

# D

## Public Education System

# D.C. Public Schools

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	\$847,072,922	\$938,421,913	10.8

The mission of the District of Columbia Public Schools (DCPS) is to develop inspired learners who excel academically and socially in dynamic schools that instill confidence and generate enthusiasm throughout the District's many diverse communities and make D.C. Public Schools the first choice of youth and families.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Develop, attract, and retain excellent principals and teachers by providing more competitive compensation packages and better ongoing professional development, skill-building, evaluation and monitoring.
- Implement first-rate learning environments, rigorous curricula, strong academic programs, extensive enrichment offerings, accelerated learning opportunities and strengthened academic and co-curricular programs.
- Develop an excellent, service-oriented central administration to support our schools by dramatically improving the ability to deliver crucial school-based and central support functions to schools in a data-driven, fully customer service-oriented manner.
- Maximize the dollars used to improve student achievement by focusing on teaching and learning, eliminating misdirected spending, and aggressively pursuing additional funding from varied sources.
- Enable and energize parent and community involvement by finding productive ways to engage parents and the many community groups and community-based organizations interested in giving more to schools.
- Strengthen partnerships with city agencies to ensure that all our children can capitalize on the services provided by other District agencies, including, special education, health, family services, early education, recreation, and libraries.
- Effectively manage and strengthen special education programs by building acceptance of responsibility at all levels for serving students with disabilities, meeting all compliance goals with Individuals with Disabilities Education Act (IDEA) and all other local and federal agreements, and managing costs and improving management of special education programs.

## Did you know...

Percent of schoolteachers certified in school year 2002	100
Percent of 2002 graduating class planning to attend a two- or four-year college	61
Percentage of students with updated immunization records.	100

## Where the Money Comes From

Table GA0-1 shows the source(s) of funding for D.C. Public Schools.

Table GA0-1  
**FY 2003 Proposed Operating Budget, by Revenue Type**  
 (dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	604,098	737,128	661,124	743,715	82,591
Federal	159,361	82,498	144,630	147,800	3,170
Private	3,583	2,465	4,108	5,310	1,202
Other	4,717	4,904	3,180	6,332	3,153
Intra-District	16,878	33,029	34,032	35,265	1,233
<b>Gross Funds</b>	<b>788,637</b>	<b>860,024</b>	<b>847,073</b>	<b>938,422</b>	<b>91,349</b>

### Uniform Per Student Funding Formula (UPSFF)

The Local Education Agency's (LEA) operating budget for D.C. Public Schools (and public charter schools) is developed in accordance with the District's Uniform Per Student Funding Formula (UPSFF) Act and the federal D.C. School Reform Act. The primary intent of the UPSFF is to ensure that the District's financial resources are distributed equitably among public schools and public charter schools. In accordance with the UPSFF, public schools and public charter schools are funded on a per student basis. The UPSFF provides a minimum or "foundation" level of funding for each student. Add-on weights also are applied to account for individual student characteristics including grade level, special education, minority language education, participation in summer school, and enrollment in a residential versus day program.

The State Education Office, charged under D.C. Act 13-387 with recommending periodic revisions to the UPSFF, is primarily responsible for the proposed change to the UPSFF. The FY 2003 proposed UPSFF includes an increase to the foundation level and makes revisions to the weights for grade levels and special education categories. The proposed UPSFF increases the per student foundation level to \$6,555, which is \$648 or 11 per-

cent above the FY 2002 foundation level of \$5,907. It introduces a special education school weight for students enrolled in schools that exclusively serve students with disabilities. It also includes increases in funding for students in pre-kindergarten through 3rd grade, middle/junior high school students, and senior high school students. However, grade level weights for students in grades 4 and 5 decreased. In addition, funding levels for students participating in special education programs were revised.

### Medicaid for District of Columbia Public Schools (DCPS)

DCPS is reimbursed through Medicaid for costs incurred by their Medicaid eligible population for services rendered that are specifically prescribed within the student's Individual Education Plan (IEP). Most of these services relate to special education programs that are outside the normal DCPS curriculum (e.g.: Occupational, Psychological, Hearing, and Speech therapy, and transportation costs related to transporting the children to these prescribed services).

The FY 2003 DCPS budget includes funding for over 10,000 special education students. A significant portion of the student population is Medicaid eligible. To ensure sufficient funding for this population, the Medical Assistance

Administration (MAA) budget includes \$16,232,664 in Federal budget authority that represents the amount to be requested from the Centers for Medicare and Medicaid, (CMS) to be redirected to DCPS for payment for Medicaid eligible services provided. The DCPS budget includes the Local funds required to leverage these Federal dollars within the DCPS budget.

In addition to these directly appropriated dollars, in FY 2003, the District has included \$27,000,000 in Local funding from the D.C. Tobacco Fund to support Medicaid eligible services to special education students. These dollars are appropriated to the D.C. Medicaid Reserve and will be made available to offset projected Medicaid shortfalls within the Other Special Education Cost category (\$15,000,000) and Transportation (\$12,000,000).

## Local Funds

The proposed Local budget is \$743,714,554, an increase of \$82,590,774, or 12.5 percent, over the approved FY 2002 budget of \$661,123,780. There are 9,821 FTEs funded by Local sources, no change from FY 2002.

The total Local Education Agency (LEA) portion of DCPS's FY 2003 proposed budget is \$574,931,022. This represents a 6.8 percent increase, or \$36,688,444, above the FY 2002 approved budget of \$538,242,578. This calculation assumes the formula revisions as recommended by the State Education Office and additional formula adjustments as adopted by the District.

Significant changes in the proposed FY 2003 LEA allocation are:

- \$16,200,000 increase for teacher pay raises
- \$8,500,000 increase for the Transformation schools program
- \$7,010,138 increase for Technology systems
- \$3,300,000 increase for Food Services
- \$1,100,000 increase for the Teacher Legal Fund
- \$96,848 increase for Student Services
- \$90,505 increase for Textbooks

The State Education Agency (SEA) allocation for DCPS is \$168,783,532, an increase of \$50,352,330, or 42.5 percent, above the FY 2002 approved budget of \$118,431,202.

The significant changes in the FY 2003 SEA allocation are as follows:

- \$26,089,000 increase for Non-Public Tuition
  - \$23,689,000 increase to account for FY 2002 tuition under-funding
  - \$2,400,000 increase to support a 3.2 percent increase in total tuition fees
- \$1,000,000 net increase for additional buses, drivers and attendants to support assumed increase in students being transported with a decrease due to the planned revision to the bell schedule
- \$602,577 increase for inflationary increases in tuition costs to support the Child and Family Services Administration (CFSA) students
- \$149,896 increase for 3.2 percent assumed increase in tuition costs for Commission on Mental Health students
- \$1,404,524 increase for Other Special Education Costs including non-public staff, residential/interagency staff, mediation and compliance staff, tokens and fare cards
- \$3,600,000 increase for the implementation of the Seven-Point Plan for Special Education Reform
- \$149,618 increase for Charter School Oversight
- \$651,657 increase for student hearings
- \$13,866,500 increase for attorney fees
- \$250,000 increase for SAT-9 administration
- \$1,198,696 increase for Grants office
- \$1,389,862 increase for Technology systems

**District of Columbia Public Schools**  
Preliminary Uniform Per Pupil Funding Formula Proposed Allocation  
SEO Proposed Weights and Foundation  
FY 2003

<b>Foundation</b>			<b>\$ 6,555.33</b>	
Pre-School	1.17	1,074	\$ 7,670	\$ 8,237,297
Pre-K -- K	1.17	8,203	\$ 7,670	\$ 62,914,845
Grades 1-3	1.03	17,257	\$ 6,752	\$ 116,519,090
Grades 4-5	1.00	11,027	\$ 6,555	\$ 72,285,624
Ungraded ES	1.03	370	\$ 6,752	\$ 2,498,236
Grades 6 -8	1.03	12,800	\$ 6,752	\$ 86,425,471
Ungraded MS/ JHS	1.03	97	\$ 6,752	\$ 654,943
Grades 9 -12	1.17	13,254	\$ 7,670	\$ 101,654,682
Ungraded SHS	1.17	638	\$ 7,670	\$ 4,893,292
Alternative	1.30	45	\$ 8,522	\$ 383,487
Special Ed Schools	1.17	983	\$ 7,670	\$ 7,539,351
Adult	0.75	-	\$ 4,916	\$ -
<i>Subtotal General Education</i>		65,748		\$ 464,006,317
Oak Hill		73		
Private Placement		2,194		
Total Enrollment		68,015		
<b>Special Education</b>				
Level 1	0.55	2,159	\$ 3,605	\$ 7,784,127
Level 2	0.85	2,561	\$ 5,572	\$ 14,269,970
Level 3	1.50	1,891	\$ 9,833	\$ 18,594,194
Level 4	2.70	1,803	\$ 17,699	\$ 31,912,002
<i>Subtotal for Special Ed</i>		<b>8,414</b>		<b>\$ 72,560,292</b>
<b>English as a Second Language</b>				
LEP/NEP	0.40	5,281	\$ 2,622	\$ 13,847,479
Summer School	0.17	22,000	\$ 1,114	\$ 24,516,934
<b>Total Local Education Agency</b>				<b>\$ 574,931,022</b>
<b>Foundation Level Per Pupil</b>			<b>Plus State Education Agency Functions</b>	
6,555			Tuition payments	79,611,533
<b>Average Total Budget Per Pupil</b>			Transportation	41,700,000
\$ 10,935			LaShawn Receivership	19,962,103
			Commission on Mental Health	4,973,552
			Other Special Education	5,461,412
Average total Formula Allocation per DCPS pupil			Oak Hill	3,637,335
\$ 8,453			Other State Agency Functions	3,137,297
Average add-on per DCPS special education pupil			Board of Education Charter Oversight	300,300
\$ 8,624			Attorney Fees	10,000,000
			<b>Total State Education Agency</b>	<b>\$168,783,532</b>
			<b>Total Preliminary</b>	<b>\$743,714,554</b>

## How the Money is Allocated

Tables GA0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table GA0-2  
**FY 2003 Proposed Operating Budget, by Comptroller Source Group**  
 (dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	322,407	391,402	348,261	364,180	15,919
Regular Pay - Other	105,258	95,479	81,592	103,757	22,166
Additional Gross Pay	29,798	24,430	16,553	10,297	-6,256
Fringe Benefits - Curr Personnel	44,819	49,942	72,630	72,015	-615
<i>Personal Services</i>	<i>502,282</i>	<i>561,161</i>	<i>519,036</i>	<i>550,250</i>	<i>31,214</i>
Supplies and Materials	32,559	32,286	118,419	28,640	-89,779
Energy, Comm. And Bldg Rentals	24,423	28,910	8,505	25,139	16,634
Telephone, Telegraph, Telegram, Etc.	3,016	3,007	4,074	4,593	518
Rentals - Land And Structures	786	546	1,704	5,292	3,588
Janitorial Services	0	20	0	13	13
Security Services	0	242	0	268	268
Other Services And Charges	22,024	25,618	31,847	12,368	-19,478
Contractual Services - Other	80,214	67,965	58,955	88,156	29,201
Subsidies And Transfers	87,112	95,399	78,994	194,926	115,932
Equipment & Equipment Rental	31,357	27,537	25,539	28,476	2,938
Debt Service	-5	0	0	301	301
Expense Not Budgeted Others	0	17,334	0	0	0
<i>Nonpersonal Services</i>	<i>281,488</i>	<i>298,863</i>	<i>328,037</i>	<i>388,172</i>	<i>60,135</i>
<b>Total Proposed Operating Budget</b>	<b>788,637</b>	<b>860,024</b>	<b>847,073</b>	<b>938,422</b>	<b>91,349</b>

Table GA0-3  
**FY 2003 Full-Time Equivalent Employment Levels**

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	10,647	9,885.75	9,821.08	9,821	-0.08
Federal	1,014.25	1,043.25	505.99	506	0.01
Private	6	0	95.76	96	0.24
Other	2	3	22.9	23	0.10
Intra-District	31	35.5	365.21	365	-0.21
<b>Total FTEs</b>	<b>11,700.25</b>	<b>10,967.5</b>	<b>10,810.94</b>	<b>10,811</b>	<b>0.06</b>

## Federal Funds

The proposed Federal budget is \$147,799,852, an increase of \$3,169,913, or 2.2 percent, over the FY 2002 approved budget of \$144,629,939. There are 506 FTEs funded by federal sources, no change from FY 2002. Of the proposed Federal budget, \$16,232,664 is derived from projected Medicaid revenue.

