budget is \$128,000,000, which represents a 3.0 percent decrease from its FY 2017 approved gross budget of \$132,000,000. The budget is comprised entirely of Enterprise and Other funds.

Agency Budget Submission

Decrease: NFPHC’s proposed FY 2018 budget is decreased by \$4,000,000 in Subsidies and Transfers to reflect the hospital’s projected resources of \$128,000,000.

Mayor’s Proposed Budget

No Change: The Not-For-Profit Hospital Corporation’s budget proposal reflects no change from the agency budget submission to the Mayor’s proposed budget.

Health Benefit Exchange Authority

www.hbx.dc.gov

Telephone: 202-715-7576

Table HI0-1

Description	FY 2016	FY 2017	FY 2018	% Change
	Actual	Approved	Proposed	from FY 2017
OPERATING BUDGET	\$48,090,508	\$34,521,266	\$28,142,740	-18.5
FTEs	60.1	92.0	92.0	0.0

The mission of the D.C. Health Benefit Exchange Authority is to implement a health care exchange program in the District of Columbia in accordance with the Patient Protection and Affordable Care Act, thereby ensuring access to quality and affordable health care to all District of Columbia residents.

Summary of Services

In March of 2010, the Patient Protection and Affordable Care Act of 2010 was signed into law with the central goal of ensuring that all Americans have access to quality, affordable health care. It enabled implementation of significant health insurance reforms were implemented including the establishment of Health Benefit Exchanges nationwide. The D.C. Health Benefit Exchange Authority is a quasi-governmental agency of the District of Columbia government charged with implementing and operating the District's Health Benefit Exchange. The Health Benefit Exchange operates DC Health Link, an online marketplace for District residents and small businesses to compare private health insurance plans, learn if they are eligible for tax credits or subsidies to purchase private insurance or qualify for public health programs such as Medicaid, and enroll in a health plan that best meets their needs. The Health Benefit Exchange enables individuals and small businesses and their employees to find affordable and easier-to-understand health insurance. The District of Columbia Health Benefit Exchange Authority is now in its fourth year of operation and concluded its fourth open enrollment period for people purchasing individual insurance on January 31, 2017.

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

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

Table HI0-2 contains the proposed FY 2018 budget by revenue type compared to the FY 2017 approved budget. It also provides FY 2016 actual data.

Table HI0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change
ENTERPRISE AND OTHER										
ENTERPRISE AND OTHER FUNDS	48,091	34,521	28,143	-6,379	-18.5	60.1	92.0	92.0	0.0	0.0
TOTAL FOR ENTERPRISE AND OTHER	48,091	34,521	28,143	-6,379	-18.5	60.1	92.0	92.0	0.0	0.0
GROSS FUNDS	48,091	34,521	28,143	-6,379	-18.5	60.1	92.0	92.0	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 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2018 Proposed Operating Budget, by Comptroller Source Group

Table HI0-3 contains the proposed FY 2018 budget at the Comptroller Source Group (object class) level compared to the FY 2017 approved budget. It also provides FY 2015 and FY 2016 actual expenditures.

Table HI0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2015	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Percentage Change*
11 - REGULAR PAY - CONTINUING FULL TIME	4,688	5,316	8,354	8,335	-19	-0.2
12 - REGULAR PAY - OTHER	992	1,420	1,540	1,579	39	2.5
13 - ADDITIONAL GROSS PAY	212	230	190	152	-39	-20.3
14 - FRINGE BENEFITS - CURRENT PERSONNEL	973	1,232	2,444	2,315	-129	-5.3
15 - OVERTIME PAY	111	40	0	45	45	N/A
SUBTOTAL PERSONAL SERVICES (PS)	6,976	8,238	12,528	12,426	-102	-0.8
20 - SUPPLIES AND MATERIALS	44	31	112	99	-13	-11.6
31 - TELEPHONE, TELEGRAPH, TELEGRAM, ETC.	9	238	407	442	35	8.5
32 - RENTALS - LAND AND STRUCTURES	1,033	1,116	2,016	2,893	877	43.5
35 - OCCUPANCY FIXED COSTS	0	0	0	125	125	N/A
40 - OTHER SERVICES AND CHARGES	1,923	988	2,241	625	-1,616	-72.1
41 - CONTRACTUAL SERVICES - OTHER	42,410	37,474	17,193	11,488	-5,705	-33.2
50 - SUBSIDIES AND TRANSFERS	2,267	0	0	0	0	N/A
70 - EQUIPMENT AND EQUIPMENT RENTAL	460	6	23	44	21	93.4
SUBTOTAL NONPERSONAL SERVICES (NPS)	48,145	39,853	21,993	15,716	-6,276	-28.5
GROSS FUNDS	55,122	48,091	34,521	28,143	-6,379	-18.5