The increase comes, in part, from several new grants, which include:

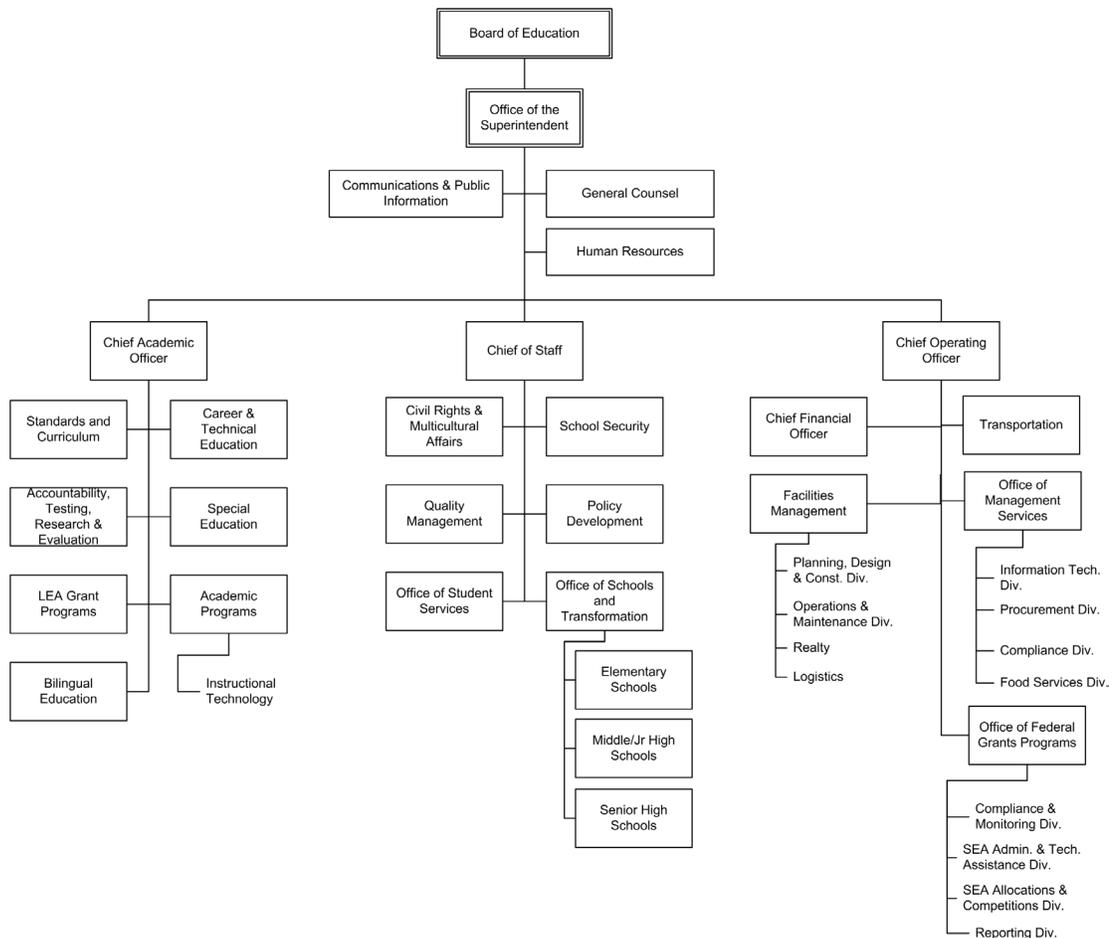
- Safe schools Health Students;
- Title 1 – Reading 1st Grade State Grants;
- State Grants for Improving Teacher Quality; and
- Language Acquisition State Grants

## Private and Other Funds

The proposed Private and Other budget is \$11,642,393, an increase of \$4,354,823, or 59.8 percent, over the FY 2002 approved budget of \$7,287,570. There are 119 FTEs funded by Private and Other sources, no change from FY 2002.

The increase is for the additional funds received from the Real Property Maintenance Fund and an increase in the Lease Income accounts. The lease income account has over the last two years year brought in revenue in excess of \$1.8 million. The increase accurately reflects what is currently being collected.

Figure GA0-1  
**District of Columbia Public Schools**



## Intra-District Funds

The proposed Intra-District budget is \$35,265,114, an increase of \$1,233,481, or 3.6 percent, over the FY 2002 approved budget of \$34,031,633. There are 365 FTEs funded by Intra-District, no change from FY 2002.

The increase in FY 2003 is for increased revenue from the TANF Program and Food and Nutrition Program.

## Programs

The DCPS operates the following programs:

### Office of the Chief of Staff

The Office of the Chief of Staff is responsible for orchestrating critical services to schools, monitoring school performance and achievement, connecting with community-based organizations and providing a coordinated package of school support services.

### Office of the Chief Academic Officer

The Office of the Chief Academic Officer (OCAO), is responsible for promoting, coordinating and improving DCPS education policies, programs, standards and activities. The OCAO supervises the formulation and implementation of education policy and programs and strives to provide sound guidance to the Superintendent, program offices and school leadership on all matters relative to standards, curriculum, academic programs, instruction, assessment and grant programs.

## Office of the Chief Operating Officer

The Office of the Chief Operating Officer is responsible for providing leadership in the delivery of high quality, operational support services to all offices within D.C. Public Schools. The Chief Operating Officer ensures and coordinates effective and efficient delivery of services in the areas of Facilities Management, Finance, Food Services, Procurement, Technology, Transportation, and Compliance.

## Capital Improvements Plan

### D.C. Public Schools

D.C. Public Schools capital budget was not affected by the District-wide cost-saving initiatives (Refer to the Capital Improvements Plan Appendix E). The FY 2003 proposed capital budget for DCPS is \$222,111,000 and \$732,980,000 over the six-year period. This includes \$38,650,000 in new capital funding to continue the aggressive modernization effort.

DCPS is entering the next phase of implementation of the Facilities Master Plan. The Facilities Master Plan's goal is to renovate and modernize all facilities as well as develop comprehensive replacement schedules. Because of years of neglect and fiscal constraints, DCPS was forced to defer routine maintenance, forego major capital investment, and push obsolete equipment beyond safety guidelines. The Facilities Master Plan provides the framework to address these deficiencies, thereby reducing the

---

## List of Ongoing Capital Projects

Project	Number of Buildings	Implementation Year
Boiler Replacement	31 Buildings	FY-2002-2003
Chiller Replacement	17 Buildings	FY-2002-2003
HVAC Distribution Systems	25 Buildings	FY-2002
Gas Conversion	12 Buildings	FY-2001-2002
Plumbing-Trap Replacement	13 Buildings	FY-2002
Renovate Athletic Fields	10 Buildings	TBD
Bath Room Renovation	72 Buildings	FY-2000/03
Underground Storage Tanks	21 Buildings	FY-2001-2002
Window Replacement	123 Buildings	Ongoing

large number of emergency repair requests.

The modernization program will include replacement of all major systems and components, including roofs, windows and frames, exterior and interior doors and frames, exterior walls, site work, interior finishes, electrical, mechanical, life-safety equipment in compliance with legislative requirements.

Specifically, the modernization program is gaining traction with tier 0 and tier 1 schools in

various phases of design and partial construction. The tier 2, 3, and 4 schools currently are in the planning phase with projected completion dates of fiscal year 2005 and 2006. In addition to the aggressive modernization effort, DCPS has projects in various stages of implementation: pre-design, development and closeout.

Table GA0-4  
**Capital Improvements Plan, FY 2001-FY 2008**

(dollars in thousands)

Cost Elements	Through FY 2001	Budgeted FY 2002	Total	FUNDING SCHEDULE						6 Years Budget	Total Budget
				Year 1 FY 2003	Year 2 FY 2004	Year 3 FY 2005	Year 4 FY 2006	Year 5 FY 2007	Year 6 FY 2008		
a. Long Term Financing	325,518	169,263	494,781	221,461	168,406	172,626	148,722	21,115	0	732,330	1,227,111
b. Local Street Fund	0	0	0	0	0	0	0	0	0	0	0
c. Grants	0	0	0	0	0	0	0	0	0	0	0
d. Pay Go	0	0	0	0	0	0	0	0	0	0	0
e. Hwy Trust Fund	0	0	0	0	0	0	0	0	0	0	0
f. Equipment Lease	0	0	0	0	0	0	0	0	0	0	0
g. Alternative Financing	0	0	0	0	0	0	0	0	0	0	0
h. Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>325,518</b>	<b>169,263</b>	<b>494,781</b>	<b>222,111</b>	<b>168,406</b>	<b>172,626</b>	<b>148,722</b>	<b>21,115</b>	<b>0</b>	<b>732,980</b>	<b>1,227,761</b>

Cost Elements	Through FY 2001	Budgeted FY 2002	Total	EXPENDITURE SCHEDULE						6 Years Budget	Total Budget
				Year 1 FY 2003	Year 2 FY 2004	Year 3 FY 2005	Year 4 FY 2006	Year 5 FY 2007	Year 6 FY 2008		
a. Design	24,602	32,393	56,995	10,322	18,821	14,387	3,037	0	0	46,567	103,562
b. Site	0	0	0	0	0	0	0	0	0	0	0
c. Project Management	30,031	15,105	45,136	20,263	21,497	24,867	16,991	2,519	0	86,137	131,273
d. Construction	270,885	121,765	392,649	187,763	127,207	111,502	128,694	18,596	0	573,762	966,412
e. Equipment	0	0	0	3,763	880	21,870	0	0	0	26,513	26,513
<b>Total</b>	<b>325,518</b>	<b>169,263</b>	<b>494,781</b>	<b>222,111</b>	<b>168,406</b>	<b>172,626</b>	<b>148,722</b>	<b>21,115</b>	<b>0</b>	<b>732,980</b>	<b>1,227,760</b>

## Agency Goals and Performance Measures

### Goal 1: Develop, attract, and retain excellent principals and teachers.

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals; Making Government Work

*Manager:* TBD

*Supervisor:* Patricia Lattimore, Director of Human Resources

#### Measure 1.1: Principal offer acceptance rate (percent)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	80	85
Actual	N/A	N/A	-	-	-

#### Measure 1.2: Percent of teachers with valid teacher certification

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	100	100
Actual	N/A	N/A	-	-	-

#### Measure 1.3: Average teacher salary in line with surrounding jurisdictions

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	TBD	TBD
Actual	N/A	N/A	-	-	-

### Goal 2: Implement first-rate learning environments, rigorous curricula, strong academic programs, and extensive enrichment offerings.