*Percent change is based on whole dollars.

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

Table HI0-4 contains the proposed FY 2018 budget by division/program and activity compared to the FY 2017 approved budget. It also provides FY 2016 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table HI0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(1000) AGENCY MANAGEMENT								
(1010) PERSONNEL	293	314	246	-67	0.8	1.0	1.0	0.0
(1015) TRAINING	0	32	32	0	0.0	0.0	0.0	0.0
(1020) CONTRACTS AND PROCUREMENT	396	592	714	123	4.1	4.0	5.0	1.0
(1030) PROPERTY MANAGEMENT	734	1,173	1,726	553	0.0	0.0	0.0	0.0
(1040) INFORMATION TECHNOLOGY	98	123	121	-3	0.8	1.0	1.0	0.0
(1060) LEGAL SERVICES	750	833	1,181	348	2.9	4.0	6.0	2.0
(1090) PERFORMANCE MANAGEMENT	937	1,697	1,287	-410	4.5	8.0	5.0	-3.0
SUBTOTAL (1000) AGENCY MANAGEMENT	3,208	4,764	5,308	544	13.2	18.0	18.0	0.0
(100F) AGENCY FINANCIAL OPERATIONS								
(110F) BUDGET OPERATIONS	149	159	164	5	0.8	1.0	1.0	0.0
(120F) ACCOUNTING OPERATIONS	148	159	164	5	0.8	1.0	1.0	0.0
(140F) AGENCY FISCAL OFFICER	192	389	330	-59	1.6	1.0	1.0	0.0
SUBTOTAL (100F) AGENCY FINANCIAL OPERATIONS	489	708	659	-49	3.3	3.0	3.0	0.0
(5000) CONSUMER EDUCATION AND OUTREACH PROGRAM								
(5010) CONSUMER EDUC. AND OUTREACH SUPPORT SVC	1,939	911	1,560	649	2.5	4.0	4.0	0.0
(5020) MARKETING AND COMMUNICATION	121	411	161	-250	1.6	1.0	1.0	0.0
(5040) NAVIGATORS COUNSELORS AND IPA	1,773	655	653	-2	0.4	0.0	0.0	0.0
SUBTOTAL (5000) CONSUMER EDUCATION AND OUTREACH PROGRAM	3,833	1,977	2,373	397	4.5	5.0	5.0	0.0
(7000) MARKETPLACE INNOVATION POLICY AND OPS								
(7010) CONTACT CENTER	2,897	3,755	1,373	-2,381	0.8	1.0	0.0	-1.0
(7020) PLAN MANAGEMENT	999	1,526	1,642	116	3.3	3.5	3.5	0.0
(7030) ELIGIBILITY AND ENROLLMENT	2,213	2,323	2,142	-181	4.5	6.0	13.5	7.5
(7040) MEMBER SERVICES	603	1,396	885	-512	9.9	12.5	3.5	-9.0
(7050) DATA ANALYTICS AND REPORTING	169	296	303	7	2.5	2.0	2.0	0.0
(7060) S.H.O.P OPERATIONS	2,463	2,831	2,999	168	9.0	16.0	18.5	2.5
SUBTOTAL (7000) MARKETPLACE INNOVATION POLICY AND OPS	9,344	12,127	9,344	-2,783	30.0	41.0	41.0	0.0