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals

*Manager:* TBD

*Supervisor:* Mary Gill, Chief Academic Officer

#### Measure 2.1: Percentage of students reading at or above grade level by third grade

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	45	60
Actual	N/A	N/A	-	-	-

#### Measure 2.2: Percentage of schools with a Gifted and Talented and/or AP course program

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	10	20
Actual	N/A	N/A	-	-	-

#### Measure 2.3: Percentage of students successfully completing algebra by end of eighth grade

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	10	15
Actual	N/A	N/A	-	-	-

### Goal 3: Develop an excellent, service-oriented central administration to support schools.

*Citywide Strategic Priority Area:* Making Government Work

*Manager:* TBD

*Supervisor:* Louis Erste, Chief Operating Officer; Mary Gill, Chief Academic Officer; Steven Seleznow, Chief of Staff

#### Measure 3.1: Percentage of schools giving central office excellent customer service ratings

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	50	60
Actual	N/A	N/A	-	-	-

#### Measure 3.2: Percent of purchased materials delivered to schools accurately and "on-time"

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	85	90
Actual	N/A	N/A	-	-	-

#### Measure 3.3: Percent of schools with SETS data meeting or exceeding the Platinum Standard

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	65	80	90
Actual	N/A	N/A	-	-	-

### Goal 4: Maximize the dollars used to improve student achievement.

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals; Making Government Work

*Manager:* TBD

*Supervisor:* Louis Erste, Chief Operating Officer; Patricia Lattimore, Director of Human Resources

#### Measure 4.1: Percentage of schools and administrative units reporting that they receive understandable and useful monthly budget vs. expenditure updates

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	100	100
Actual	N/A	N/A	-	-	-

**Measure 4.2: Number of employees charged to wrong payroll account**

	2000	2001	Fiscal Year 2002	2003	2004
Target	N/A	N/A	N/A	169	85
Actual	N/A	N/A	-	-	-

**Measure 4.3: Average number of schools served per budget analyst (school-support case load):**

	2000	2001	Fiscal Year 2002	2003	2004
Target	N/A	N/A	N/A	22	19
Actual	N/A	N/A	-	-	-

**Goal 5: Enable and energize parent and community involvement.**

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals; Building and Sustaining Healthy Neighborhoods

*Manager:* TBD

*Supervisor:* Steven Seleznow, Chief of Staff;  
Linda Boyd, Director of Communications

**Note: Performance Measures currently under development, to be completed by 1/03**

**Goal 6: Strengthen partnerships with city agencies.**

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals; Making Government Work

*Manager:* TBD

*Supervisor:* Steven Seleznow, Chief of Staff

**Measure 6.1: Number of school-based mental health partnerships**

	2000	2001	Fiscal Year 2002	2003	2004
Target	N/A	N/A	16	17	20
Actual	N/A	N/A	-	-	-

**Measure 6.2: Number of Transformation Schools with agency-provided child, family, and community-focused services**

	2000	2001	Fiscal Year 2002	2003	2004
Target	N/A	N/A	2	7	10
Actual	N/A	N/A	-	-	-

**Measure 6.3: Percentage of students immunized in collaboration with agency and community-based partners**

	2000	2001	Fiscal Year 2002	2003	2004
Target	N/A	N/A	100	100	100
Actual	N/A	N/A	-	-	-

**Goal 7: Improve delivery of special education services.**

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals; Making Government Work

*Manager:* TBD

*Supervisor:* Mary Gill, Chief Academic Officer

**Measure 7.1: Percentage of special education students served in their "neighborhood school"**

	2000	2001	Fiscal Year 2002	2003	2004
Target	N/A	N/A	N/A	60	65
Actual	N/A	N/A	-	-	-

**Measure 7.2: Percentage of special education students attending non-public day schools**

	2000	2001	Fiscal Year 2002	2003	2004
Target	N/A	N/A	N/A	16	14
Actual	N/A	N/A	-	-	-N

Note: Similar urban school districts are between 6-10%, DCPS has disadvantage of no state-run schools

**Measure 7.3: Percentage of "approved" non-public schools with negotiated contracts with DCPS**

	2000	2001	Fiscal Year 2002	2003	2004
Target	N/A	N/A	N/A	1	25
Actual	N/A	N/A	-	-	-

\* Managers for all goals will be identified following completion of DCPS Central Office Transformation on 7/1/02

---

# Teachers' Retirement System

---

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	\$0	\$0	-

---

The mission of the Teachers' Retirement System is to provide the District's required contribution to this retirement plan, which is administered by the District of Columbia Retirement Board.

The amount of the contribution is determined by an actuary who submits a certified report through the Retirement Board to the Mayor.

Based on the certified actuarial report received from the District of Columbia Retirement Board, a District contribution to the Teachers' Retirement System is not required in

FY 2003, which represents no change from FY 2002. At the current fund value, member contributions and investment earnings are sufficient to meet the actuarial assumptions without a need for a District contribution during FY 2003. In the event a District contribution is required, the payment would come from the District Local funds budget.

## Where the Money Comes From

Table GX0-1 shows the source of funding for the Teachers' Retirement System—District Contribution.

Table GX0-1

### FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	10,700	200	0	0	0
<b>Gross Funds</b>	<b>10,700</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>

## How the Money is Allocated

Table GX0-2 shows the FY 2003 proposed budget for the agency at the Comptroller Source Group (Object Class) level.

Table GX0-2

### FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Subsidies and Transfers	10,700	200	0	0	0
<i>Nonpersonal Services</i>	<i>10,700</i>	<i>200</i>	<i>0</i>	<i>0</i>	<i>0</i>
<b>Total Proposed Operating Budget</b>	<b>10,700</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Local Funds

The proposed Local budget is \$0, which represents no change from the FY 2002 budget. There are no full-time equivalents (FTEs) associated with this budget, which represents no change from FY 2002.

### Programs

Under the National Capital Revitalization and Self-Government Improvement Act of 1997, the federal government assumed the District's unfunded pension liability for the retirement plans of teachers, police officers, firefighters and judges. Pursuant to the act, the federal government pays the future retirement, death, and a share of disability payments for employees for service accrued prior to June 30, 1997, the freeze date. Benefits earned subsequently remain the responsibility of the District of Columbia. The actuarial report estimates the required District contribution to fund these earned benefits.

# State Education Office

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	\$47,850,336	\$50,171,488	4.9

The mission of the State Education Office (SEO) is to provide and enhance educational services and opportunities to meet the lifelong learning needs of District residents.

The office accomplishes its mission through research, effective policy, and programs that ensure the equitable distribution and availability of administrative, financial, and nutrition resources. The agency plans to fulfill its mission by achieving the following strategic result goals:

- Increase participation and expand services in Federally funded nutrition programs and conduct outreach and nutrition workshops.

- Ensure citywide accountability for all public school student enrollment counts by completing an annual fall enrollment audit, providing residency verification rule-making, and providing future periodic recommendations for the Uniform Per Student Funding Formula.
- Ensure successful transition of legislatively mandated state-level functions from DCPS to the SEO.
- Complete plan for expansion of the educational research and data analysis capacity.
- Increase the amount of post-secondary financial assistance available to the residents of the District of Columbia.
- Increase the participation of residents and key stakeholders in the ongoing planning, decision making, and development of the SEO.

### Did you know...

The State Education Office was established in FY 2001.

The office has grown exponentially because of the transfer of duties from various agencies. These duties include: administering the School Nutrition and Commodities grant, the Tuition Assistance Grant Program, the Leveraging Educational Assistance Partnership grant, the Eisenhower Professional Development grant, and the Integrated Post secondary Education Data System grant.

Children served in the Summer Feeding Program	26,000
---	--------

## Where the Money Comes From

Table GD0-1 shows the source(s) of funding for SEO.

Table GD0-1

### FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	0	2,362	19,911	22,594	2,683
Federal	0	24,479	26,917	26,917	0
Other	0	0	542	176	-366
Intra-District	0	0	480	484	4
<b>Gross Funds</b>	<b>0</b>	<b>26,841</b>	<b>47,850</b>	<b>50,171</b>	<b>2,321</b>

## How the Money is Allocated

Tables GD0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table GD0-2

### FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full-Time	0	318	1,563	1,759	196
Regular Pay - Other	0	472	532	512	-20
Additional Gross Pay	0	12	0	0	0
Fringe Benefits - Curr Personnel	0	129	360	384	24
<i>Personal Services</i>	<i>0</i>	<i>931</i>	<i>2,455</i>	<i>2,655</i>	<i>200</i>
Supplies and Materials	0	43	70	70	0
Energy, Comm. and Bldg Rentals	0	8	67	67	0
Telephone, Telegraph, Telegram, Etc.	0	15	97	67	-30
Rentals - Land and Structures	0	0	25	47	22
Janitorial Services	0	0	0	21	21
Security Services	0	0	0	28	28
Other Services and Charges	0	74	344	287	-56
Contractual Services - Other	0	872	697	1,197	500
Subsidies and Transfers	0	24,572	43,739	45,603	1,864
Equipment and Equipment Rental	0	326	357	128	-229
<i>Nonpersonal Services</i>	<i>0</i>	<i>25,910</i>	<i>45,395</i>	<i>47,516</i>	<i>2,121</i>
<b>Total Proposed Operating Budget</b>	<b>0</b>	<b>26,841</b>	<b>47,850</b>	<b>50,171</b>	<b>2,321</b>

Table GD0-3

**FY 2003 Full-Time Equivalent Employment Levels**

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	0	19	272	33	5.80
Federal	0	0	9.8	10	0.20
Other	0	0	6.05	0	-6.05
Intra-District	0	0	1.95	2	0.05
<b>Total FTEs</b>	<b>0</b>	<b>19</b>	<b>45</b>	<b>45</b>	<b>0.00</b>

**Local Funds**

The proposed Local budget is \$22,594,421, an increase of \$2,683,095, or 13.5 percent, over the FY 2002 approved budget of \$19,911,326. There are 33 FTEs funded by Local sources, an increase of 5.8 FTEs over FY 2002.

Significant changes are:

- An increase of \$500,000 for the mandated audit of D.C. Public Schools and D.C. Public Charter Schools student enrollment.
- An increase of \$502,007 in personal services budget to offset diminished Other revenue needed to support 6.05 FTEs.
- An increase of \$363,970 to provide the required match for the Special Leap Program.
- An increase of \$60,352 for the pay increase approved in FY 2002.
- A net increase of \$41,966 to accurately reflect the agency's projected fixed costs for janitorial services, rent, security services, and telecommunications.
- A decrease of \$30,000 in conference fees and travel.
- An increase of \$1,500,000 for the Local contribution to the agency's Federal Leveraging Education Assistance Partnership grant.
- A net reduction of \$255,000 in nonpersonal services for cost-saving initiatives.

**Federal Funds**

The proposed Federal budget is \$26,917,033, no change from FY 2002. There are 10 FTEs funded by Federal sources, an increase of .02 FTEs over FY 2002.

**Other Funds**

The proposed Other budget is \$176,000, a decrease of \$365,977, or 67.5 percent, below the FY 2002 approved budget of \$541,977. No FTEs are funded by Other sources, a decrease of 6.05 FTEs from FY 2002.

The significant change is:

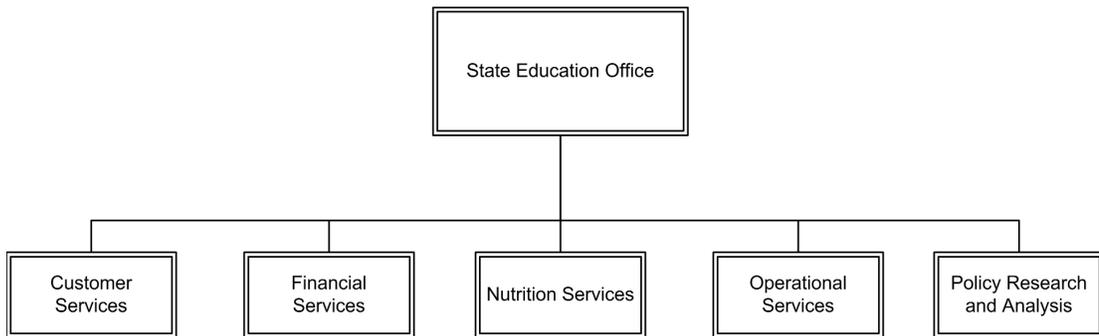
- A decrease of \$365,977 and 6.05 FTEs in the agency's personal services budget for diminished Other revenue from 30-year-old defaulted student loans.

**Intra-District Funds**

The proposed Intra-District budget is \$484,034, an increase of \$4,034, or 0.8 percent, over the FY 2002 approved budget of \$480,000. There are two FTEs funded by Intra-District sources.

Figure GD0-1

## State Education Office



### Programs

SEO achieves its mission by providing services and programs through five major programmatic components: Customer Services, Higher Education Financial Services, Nutrition Services, Operational Services, and Policy Research and Analysis.

The newly formed **Operational Services** component of SEO includes two functions, the Office of the Director and Operational Services. The Office of the Director serves as headquarters for the agency, establishing strategic direction, setting organizational goals, and providing visible leadership to the SEO staff. In the near term, the Office of the Director also will manage the transition process as new duties are absorbed by the agency. Operational Services focuses on supporting and enabling the mission of the State Education Office. It is responsible for monitoring performance, ensuring equitable access to resources, information and support across the organization, and for interfacing with contractors and service providers.

**Nutrition Services** administers Federal grant programs funded by the United States Department of Agriculture (USDA). These programs enhance both the nutritional well-being of children and adults, while enhancing services provided for children and their families by such public and private entities as schools, charitable organizations and government entities. The School Nutrition and Commodities program operates under the federal/state agreement with USDA. Under this agreement, SEO receives

guidance materials, cash and agricultural commodities from USDA to administer eight special nutrition, education and training programs.

**Higher Education Financial Services** also is new to SEO. It processes applicants for educational grant programs and identifies grant recipients. These activities include receiving grant applications and entering data for them, verifying applicant eligibility information, approving or disapproving applications based on the established criteria, and notifying applicants of their status. Higher Education Financial Services is also responsible for validating the eligibility of post secondary institutions to receive grant funds.

The SEO's **Policy Research and Analysis** unit performs the following primary functions: formulating and promulgating rules for the documentation and verification of District residency for public and public charter school students; conducting an annual audit of public charter school students; and providing recommendations for the Uniform Per Student Funding Formula. This unit also provides annual reports to the U.S. Department of Education's Integrated Post secondary Education Data System (IPEDS). This program collects and analyzes student and program-level data at the post secondary level. SEO plans to expand this unit to provide the following services:

- Developing and setting standards to ensure the quality of data collected and reported by DCPS and public charter schools in the District.

- Using on-line, print, and face-to-face strategies to create and ensure public access to timely and accurate data about schools in the District.
- Initiating, managing, and encouraging high-quality research activities around educational issues through collaboration and partnerships.
- Leading, convening and fostering public and professional discussion that seeks consensus and unified action on key education issues.
- Incubating new SEO functions for the purpose of studying and mapping processes, building capacity, and facilitating successful integration into the SEO.

The **Customer Services** component is new to SEO. It is comprised of marketing, outreach, and cross-functional staff trained and assigned to various positions to enhance and support customer service. This unit embodies a unified staff that works with customers and organizations regarding higher education financial services, nutrition services, policy, research and analysis studies, and reporting functions.

## Agency Goals and Performance Measures

### Goal 1: Increase participation and expand services in Federally funded child nutrition programs.

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals  
*Manager:* Sharon Bland, Interim Director, State Agency for Special Nutrition and Commodity Distribution Programs  
*Supervisor:* Connie Spinner, State Education Officer, State Education Office

#### Measure 1.1: Increase participation in the Summer Feeding Program (thousands of participants)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	20	23	25	27
Actual	N/A	26	-	-	-

Note: Earlier (FY01 PAR) reporting listed the number of participants for FY01 as 21,000. SEO reports that this was the number of participants billed. A total of 26,000 children actually were fed, and the FY01 actual has been revised to reflect this.

#### Measure 1.2: Conduct community outreach and nutrition education workshops (number of workshops)

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	17	10	14	18
Actual	N/A	19	-	-	-

### Goal 2: Ensure Citywide accountability for public school student enrollment counts, residency verification rule making, and providing future recommendations to the Uniform Per Student Funding Formula.

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals  
*Manager:* Jan Holland-Chatman, Acting Director, Policy Research and Analysis, State Education Office  
*Supervisor:* Connie Spinner, State Education Officer, State Education Office

#### Measure 2.1: Complete annual fall enrollment audit for public and public charter schools

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	1	1	1	1
Actual	N/A	1	-	-	-

#### Measure 2.2: Deliver the Uniform Per Student Funding Formula Recommendation Report to Mayor and D.C. Council by September 30

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	1	N/A	1	N/A
Actual	N/A	1	-	-	-

Note: New performance measure added 2/27/02 as a result of agency strategic planning process. Report was delivered FY01, next reports are due Sept. 30, 2003 & Sept. 30, 2007. D.C. Act 13-387, the State Education Office Establishment Act, requires the SEO to make recommendations to the Mayor and Council for periodic revisions of the Uniform Per Student Funding Formula (UPSFF) pursuant to Section 112 of the UPSFF for Public Schools and Public Charter Schools Act of 2000 and provide information and data related to such revisions including the study of actual costs of education in the District of Columbia, consideration of performance incentives created by the formula in practice, research in education and education finance, and public comment. Additionally, the SEO shall review and revise the formula in consultation with representatives of the DCPS and DCPCS within two years after this initial review and revision, and once every four years subsequently.

**Goal 3: Ensure successful transition of legislatively mandated state-level functions from D.C. Public Schools, Department of Consumer and Regulatory Affairs, and others to the State Education Office.**

*Citywide Strategic Priority Area:* Making Government Work

*Manager:* Sharon Bland, Senior Advisor for Policy, State Education Office

*Supervisor:* Connie Spinner, State Education Officer, State Education Office

**Measure 3.1: Complete transition plans for 8 additional responsibilities as mandated by legislation**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	5	3	N/A
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/27/02 as a result of agency strategic planning process. FY01 target was: "Complete study by 7/01." (study was completed 6/29/01.) FY 2002 target is: "Complete 5 transition plans"; FY 2003 target is: "Complete 3 transition plans."

**Goal 4: Complete plan for expansion of Educational Research and Data Center.**

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals

*Manager:* Jan Holland-Chatman, Acting Director, Policy Research and Analysis, State Education Office

*Supervisor:* Connie Spinner, State Education Officer, State Education Office

**Measure 4.1: Complete expansion of Educational Research and Data Center**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	1	N/A	N/A
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/27/02 as a result of agency strategic planning process. FY 2002 target is: "Complete plan."

**Goal 5: Increase the amount of post secondary financial assistance available to the residents of the District. (Performance measures 5.1-5.9 are accomplished through Office of Post secondary Education, Research and Assistance [OPERA] programs; Performance measures 5.10-5.16 are accomplished through the D.C. Tuition Assistance Grant [DCTAG] program.)**

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals

*Managers:* Laurent Ross, Director, Tuition Assistance Grant Program Office; Ulysses Glee, Director, Office of Post secondary Education, Research and Assistance (OPERA)

*Supervisor:* Connie Spinner, State Education Officer, State Education Office

**Measure 5.1: Increase the number of Leveraging Educational Assistance Partnership (LEAP) applicants**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	3,000	3,500	4,000
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/27/02 as a result of agency strategic planning process.

**Measure 5.2: Increase the number of Leveraging Educational Assistance Partnership (LEAP) awardees**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	1,500	2,000	2,500
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/27/02 as a result of agency strategic planning process.

**Measure 5.3: Increase the number of TAPIT applicants (Tuition Assistance for Persons Involved with TANF)**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	800	900	1000
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/27/02 as a result of agency strategic planning process.

**Measure 5.4: Increase the number of TAPIT awardees (Tuition Assistance for Persons Involved with TANF)**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	300	400	500
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/27/02 as a result of agency strategic planning process.

**Measure 5.5: Increase the number of Eisenhower Professional Development Program applicants**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	35	40	45
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/27/02 as a result of agency strategic planning process.

**Measure 5.6: Increase the number of Eisenhower Professional Development Program awardees**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	5	6	7
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/27/02 as a result of agency strategic planning process.

**Measure 5.7: Establish programs for Workforce and Community Transition Training for Incarcerated Youth**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	5	7	9
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/27/02 as a result of agency strategic planning process.

**Measure 5.8: Enroll participants in Workforce and Community Transition Training for Incarcerated Youth; incrementally increase enrollment as program expands**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	60	70	80
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/27/02 as a result of agency strategic planning process.

**Measure 5.9: Ensure that participants complete Workforce and Community Transition Training for Incarcerated Youth program**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	30	30	50
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/27/02 as a result of agency strategic planning process.

**Measure 5.10: Increase the number of freshmen (1st year students) applicants who are determined to be eligible**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	1,100	2,070	2,380	2,500	3,000
Actual	1,800	1,905	-	-	-

Note: Measure title revised from: "Number of freshmen applicants (first year students)" FY 2001 actual is an estimate; separate figures dividing freshmen and upperclassmen are not available. FY 2003 target reduced from 2,735 at request of agency (2/27/02).

**Measure 5.11: Increase the number of upperclass applicants who are determined to be eligible**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	900	1,950	2,242	2,742	3,242
Actual	1,500	1,558	-	-	-

Note: Measure title revised from: "Number of upperclassmen applicants." (2/27/02) FY 2003 target increased from 2,580 to 2,742 at request of agency, 2/27/02. FY 2001 actual is an estimate; separate figures dividing freshmen and upperclassmen are not available.

**Measure 5.12: Increase percentage of outreach for the purpose of heightening awareness of the TAG program to D.C. Public School Seniors**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	75	80	85	90
Actual	N/A	N/A	-	-	-

Note: The marketing survey of data analysis for FY 2001 were not performed due to budget constraints, therefore, SEO states that it is unable to report FY 2001 performance data for this measure.

**Measure 5.13: Increase percentage of outreach for the purpose of heightening awareness of the TAG program to District residents attending college who receive Federal financial aid**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	80	85	90	95
Actual	N/A	N/A	-	-	-

Note: The marketing survey of data analysis for FY 2001 were not performed due to budget constraints, therefore, SEO states that it is unable to report FY 2001 performance data for this measure. FY 2003 target increased from 87% to 90% at the request of agency, 2/27/02.

**Measure 5.14: Decrease average number of working days from initial in-take to response of applications**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	15	18	15	10	5
Actual	14	61	-	-	-

Note: SEO reports that implementation of a new automated information system increased the average processing time for FY 2001, however, after the system was operational, the average monthly processing time had been reduced to 11 days by September 2001. FY 2003 target reduced from 14 days to 10 days at request of agency, 2/27/02.

**Measure 5.15: Increase percentage of all institutions cited as preferences on applications that complete program participation agreements**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	95	85	90	95	100
Actual	97	98	-	-	-

**Measure 5.16: Increase percentage of inquiry correspondence closed within five (5) working days**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	50	75	80	90	95
Actual	75	75	-	-	-

Note: FY 2003 target increased from 85% to 90% at request of agency, 2/27/02.

**Goal 6: Increase the participation of residents and key stakeholders in the on-going planning and decision-making of the State Education Office.**

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals; Enhancing Unity of Purpose and Democracy

*Manager:* Sharon Bland, Senior Advisor for Policy, State Education Office

*Supervisor:* Connie Spinner, State Education Officer, State Education Office

**Measure 6.1: Engage in a series of public conversations with key educational leaders and other stakeholders**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	3	4	6
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/27/02 as a result of agency strategic planning process. Focus of conversations will be the challenges of family Literacy and TANF Recipients coming off rolls and areas identified by participants in the 2001 Citizen Summit as requiring more work: providing parental education, placing greater emphasis on English speaking skills, recruiting better teachers, identifying more support for juvenile offenders and child welfare, developing an intergenerational institute and learning program, and enhancing arts programs in schools.

---

# D.C. Public Charter Schools

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	\$142,257,101	\$132,865,132	-6.6

---

The mission of the District of Columbia Public Charter Schools (PCS) is to provide an alternative free education for students who reside in the District of Columbia.

The agency plans to fulfill its mission by achieving the following strategic goals:

- Abide by the provisions set forth in the individual charters.
- Comply with all reporting requirements set forth by the respective chartering authorities.
- Meet all academic performance goals set forth in the individual charter agreements.

In addition, the agency plans to achieve the following strategic goals pertaining to chartering authorities:

- Monitor and evaluate performance of public charter schools based on the provisions in each school's charter.
- Monitor the financial management of each charter school to ensure that each school appropriately manages its resources.
- Provide students with exposure to career pathways and focus on particular areas of study to enhance students' academic experience.

### Did you know...

New charters approved/granted in FY 2002	5
New charters postponed in FY 2002	1
Charters revoked in FY 2002	1
Public charter schools in FY 2002	36
Public charter schools under the D.C. Board of Education in FY 2002	16
Charter schools under the D.C. Public Charter School Board in FY 2002	20
Students enrolled in charter schools in FY 2002 (audited enrollment)	10,679
Projected number of students enrolled in charter schools in FY 2002	13,600

## Where the Money Comes From

Table GC0-1 shows the sources of funding for D.C. Public Charter Schools.