Table HI0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017	Actual FY 2016	Approved FY 2017	Proposed FY 2018	Change from FY 2017
(8000) IT RELATED OPERATIONS								
(8010) IT RELATED OPERATIONS	31,216	14,945	10,458	-4,487	9.0	25.0	25.0	0.0
SUBTOTAL (8000) IT RELATED OPERATIONS	31,216	14,945	10,458	-4,487	9.0	25.0	25.0	0.0
TOTAL PROPOSED OPERATING BUDGET	48,091	34,521	28,143	-6,379	60.1	92.0	92.0	0.0

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2018 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Health Benefit Exchange Authority operates through the following 5 programs:

Consumer Education and Outreach – educates and informs District residents, small business owners, and small business employees about health coverage options available through DC Health Link by organizing special events, participating in sponsored activities, conducting educational seminars, partnering with other District agencies and organizations as well as conducting intensive outreach through all of these methods.

This program contains the following 3 activities:

- **Consumer Education and Outreach Support Services** – educates District residents, small business owners and small business employees about health coverage options available through DC Health Link by organizing special events, participating in outside events, conducting educational seminars, partnering with other District agencies and organizations, and conducting intensive outreach through all of these methods;
- **Marketing and Communication** – provides support and awareness for DC Health Link through development of an earned media plan, printed materials for distribution, paid media campaigns that may include outdoor advertising, broadcast, newspapers and other publications, digital, and social media avenues; and
- **Navigators, Counselors, and In-Person Assisters (IPA)** – required for state-based marketplaces and is a condition for certification as a state-based marketplace. Navigators, Certified Application Counselors, and In-Person Assisters provide people one-on-one help with enrollment.

Marketplace Innovation Policy and Operations – performs functions required of all state-based marketplaces, including plan management eligibility determinations, and certification of qualified health and dental plans, as well as to ensure the efficient operation of an online insurance marketplace where individuals, families, small businesses, and their employees can shop and enroll in health insurance.

This program contains the following 6 activities:

- **Contact Center** – required for state-based marketplaces and is a condition for certification as a state-based marketplace. Contact center takes calls to assist consumers with DC Health Link questions and on-line applications. Processes paper applications and provides information for escalated cases to the HBX and Economic Security Administration (ESA);
- **Plan Management** – required for state-based marketplaces and is a condition for certification as a state-based marketplace. Working in conjunction with local and federal regulatory bodies, establishes and oversees the process to certify, recertify, and decertify Qualified Health Plans and Qualified Dental Plans available through DC Health Link. Also manages enrollment issues with Qualified Health Plan and Qualified Dental Plan carriers including the coordination of all Electronic Data Interchange (EDI)-related transactions to and from DC Health Link;
- **Eligibility and Enrollment** – required for state-based marketplaces and is a condition for certification as a state-based marketplace. With the support of IT, designs and manages the eligibility and enrollment process through a seamless, web-based application to determine individual and family member eligibility for Medicaid and/or advanced premium tax credits and to enable individuals and families to enroll in qualified health plans and qualified dental plans available through DC Health Link, manages and facilitates a legally required consumer appeals process; and, as required by federal law, provides tax reporting information to consumers and the IRS;
- **Member Services** – responsible for core customer service responsibilities essential to successful Exchange operations and evaluated as part of the state-based marketplace certification process. Researches complex customer service problems and works with multiple stakeholders to resolve those issues. Provides assistance to consumers with complex circumstances and to those needing extra help navigating the DC Health Link online marketplace, resolving any technical difficulties a customer may experience, ensuring that changes to eligibility and enrollment information are quickly updated and processed, enabling consumers to conduct certain services (such as address changes, reporting of life events, or special enrollment period transactions) over the phone, and resolving all escalated cases from the Contact Center and other sources;
- **Data Analytics and Reporting** – responsible for the development and implementation of federally required data reporting requirements and consumer-related surveys. This team manages the end-to-end process of developing functionality for electronic federal data reporting as well as the creation and dissemination of required IRS 1095A forms for tax reporting purposes. Develops consumer-related surveys around enrollment and satisfaction with DC Health Link; and
- **S.H.O.P. Operations** – required for state-based marketplaces and is a condition for certification as a state-based marketplace. Develops, operates and manages DC Health Link's Small Business Health Options Program (SHOP). The SHOP facilitates enrollment into qualified health plans for employees of small businesses that purchase coverage through DC Health Link. This team manages that process from end-to-end, designs system improvements, and troubleshoots systems issues to ensure effective operation of the SHOP Marketplace. Works with IT on design, manages broker relationships, training, certification, and cases. Conducts outreach and works with the small business community.