Table GC0-1

### FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	46,480	136,876	142,257	132,865	-9,392
Other	3,455	-8	0	0	0
<b>Gross Funds</b>	<b>49,936</b>	<b>136,867</b>	<b>142,257</b>	<b>132,865</b>	<b>-9,392</b>

## How the Money is Allocated

Table GC0-2 shows the FY 2003 budget for the agency at the Comptroller Source Group level (Object Class level).

Table GC0-2

### FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Subsidies and Transfers	49,936	136,867	142,257	132,865	-9,392
<i>nonpersonal Services</i>	49,936	136,867	142,257	132,865	-9,392
<b>Total Proposed Operating Budget</b>	<b>49,936</b>	<b>136,867</b>	<b>142,257</b>	<b>132,865</b>	<b>-9,392</b>

## Uniform Per Student Funding Formula (UPSFF)

The amount of Local revenues for public charter schools (and public schools) is determined primarily by the District's UPSFF, which is authorized in the District's Uniform Per Student Funding Formula Act and the Federal D.C. School Reform Act. The primary intent of the UPSFF is to ensure that the District's financial resources are distributed equitably among public charter schools and public schools.

In accordance with the UPSFF, public charter schools and public schools are funded on a per student basis. The UPSFF provides a minimum or "foundation" level of funding for each student. Add-on weights also are applied to account for individual student characteristics including grade level, special education, language minority edu-

cation, participation in summer school, and enrollment in a residential versus day program.

The FY 2003 UPSFF includes an increase to the foundation level and makes revisions to the weights for grade levels and special education categories. These revisions, proposed by the State Education Office, include an increased per student foundation level. In addition, the proposed UPSFF introduces a special education school weight for students enrolled in schools that exclusively serve students with disabilities. It also includes increases in funding for students in pre-kindergarten through 3rd grade, middle/junior high school students, and senior high school students. Grade level weights for students in grades 4 and 5 decreased. Funding levels for students participating in special education programs were also revised.

## FY 2003 Proposed Uniform Per Pupil Funding Formula Allocation

Foundation funding per pupil	\$ 6,555
Non-residential facilities allotment per pupil	\$ 1,237
Residential facilities allotment per pupil	\$ 3,340

Grade Level	Weighting	DCPCSB Total Enrollment	BOE Total Enrollment	Total Enrollment	Per Pupil Allocation	Total Dollars
Pre-School	1.17	78	161	239	\$7,670	\$1,833,067
Pre-K – K	1.17	844	238	1082	\$7,670	\$8,298,654
Grades 1-3	1.03	1876	648	2524	\$6,752	\$17,042,023
Grades 4-5	1.00	1204	391	1595	\$6,555	\$10,455,751
Ungraded ES	1.03		59	59	\$6,752	\$398,367
Grades 6 -8	1.03	1858	657	2515	\$6,752	\$16,981,255
Ungraded MS/ JHS	1.03		5	5	\$6,752	\$33,760
Grades 9 -12	1.17	2835	949	3784	\$7,670	\$29,022,281
Ungraded SHS	1.17		56	56	\$7,670	\$429,505
Alternative	1.30		382	382	\$8,522	\$3,255,377
Special Ed Schools	1.17		179	179	\$7,670	\$1,372,883
Adult	0.75	675	86	761	\$4,916	\$3,741,455
<b>Subtotal General Education</b>		<b>9370</b>	<b>3811</b>	<b>13181</b>		<b>\$92,864,378</b>

### Special Education

Level 1	0.55	245	47	292	\$3,605	\$1,052,786
Level 2	0.85	463	141	604	\$5,572	\$3,365,506
Level 3	1.50	210	76	286	\$9,833	\$2,812,237
Level 4	2.70	38	50	88	\$17,699	\$1,557,546
<b>Subtotal for Special Ed</b>		<b>956</b>	<b>314</b>	<b>1270</b>		<b>\$8,788,075</b>

### English as a Second Language

LEP/NEP	0.40	456	160	616	\$2,622	\$1,615,233
---------	------	-----	-----	-----	---------	-------------

### Special Education-Residential

Level 1 Residential	0.374	4	0	4	\$2,452	\$9,807
Level 2 Residential	1.360	22	0	22	\$8,915	\$196,135
Level 3 Residential	2.941	8	0	8	\$19,279	\$154,234
Level 4 Residential	2.924	0	0	0	\$19,168	—
Level 5 Residential	9.40	0	37	37	\$61,620	\$2,279,944
<b>Subtotal for Special Ed Residential</b>		<b>34</b>	<b>37</b>	<b>71</b>		<b>\$2,640,120</b>

### English as a Second Language Residential

LEP/NEP Residential	0.68	1	0	1	\$4,458	\$4,458
---------------------	------	---	---	---	---------	---------

### Residential

Residential	1.70	243	37	280	\$11,144	\$3,120,337
-------------	------	-----	----	-----	----------	-------------

<b>Summer School</b>	0.17	<b>3204</b>	<b>2495</b>	<b>5699</b>	\$1,114	<b>\$6,351,000</b>
----------------------	------	-------------	-------------	-------------	---------	--------------------

### Facilities Allowance

Non-Residential Facilities Allotment		9127	3774	12901	\$1,237	\$15,957,636
Residential Facilities Allotment		243	37	280	\$3,340	\$935,119

<b>TOTAL FY 2003 PROPOSED UPSFF ALLOCATION</b>						<b>\$132,276,356</b>
<b>TOTAL FY 2003 PROPOSED D.C. PUBLIC CHARTER SCHOOL BOARD ALLOCATION</b>						<b>\$588,776</b>
<b>TOTAL FY 2003 PROPOSED BUDGET</b>						<b>\$132,865,132</b>

There are two components of the FY 2003 proposed PCS budget: the allocation for the D.C. Public Charter School Board and the individual public charter school's allocations derived in accordance with the UPSFF calculation. Although the D.C. Board of Education receives Local funds to support its duties as a chartering authority, its allocation is included in the D.C. Public Schools budget.

In addition to this direct appropriation, in FY 2003 Public Charter Schools will have access to two additional funds: The Charter School Fund and the Credit Enhancement Fund which is administered by the D.C. Department of Banking and Financial Institutions (DBFI). The Public Charter Schools may access the Charter School Fund in the event that additional funds are needed to fund actual student enrollment beyond projections. The available balance in FY 2003 will be \$5 million.

Moreover, \$10 million is being made available in FY 2003 for Public Charter Schools through the Credit Enhancement Fund. The intent of these dollars is to leverage Public Charter Schools' ability to obtain loans; such loans would then finance the construction, purchase and/or rehabilitation of District Public Charter School facilities approved by the Credit Enhancement Fund Committee and the Mayor.

The following is a description of the funding for the FY 2003 proposed PCS budget.

## Local Funds

The Local budget is \$132,865,132, a decrease of \$9,391,968, or 6.6 percent, from the FY 2002 approved budget of \$142,257,100. The entire budget is funded as a subsidy. Therefore, no FTEs are funded by Local sources for PCS; this remains constant with FY 2002 levels.

Significant changes are:

- A net decrease of \$12,129,490 due primarily to the following three factors:
  - A decrease in projected student enrollment from 13,600 in FY 2002 to 13,181 in FY 2003. This represents a net decrease of 419 in projected student enrollment.
  - A decrease for the reduction in the per pupil facilities allowance for non-residential students from \$1,422 per student in FY

2002 to \$1,237 in FY 2003, a net decrease of \$185 per student.

- A decrease for the reduction in the per pupil residential facilities allowance from \$3,839 per student in FY 2002 to \$3,340 in FY 2003, a net decrease of \$499 per student.
- An increase of \$2,628,746 for an initiative to enhance the UPSFF. The foundation level of funding per student increased from \$5,907 in FY 2002 to a proposed foundation level of \$6,555 in FY 2003.
- An increase of \$108,776 over the PCSB FY 2002 allocation of \$480,000 to support its increased oversight responsibilities.

## Federal Funds

The agency's Federal budget is funded from the D.C. Public Schools budget. D.C. Public Schools distributes Federal dollars to individual charter schools based on their enrollment.

## Private Funds

Individual charter schools receive Private funds from private foundations and non-profit organizations. However, each charter school manages its Private funds exclusively.

## Programs

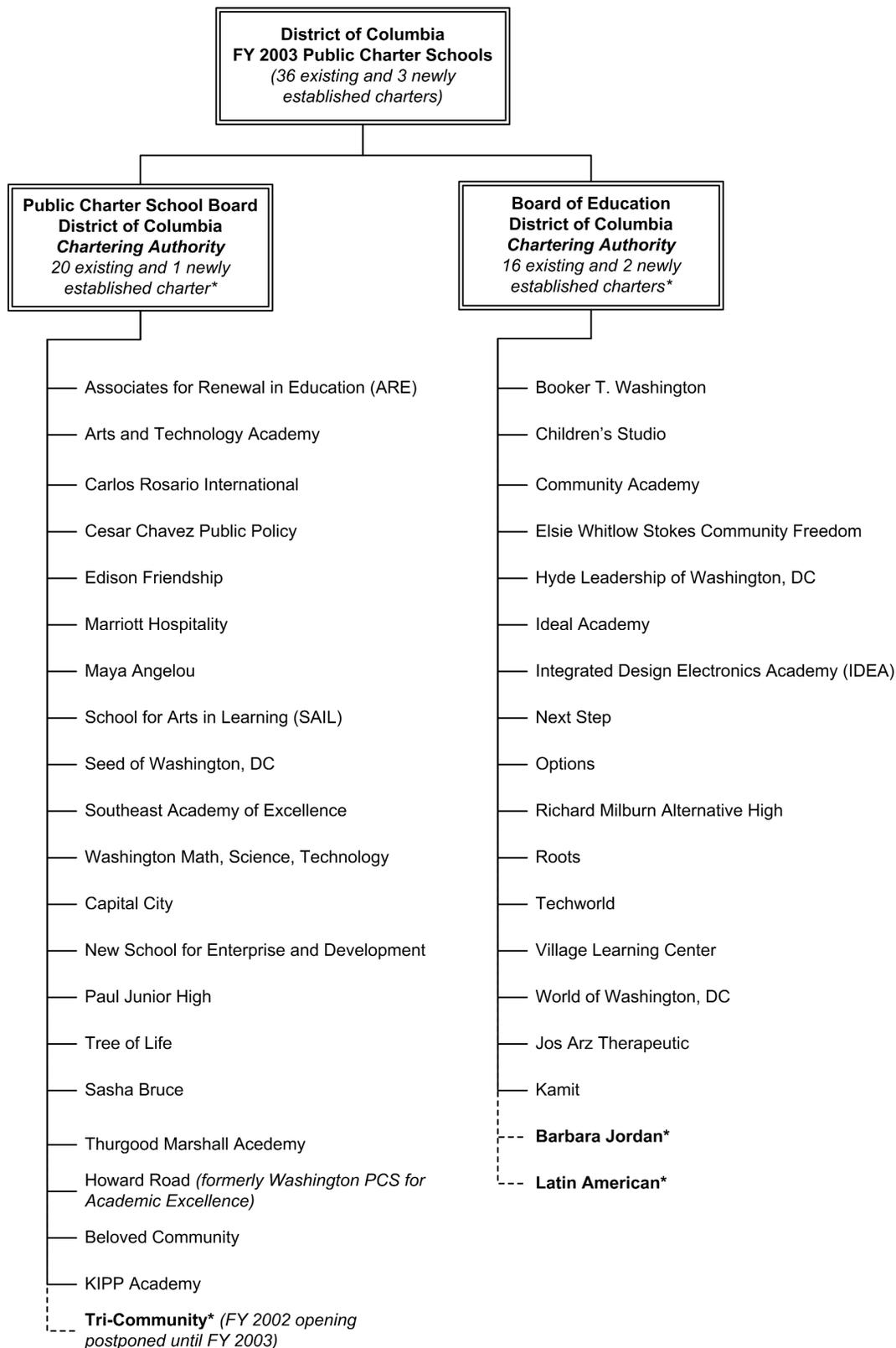
The funding supports PCS in achieving its mission to provide academic programs in individual public charter schools, each of which reports to one of two chartering authorities: the D.C. Board of Education (BOE) and the D.C. Public Charter School Board (PCSB).

## Public Charter Schools

The FY 2003 direct financing to public charter school allocation is \$132,276,356. Allocations to each of the public charter schools are entirely derived through the UPSFF calculation. The aggregate charter school allocation is based on the total projected charter school enrollment of 13,181 students in 39 public charter schools. Each charter school receives funding based on its projected enrollment and the characteristics of the students it plans to enroll. Charter schools' enrollment projections are constrained by their charter ceilings, which are maximum annual enrollment figures established in each school's

Figure GC0-1

**D.C. Public Charter Schools**



charter agreement with its respective chartering authority. Charter school allocations can vary tremendously depending primarily on the composition of a school's enrollment. Specifically, significant variation occurs depending on a school's focus on special needs versus general education populations and a school's decision to operate a day school program versus a residential/boarding school program.

Charter schools are established as independent non-profit organizations with individual Boards of Trustees to oversee their management. They are autonomous, nonsectarian institutions that cannot charge tuition to District residents. In addition, no charter school can impose discriminatory admission policies or tests on District residents. Within authorized limitations, charter schools exercise control over their education programs, instruction methods, expenditures, administration, personnel, contracts for goods and services, leases, and purchases of school facilities. Some charter schools specialize in particular subject areas to help establish career pathways for students. Other charter schools address varied educational needs, including physical, emotional, or learning disabilities, and limited English-language proficiency.

### **Charter Schools Authorized by the District of Columbia Board of Education**

BOE, which also governs D.C. Public Schools, currently oversees 16 public charter schools and approved two additional charters for FY 2003 (refer to the organizational chart). According to the preliminary audit results for FY 2002 (school year 2001-2002), the 16 existing public charter schools have a current enrollment of 2,963 students. Of the total FY 2003 projected enrollment of 3,811, existing charter schools project an enrollment of 3,671 students. The remaining student growth of 140 is for newly established schools. The FY 2003 projections are comprised of the following grade level enrollments: 1,497 elementary, 662 middle/junior high, 1,005 senior high, 382 alternative, 179 special education school attendees, and 86 adult. They also consist of a projected special education enrollment of 351 students and a projected limited or non-English language proficient enrollment of 160 students. In FY 2002, BOE revoked New

Vistas Public Charter School's charter. Although BOE voted to revoke the charters of Richard Milburn Public Charter School and World Public Charter School, the schools are challenging the decision.

### **Charter Schools Authorized by the District of Columbia Public Charter School Board**

PCSB currently oversees 20 charter schools and approved one additional charter for FY 2003 (refer to the organizational chart). According to the preliminary audit results for FY 2002 (school year 2001-2002), the 20 currently existing public charter schools have a current enrollment of 7,716 students. Of the total FY 2003 projected enrollment of 9,370, existing charters project an enrollment of 9,126 students and the newly established school projects an enrollment of 244 students. The FY 2003 projections are comprised of the following grade level enrollments: 4,002 elementary, 1,858 middle/junior high, 2,835 senior high, 0 alternative, 0 special education school attendees, and 675 adult. They also consist of a projected special education enrollment of 956 students and a projected limited or non-English language proficient enrollment of 456 students. The D.C. Public Charter School Board has not revoked any of its charters.

### **Chartering Authorities**

The FY 2003 allocation for the D.C. Public Charter School Board (PCSB) is \$588,776. These funds support the evaluation, oversight, and technical assistance services provided by PCSB to 21 charter schools that are expected to operate in FY 2003.

Although they essentially function as independent non-profit organizations, charter schools are accountable to one of two chartering authorities: the D.C. Board of Education and the D.C. Public Charter School Board. Primarily, chartering authorities are solely responsible for approving charters, monitoring charter schools' operations to ensure compliance with applicable laws and terms of their charters, and revoking charters in cases of poor academic performance and/or mismanagement. In addition, chartering authorities provide technical assistance to charter schools to ensure proper management within schools.

---

# University of the District of Columbia

---

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	\$85,340,561	\$93,296,488	9.3

---

---

The mission of the University of the District of Columbia is to meet the educational, research, and training needs of the District government and its residents to enhance the quality of life for all.

The University is the nation's only urban land grant institution. As a comprehensive university with an undergraduate open admissions policy, the University offers certificate, associate, baccalaureate and graduate programs as well as a doctor of jurisprudence degree. The David A. Clarke School of Law is distinguished by its unwavering commitment to public interest law. Its nationally acclaimed clinical program combines community service with a solid grounding in practice. The University plans to fulfill its mission by achieving the following strategic goals:

- Strengthen the human capital of the District of Columbia through educated graduates.

- Conduct a review of academic programs to ensure curriculum currency and its adaptation to evolving issues.
- Implement innovative methodologies to increase retention and academic performance.
- Provide infrastructure to support expanded co-curricular activities for all students.
- Offer technical assistance and engage in applied research and problem-solving on critical urban challenges.
- Strengthen the capacity of the University to provide services to students and the city.

### Did you know...

UDC is the "state" university of the District of Columbia and is the nation's only urban land grant institution.

The University is the District's only public higher education institution for the strategic development of human and social capital for the city and the world.

UDC's State Education Agency is the District's official administrator of the GED examination.

## Where the Money Comes From

Table GF0-1 shows the source(s) of funding for the University of the District of Columbia.

Table GF0-1

### FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	40,491	46,933	45,912	52,272	6,360
Federal	0	0	12,539	12,668	129
Private	0	0	847	800	-47
Other	0	0	17,244	18,250	1,006
Intra-District	0	0	8,799	9,306	507
<b>Gross Funds</b>	<b>40,491</b>	<b>46,933</b>	<b>85,341</b>	<b>93,296</b>	<b>7,956</b>

## How the Money is Allocated

Tables GF0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table GF0-2

### FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	0	0	29,976	34,933	4,957
Regular Pay - Other	0	0	12,904	11,842	-1,062
Additional Gross Pay	0	0	71	236	165
Fringe Benefits - Curr Personnel	0	0	9,108	10,314	1,206
<i>Personal Services</i>	<i>0</i>	<i>0</i>	<i>52,060</i>	<i>57,326</i>	<i>5,266</i>
Supplies and Materials	0	0	4,813	2,077	-2,736
Energy, Comm. and Bldg Rentals	0	0	90	1,570	1,480
Telephone, Telegraph, Telegram, etc.	0	0	1,380	858	-521
Rentals - Land and Structures	0	0	512	512	0
Janitorial Services	0	0	714	600	-114
Other Services and Charges	0	0	6,837	5,144	-1,693
Contractual Services - Other	0	0	6,394	10,283	3,889
Subsidies and Transfers	40,491	46,933	8,955	9,857	902
Equipment and Equipment Rental	0	0	3,587	5,070	1,484
Expense Not Budgeted Others	0	0	0	0	0
Nonpersonal Services	40,491	46,933	33,281	35,971	2,690
<b>Total Proposed Operating Budget</b>	<b>40,491</b>	<b>46,933</b>	<b>85,341</b>	<b>93,296</b>	<b>7,956</b>

Table GF0-3

**FY 2003 Full-Time Equivalent Employment Levels**

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	513.25	606	545	541	-4.00
Federal	47.25	89.5	169	171	2.00
Private	4.25	9.5	13	15	2.00
Other	83.25	178.75	245	245	0.00
Intra-District	68.25	93.75	160	156	-4.00
<b>Total FTEs</b>	<b>716.25</b>	<b>977.5</b>	<b>1,132</b>	<b>1,128</b>	<b>-4.00</b>

**Local Funds**

The proposed Local budget is \$52,272,321, an increase of \$6,360,333, or 13.9 percent, over the FY 2002 approved budget of \$45,911,988. Of the increased amount, \$4,238,262 is in personal services, and \$2,122,071 is in nonpersonal services. There are 541 FTEs supported by local sources, a decrease of four FTEs from FY 2002.

Significant changes are:

- An increase of \$606,333 for pay increases approved in FY 2002
- A net reduction of \$214,000 and four FTEs for cost-saving initiatives associated with the Office of the Chief Financial Officer's consolidation.
- An increase of \$1,250,000 to cover retroactive salary increases and bonuses for union and non-union workers through fiscal year 2001.
- An increase of \$2,000,000 as an investment to fund the University's accreditation requirements and to improve academic programs.
- An increase of \$2,474,000 for the creation of the Office of Vocational Education and Skills (VEST).
- An increase of \$244,000 to support adult education programs.

**Federal Funds**

The proposed Federal budget is \$12,668,159, or 1.0 percent, over the FY 2002 approved budget of \$12,538,700. Of the increased amount, \$99,508 is in personal services, and \$29,951 is in nonpersonal services. The Federal budget includes several financial aids to students, title III

program (HBCU strengthening), State Adult Education Program administered by the University, and Land Grand Fund from the United States Department of Agriculture (USDA) that include DC Cooperative Extension Services and Agriculture Experimental Program. There are 171 FTEs supported by this fund, an increase of two FTEs over FY 2002.

The increase within this grant is associated with anticipated increases in the Federal Grant awards for FY 2003.

**Private Funds**

The proposed private budget is \$800,100, a decrease of \$46,813, or 5.5 percent, below the FY 2002 approved budget of \$846,913. Of the decreased amount, \$55,488 is a net reduction in personal services, and \$8,675 is an increase in personal services. There are 15 FTEs supported by this fund, an increase of two over FY 2002.

The significant change is:

- A decrease within this fund results from anticipated decreases in FY 2003 Private grant awards.

**Other Funds**

The proposed Other budget is \$18,250,000, an increase of \$1,005,676, or 5.8 percent, over the FY 2002 approved budget of \$17,244,324. Of the increased amount, \$1,940,605 is an increase in personal services, and \$934,929 is a reduction in nonpersonal services. There are 245 FTEs supported by this fund, no change from FY 2002.

The significant change is:

- An increase of \$1,005,676 to reflect the projected increase in tuition revenue receipts.

## Intra-District Funds

The proposed Intra-District budget is \$9,305,908, an increase of \$507,272, or 5.8 percent, over the FY 2002 budget of \$8,796,636. Of the increased amount, \$956,940 is a reduction in personal services, and \$1,464,212 is an increase in nonpersonal services. There are 156 FTEs supported by Intra-District funds, a

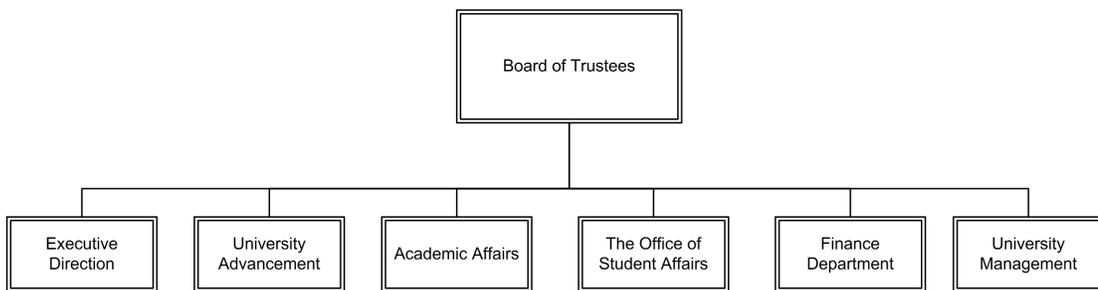
decrease of four FTEs from FY 2002.

Significant changes are:

- An increase of \$107,272 for services provided through memoranda of understanding with other agencies.
- An increase of \$400,000 from DOES' Apprenticeship and Training budget to support VEST program.

Figure GF0-1

### University of the District of Columbia



## Programs

UDC programs provide leadership, institutional advancement, academic instruction and services, student support and participatory opportunities amidst a comfortable and safe environment, which includes sound financial management. UDC has six program areas:

**Executive Direction** provides support for both the overall mission of the University and its component units, nourishing excellence, attention to detail, and diligent effort by the University leadership. It includes the Office of the President, Computer Center, Legal Counsel and the State Education Agency.

**University Advancement** serves to create an image that faithfully portrays the true essence of the University. The Office of the Vice President for Advancement, Alumni Relations, and Communications work together to achieve this goal.