IT Related Operations – provides critical development, maintenance and support for DC Health Link. The work includes providing operations and maintenance of both HBX-only systems and shared systems with Medicaid, managing the team of consultants that develop functionality for DC Health Link, and managing the EDI Operations team that oversees information transmitted between carriers and DC Health Link.

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 Health Benefit Exchange Authority has no program structure changes in the FY 2018 proposed budget.

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

Table HI0-5 itemizes the changes by revenue type between the FY 2017 approved budget and the FY 2018 proposed budget. For a more comprehensive explanation of changes, please see the FY 2018 Proposed Budget Changes section, which follows the table.

Table HI0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
ENTERPRISE AND OTHER FUNDS: FY 2017 Approved Budget and FTE		34,521	92.0
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	1,036	0.0
Increase: To align resources with operational spending goals	Multiple Programs	273	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-102	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	Marketplace Innovation Policy and Ops	-3,240	0.0
Decrease: To realize programmatic cost savings in nonpersonal services	IT Related Operations	-4,346	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Agency Budget Submission		28,143	92.0
No Change		0	0.0
ENTERPRISE AND OTHER FUNDS: FY 2018 Mayor's Proposed Budget		28,143	92.0
GROSS FOR HI0 - D.C. HEALTH BENEFIT EXCHANGE AUTHORITY		28,143	92.0

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

FY 2018 Proposed Budget Changes

The Health Benefit Exchange Authority's proposed FY 2018 gross budget is \$28,142,740, which represents an 18.5 percent decrease from its FY 2017 approved gross budget of \$34,521,266. The budget is comprised entirely of Enterprise and Other funds.

Agency Budget Submission

The Health Benefit Exchange (the Exchange) supports the primary goals of the Affordable Care Act, which was signed into law in March of 2010. DC Health Link opened for business on October 1, 2013. From the opening to March 14, 2017, the Exchange has served 311,623 people: 43,177 District residents have enrolled in private health insurance; 80,552 people (including Congress) have enrolled through the small business marketplace; and 187,894 people have been found eligible for Medicaid. The Exchange has a screening process as undocumented persons are not eligible to purchase health plans through the Exchange. To continue to expand health coverage in the District, the Exchange proposed the following adjustments to the FY 2018 operating budget:

Increase: The Exchange's proposed budget includes a net increase of \$1,036,140 due to Fixed Costs estimates from the Department of General Services. This amount is comprised of increases of \$876,740 in Rent; \$124,622 in Occupancy; and \$34,778 in Telecommunication costs. An additional increase of \$273,081 across multiple programs will primarily be used to support outreach activities.

Decrease: The total personal services costs to maintain the current Full-Time Equivalents (FTEs) are estimated to decrease by \$102,245, and includes the movement of 1.0 FTE from Continuing Full-Time to Temporary Full-Time. A reduction of \$3,239,881 from the Marketplace Innovation Policy and Operations program to right-size Call Center Operations; transitioning some activities to Maximus, which has the knowledge to match assets with new processes and technology that can improve operations; and streamlining eligibility and appeals services. These reductions will not adversely impact the level of service in the agency, but brings the proposed budget in line with anticipated expenditures. An additional reduction of \$4,345,621 from the IT Related Operations program includes reductions for IT Consultants and software contracts.

Mayor's Proposed Budget

No Change: The Health Benefit Exchange Authority's budget proposal reflects no change from the agency budget submission to the Mayor's proposed budget.