**Academic Affairs** provides post-secondary programs and services that are accessible and affordable, preparing students to enter the job market and achieve professional and personal goals. Additionally, community outreach and extension

services are provided to enhance the livelihood, safety and health of the surrounding community. This department also provides academic instruction to students through its College of Arts and Sciences, School of Business and Public Administration, School of Engineering and Applied Sciences and the David A. Clarke School of Law and Center for Applied Research and Urban Planning. Students may pursue various degree levels that range from associate to graduate as well as professional certification within programs.

To support the academic learning environment, the **Learning and Resources Division** provides numerous reference and resource materials in print, microfiche, audio-visual aides, databases, and computer generated information.

**The Office of Student Affairs** provides an out-of-classroom environment to prepare students for success in their educational, career and life goals. Student Affairs consists of the offices of Enrollment Services, Registrar and Financial Aid to provide academically related assistance services to students; Athletics and Student Life provide cultural, recreational, wellness and social enrich-

ment services The offices of University Statistics and Records Management prepare and maintain historical, demographic and enrollment profile reports and documents.

The Finance Department provides business transaction processing, budget development and management, financial reporting, and planning. These are accomplished through the efforts of the units of the Office of the CFO, Controller, Budget Office, Financial Reporting, Accounts Payable, Grants Administration and Student Financial Services.

The University Management department has been restructured under the direction of its new vice president for management to ensure that all university support positions are integrated and fully functioning in support of the university community's goals and its overall academic mission. This is accomplished by the services of Facilities Management, Campus Services, Space Reservation, Human Resources Procurement

and Campus Police.

It also supports the mission of the University through effective oversight and sound management practices of an integrated and fully functioning university service department.

### Capital Improvements Program

As part of the District-wide cost-saving initiative, the University of the District of Columbia's total budget authority was reduced by \$6,951,318, from \$80,530,799 to \$73,579,481. In FY 2003, there is no new capital funding proposed for UDC. However, based on the FY 2002 financial plan, UDC will receive \$6,105,000 in previously approved expenditure authority in FY 2003. (Refer to Capital Improvements Plan Appendix E.)

The University's capital program focus is on correcting years of neglect and deferred maintenance. Projects that are currently under way, include classroom renovations, infrastructure improvements, technology upgrades, mechanical

Table GF0-4

### Capital Improvements Plan, FY 2001-FY 2008

(dollars in thousands)

Cost Elements	Through FY 2001	Budgeted FY 2002	Total	FUNDING SCHEDULE						6 Years Budget	Total Budget
				Year 1 FY 2003	Year 2 FY 2004	Year 3 FY 2005	Year 4 FY 2006	Year 5 FY 2007	Year 6 FY 2008		
a. Long Term Financing	37,206	6,826	44,032	6,105	6,171	0	0	0	0	12,276	56,308
b. Local Street Fund	0	0	0	0	0	0	0	0	0	0	0
c. Grants	0	0	0	0	0	0	0	0	0	0	0
d. Pay Go	0	0	0	0	0	0	0	0	0	0	0
e. Hwy Trust Fund	0	0	0	0	0	0	0	0	0	0	0
f. Equipment Lease	0	0	0	0	0	0	0	0	0	0	0
g. Alternative Financing	0	0	0	0	0	0	0	0	0	0	0
h. Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>37,206</b>	<b>6,826</b>	<b>44,032</b>	<b>6,105</b>	<b>6,171</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,276</b>	<b>56,308</b>

Cost Elements	Through FY 2001	Budgeted FY 2002	Total	EXPENDITURE SCHEDULE						6 Years Budget	Total Budget
				Year 1 FY 2003	Year 2 FY 2004	Year 3 FY 2005	Year 4 FY 2006	Year 5 FY 2007	Year 6 FY 2008		
a. Design	1,660	1,330	2,990	506	560	0	0	0	0	1,066	4,056
b. Site	0	0	0	0	0	0	0	0	0	0	0
c. Project Management	3,649	370	4,019	672	1,330	0	0	0	0	2,002	6,021
d. Construction	30,573	5,126	35,699	4,927	4,281	0	0	0	0	9,208	44,907
e. Equipment	1,324	0	1,324	0	0	0	0	0	0	0	1,324
<b>Total</b>	<b>37,206</b>	<b>6,826</b>	<b>44,032</b>	<b>6,105</b>	<b>6,171</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,276</b>	<b>56,308</b>

and electrical system upgrades, as well as repair and replacement of life safety systems.

Specific to the permanent improvement initiative are the renovations of laboratories on the Van Ness campus. The laboratories to be renovated include the research and teaching laboratories in natural and applied sciences, as well as the teaching laboratories in engineering and technology. In addition, renovations will include walls, floors, ceilings, windows, and lighting. Laboratories will also receive upgrades to the electrical and plumbing systems.

## Agency Goals and Performance Measures

**Goal 1: Strengthen the human capital of the District of Columbia through the production of graduates who are equipped to bring their talents and abilities to bear on the issues impacting our City and its residents.**

*Citywide Strategic Priority Areas:* Building and Sustaining Healthy Neighborhoods; Strengthening Children, Youth, Families and Individuals

*Managers:* Rachel Petty, Vice-President for Academic Affairs; Laverne Blagmon-Earl, Vice-President for Student Affairs; Sharon Minor-King, Vice-President for University Advancement

*Supervisor:* Timothy L. Jenkins, President

**Measure 1.1: Percent increase in number of students enrolled**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	10	10
Actual	N/A	N/A	-	-	-

**Measure 1.2: Percent increase in number of graduates**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	5	5
Actual	N/A	N/A	-	-	-

**Measure 1.3: Number of new or revised academic programs**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	11	10
Actual	N/A	N/A	-	-	-

**Measure 1.4: Percent increase in the number of personnel providing programmatic or student support**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	5	10
Actual	N/A	N/A	-	-	-

**Goal 2: Strengthen the University's ability to offer technical assistance, engage in applied research and problem solving on critical urban challenges, and support the institution's overall academic thrust.**

*Citywide Strategic Priority Areas:* Building and Sustaining Healthy Neighborhoods; Strengthening Children, Youth, Families and Individuals

*Manager:* Rachel Petty, Vice-President for Academic Affairs

*Supervisor:* Timothy L. Jenkins, President

**Measure 2.1: Number of opportunities for the University to provide technical assistance and research**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	*	*
Actual	N/A	N/A	-	-	-

\*Note: Target for FY 2003 is 1 activity per academic department. Target for FY 2004 is 1 activity per academic program.

**Measure 2.2: Percent increase in amount of USDA funds received**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	30	10
Actual	N/A	N/A	-	-	-

**Goal 3: Strengthen the capacity of the University to provide service delivery to students, community residents and the City.**

*Citywide Strategic Priority Areas:* Building and Sustaining Healthy Neighborhoods; Strengthening Children, Youth, Families and Individuals

*Managers:* Rachel Petty, Vice-President for Academic Affairs; Laverne Blagmon-Earl, Vice-President for Student Affairs; Earl Cabbell, Vice-President for Management

*Supervisor:* Timothy L. Jenkins, President

**Measure 3.1: Number of service projects/activities provided by the University**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	*	*
Actual	N/A	N/A	-	-	-

\*Note: FY 2003 target is 1 per academic department. FY 2004 target is 1 per academic program

**Measure 3.2: Percent increase in number of faculty professional development activities**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	10	10
Actual	N/A	N/A	-	-	-

**Measure 3.3: Percent increase in amount of funds expended for faculty professional development activities**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	10	10
Actual	N/A	N/A	-	-	-

**Goal 4: Contribute to the educational, cultural and civic life of the District of Columbia**

*Citywide Strategic Priority Areas:* Building and Sustaining Healthy Neighborhoods; Strengthening Children, Youth, Families and Individuals

*Managers:* Rachel Petty, Vice-President for Academic Affairs; Laverne Blagmon-Earl, Vice-President for Student Affairs; Sharon Minor-King, Vice-President for University Advancement

*Supervisor:* Timothy L. Jenkins, President

**Measure 4.1: Percent increase in the number of University-sponsored community events (forums, concerts, exhibits, etc)**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	5	15
Actual	N/A	N/A	-	-	-

**Measure 4.2: Percent increase in the attendance of University-sponsored community events (forums, concerts, exhibits, etc)**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	5	5
Actual	N/A	N/A	-	-	-



# District of Columbia Public Library

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	\$27,255,480	\$28,430,334	4.3

The mission of the District of Columbia Public Library (DCPL) is to provide environments that invite reading, learning and community discussion; trained staff and technology to help in finding, evaluating and using information; and opportunities for children, teenagers, adults and senior citizens to learn and use information resources for personal growth and development.

The library also provides trained staff and technology to assist in finding, evaluating, and using information, while offering opportunities for children, teenagers, adults, and senior citizens to improve literacy and use information resources

for personal growth and development. DCPL plans to fulfill its mission by achieving the following strategic goals:

- Provide newly designed state-of-the-art buildings in four neighborhoods. Five more buildings will be in the design and/or construction phase by September 2004.
- Provide 27 facilities that have convenient hours and provide inviting, safe environments.
- Provide educational and literacy enhancement opportunities to children and young people.
- Provide adults with lifelong learning and literacy improvement opportunities.
- Narrow the “digital divide” by ensuring that all District residents have free and equitable access to an extensive variety of information technology resources and training.
- Develop collections, both print and electronic, to support lifelong learning for an ethnically diverse community.

### Did you know...

With a DCPL card you can place holds on and search for articles in thousands of magazines from your home or office.

DCPL provides free computer classes designed to acquaint students with basic programs such as word processing, the World Wide Web, e-mail, and spreadsheets.

The Library for the Blind and Physically Handicapped, at the Martin Luther King Jr. Memorial Library, provides the full range of library and information services to all persons with disabilities living in the District of Columbia.

The library has collections of easy-to-read materials (levels 0-8) for adult learners as well as pre-GED and GED materials in the main library and in 12 neighborhood libraries.

## Where the Money Comes From

Table CE0-1 shows the various source(s) of funding and the amounts for DCPL.

Table CE0-1

### FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	23,692	26,491	26,030	27,003	974
Federal	768	389	560	610	50
Private	282	75	94	0	-94
Other	388	111	572	537	-35
Intra-District	77	163	0	280	280
<b>Gross Funds</b>	<b>25,208</b>	<b>27,229</b>	<b>27,255</b>	<b>28,430</b>	<b>1,175</b>

## How the Money is Allocated

Tables CE0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table CE0-2

### FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full-Time	13,728	14,722	14,745	15,446	701
Regular Pay - Other	964	1,330	1,577	1,513	-64
Additional Gross Pay	1,206	926	698	719	21
Fringe Benefits - Curr Personnel	2,589	2,739	2,738	2,790	52
<i>Personal Services</i>	<i>18,486</i>	<i>19,717</i>	<i>19,758</i>	<i>20,467</i>	<i>709</i>
Supplies and Materials	394	438	439	489	50
Energy, Comm. and Bldg Rentals	1,609	1,822	1,550	1,928	377
Telephone, Telegraph, Telegram, Etc	433	208	341	243	-98
Security Services	0	14	0	0	0
Other Services and Charges	940	1,365	1,496	1,443	-53
Contractual Services - Other	688	175	301	251	-50
Subsidies and Transfers	0	350	0	200	200
Equipment & Equipment Rental	2,658	3,139	2,999	3,146	147
Debt Service	0	0	370	263	-108
<i>nonpersonal Services</i>	<i>6,722</i>	<i>7,512</i>	<i>7,497</i>	<i>7,963</i>	<i>466</i>
<b>Total Proposed Operating Budget</b>	<b>25,208</b>	<b>27,229</b>	<b>27,255</b>	<b>28,430</b>	<b>1,175</b>

- Contribute to building a thriving city by actively becoming more involved in community life and offering programs for cultural understanding and civic engagement.
- Provide training and support needed to staff

members throughout the Library system to meet high accountability standards.

- Provide a consistently high standard of customer service to D.C residents and visitors.

Table CE0-3

### FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	383.75	376	422	421	-1.00
Federal	0	2.75	9	9	0.00
Private	0	4	1	0	-1.00
Other	0	0	0.5	0	-0.50
Intra-District	0	3	0	5	5.00
<b>Total FTEs</b>	<b>383.75</b>	<b>385.75</b>	<b>432.5</b>	<b>435</b>	<b>2.50</b>

#### Local Funds

The proposed Local budget is \$27,003,334, an increase of \$973,591, or 3.7 percent, over the FY 2002 approved budget of \$26,029,743. There are 421 FTEs funded by Local sources, a decrease of one FTE from FY 2002.

Significant changes are:

- An increase of \$279,221 to support a projected 15 percent increase in the agency's fixed costs.
- An increase of \$1,251,413 for the pay raises approved in FY 2002.
- A net reduction of \$48,000 and one FTE for cost-saving initiatives associated with the Office of the Chief Financial Officer's consolidation.
- A net reduction of \$709,043, including \$601,539 in personal services and \$107,504 in nonpersonal services.
- An increase of \$200,000 to be transferred to the Humanities Council.

#### Federal Funds

The proposed Federal budget is \$610,000, an increase of \$50,000, or 8.9 percent, over the FY 2002 approved budget of \$560,000 to supplement the library services technology grant. There are nine FTEs funded by Federal sources, the same level approved in FY 2002.

The significant change is:

- An increase of \$50,000 to supplement the

Library Services Technology grant and augment the agency's service provision associated with the grant.

#### Private Funds

The proposed Private budget is \$0, a decrease of \$93,737 from the FY 2002 approved budget. There are no FTEs funded by Private sources. This represents a decrease of one FTE from FY 2002.

The significant change is:

- A decrease of \$93,737 for the decision to discontinue the Development Director's position that was supported by the Library Foundation.

#### Other Funds

The proposed Other budget is \$537,000, a decrease of \$35,000, or 6.1 percent, from the FY 2002 approved budget of \$572,000. This reduction is attributed to decreased interest earnings from the Peabody Trust Fund. There are no FTEs funded by Other sources, a decrease of 0.5 FTEs from FY 2002.

The significant change is:

- A decrease of \$35,000 for reduced interest earned from the agency's Peabody Trust Fund.

#### Intra-District Funds

The proposed Intra-District budget is \$280,000,

an increase of \$280,000 from the FY 2002 approved budget of \$0. There are five FTEs funded by Intra-District sources, an increase of five FTEs over FY 2002.

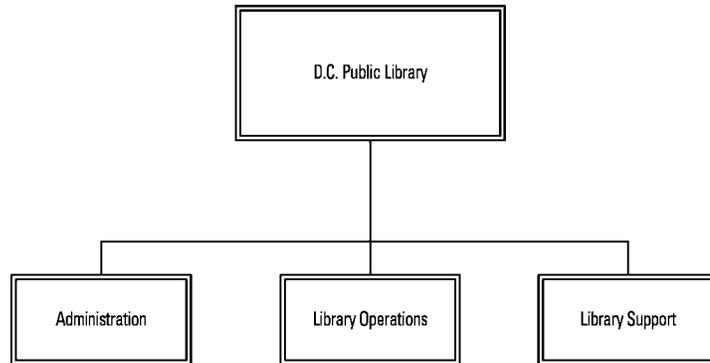
The significant change is:

- An increase of \$280,000 and five FTEs to establish an Intra-District budget for the

Income Maintenance Administration Grant from the Department of Human Services. Although this is the third year that the agency has implemented this Intra-District program, this is the first year that budget authority is requested before the start of the fiscal year.

Figure CE0-1

### D.C. Public Library



### Programs

The Library achieves its mission by providing comprehensive library services through three major programmatic components: Administration, Operations, and Support.

#### Administration

DCPL's **Administration** component provides general support for the agency's staff and financial operations. This component carries out general administrative functions, including financial management and payroll, which support the agency's Operations and Support programs as they provide direct services to District customers. It includes three areas of responsibility: the Office of the Director, Office of the Chief Financial Officer, and Office of Human Resources. The Office of the Director provides overall direction to the library including a focus on strategic planning and fund-raising activities. The Office of the Chief Financial Officer provides support and guidance for library financial management. The Office of Human Resources manages human resources and training activities for the library.

### Operations

DCPL's **Operations** component encompasses outreach services provided for children and young people, senior citizens, persons with disabilities and those with literacy needs. In addition, this component encompasses reference services provided through neighborhood libraries and central library staff who provide book-related programs, research assistance, and advisory services to help customers find and evaluate information. Operations include two departments: Library Administration and Library Programs. Library Administration consists of the Office of Neighborhood Library Services, which coordinates the services for the 26 branch libraries. Children's Services, another sub-component of Library Administration, coordinates children's activities within each of the branch libraries and oversees children's programming and collection development. Also under Library Administration, Adult Services coordinates the activities of adult librarians, supervises the acquisition of adult and young-adult materials, and supervises the reserves and inter-library loan program. The second major program under DCPL's Operations component is Library Programs, which includes all librarians, materials, and pro-

grams provided at the main library and the 26 branch libraries.

### Support

DCPL's Support component includes five major areas of responsibility: Technical Services, Office of Facilities Management, Information and Telecommunications Systems, Marketing and Communications Department, and Security Management. The Technical Services Department manages library materials acquisition, processing, and cataloging. The Office of Facilities Management provides system-wide custodial and facility maintenance and motor pool services for the agency. The Information and Telecommunications Systems Department provides support and leadership for the library information technology and telecommunications programs, including support for its customer and administrative computers and its main library catalog and circulation system. The Marketing and Communications Department uses a strate-

gic approach to marketing, promoting and publicizing the library in order to create greater visibility and recognition with the citizens of the District. Security Management provides system-wide security for the 27 library locations.

### Capital Improvements Plan

As part of the District-wide cost saving initiative, the D.C. Public Library total budget authority was reduced by \$4,600,000 (-9.7 percent), from \$47,380,000 to \$42,778,277. In FY 2003, there is no new proposed capital funding for the D.C. Public Library. However, based on the FY 2002 financial plan, the library will receive \$7,061,000 in previously approved expenditure authority in FY 2003. (Refer to the Capital Improvements Plan Appendix E).

The library's ongoing capital program is a comprehensive effort to renovate and modernize all facilities. Because of years of neglect and fiscal constraints, DCPL, along with other District agencies, was forced to defer routine mainte-

Table CE0-4

### Capital Improvements Plan, FY 2001-FY 2008

(dollars in thousands)

Cost Elements	Through FY 2001	Budgeted FY 2002	Total	FUNDING SCHEDULE						6 Years Budget	Total Budget
				Year 1 FY 2003	Year 2 FY 2004	Year 3 FY 2005	Year 4 FY 2006	Year 5 FY 2007	Year 6 FY 2008		
a. Long Term Financing	8,752	5,523	14,275	7,061	3,810	240	0	0	0	0	25,386
b. Local Street Fund	0	0	0	0	0	0	0	0	0	0	0
c. Grants	0	0	0	0	0	0	0	0	0	0	0
d. Pay Go	0	0	0	0	0	0	0	0	0	0	0
e. Hwy Trust Fund	0	0	0	0	0	0	0	0	0	0	0
f. Equipment Lease	0	0	0	0	0	0	0	0	0	0	0
g. Alternative Financing	0	0	0	0	0	0	0	0	0	0	0
h. Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>8,752</b>	<b>5,523</b>	<b>14,275</b>	<b>7,061</b>	<b>3,810</b>	<b>240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,871</b>	<b>25,386</b>

Cost Elements	Through FY 2001	Budgeted FY 2002	Total	EXPENDITURE SCHEDULE						6 Years Budget	Total Budget
				Year 1 FY 2003	Year 2 FY 2004	Year 3 FY 2005	Year 4 FY 2006	Year 5 FY 2007	Year 6 FY 2008		
a. Design	858	655	1,513	190	0	0	0	0	0	190	1,703
b. Site	0	0	0	0	1,137	0	0	0	0	1,137	1,137
c. Project Management	622	1,281	1,902	405	240	240	0	0	0	885	2,787
d. Construction	7,272	3,587	10,859	6,426	2,233	0	0	0	0	8,659	19,519
e. Equipment	0	0	0	40	200	0	0	0	0	240	240
<b>Total</b>	<b>8,752</b>	<b>5,523</b>	<b>14,275</b>	<b>7,061</b>	<b>3,810</b>	<b>240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,871</b>	<b>25,386</b>

nance, forego major capital investment and push obsolete equipment beyond safety guidelines.

The renovation and modernization of the Martin Luther King Memorial Library is expected to begin in FY 2003. The scope of work for this project focuses on the integrity of the existing structure as well as one that supports today's technology. The scope of work includes the redesign of all building systems, the installation of energy efficient building materials, and the addition of a new floor.

Modernization of the Benning, Tenley and Watha T. Daniel branch libraries is scheduled for completion in FY 2003. The scope of work includes demolition of existing structures, construction of energy efficient structures, and purchase of new furniture. The library will continue the aggressive push to repair roofing structures, replace elevators and escalators and asbestos-abated facilities. Refer to the FY 2003 Capital appendices for details.

## Agency Goals and Performance Measures

**Goal 1: Residents will have newly designed state-of-the-art buildings in four neighborhoods and five more buildings will be in the design and/or construction phase by September 2004.**

*Citywide Strategic Priority Areas:* Building and Sustaining Healthy Neighborhoods; Promoting Economic Development  
*Manager:* Richard Jackson, Assistant Director for Management and Support Services  
*Supervisor:* Mary E. Raphael, Director

**Measure 1.1: Percent of milestones achieved for design, plan, and build of library buildings.**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	100	100	100
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/13/02.

**Goal 2: The Library will provide services in 27 facilities that have convenient hours and inviting, safe environments.**

*Citywide Strategic Priority Areas:* Strengthening Children, Youth, Families and Individuals;

Building and Sustaining Healthy Neighborhoods

*Manager:* Richard Jackson, Assistant Director for Management and Support Services  
*Supervisor:* Mary E. Raphael, Director

**Measure 2.1: Percent of hours each month that all facilities maintain scheduled hours of service**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	97	100	100	100
Actual	N/A	99	-	-	-

**Measure 2.2: Number of facilities with visible improvements to lighting, carpeting, restrooms, etc.**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	5	5	5	5	5
Actual	10	5	-	-	-

**Measure 2.3: Percent improvement on customer survey asking if they are satisfied with the cleanliness and attractiveness of library buildings**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	10	10
Actual	N/A	N/A	-	-	-

Note: New measure added 2/13/02. Baseline survey will be conducted during FY 2002.

**Goal 3: The Library will offer educational and literacy enhancement opportunities to children and adults.**

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals  
*Manager:* Rita Thompson-Joyner, Assistant Director for Lifelong Learning  
*Supervisor:* Mary E. Raphael, Director

**Measure 3.1: Number of children in grades 1 to 8 attending library-sponsored programs.**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	52,000	55,000	58,000
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/13/02, replaces old FY01 measure 3.5, which combined child and adult statistics.

**Measure 3.2: Number of children ages newborn through 5 participating in Language and Reading Readiness programs.**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	28,500	30,500	33,000
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/13/02.

**Goal 4: Adults will have lifelong learning and literacy improvement opportunities in Libraries across the city.**

*Citywide Strategic Priority Areas:* Strengthening Children, Youth, Families and Individuals;  
Promoting Economic Development

*Manager:* Rita Thompson-Joyner, Assistant Director for Lifelong Learning

*Supervisor:* Mary E. Raphael, Director

**Measure 4.1: Number of young adults and adults attending library-sponsored programs.**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	30,000	31,500	33,000
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/13/02, replaces old FY01 measure 3.5, which combined child and adult statistics.

**Measure 4.2: Number of library customers who take the GED practice test**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	400	500	550	600
Actual	333	477	-	-	-

Note: Taking the practice exam in a supervised setting is a predictor of success in earning the GED.

**Measure 4.3: Number of adults participating in literacy programs**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	6,500	7,000	7,000
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/13/02.

**Goal 5: The Library will provide both the technology and the training necessary to ensure that all D.C. residents have free and equitable access to a wide variety of information resources as a means to narrow the digital divide and to move citizens toward full information literacy.**

*Citywide Strategic Priority Areas:* Strengthening Children, Youth, Families and Individuals;  
Making Government Work

*Manager:* Elaine Cline, Assistant Director for Information Literacy

*Supervisor:* Mary E. Raphael, Director

**Measure 5.1: Number of public computers for Internet and electronic resources**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	250	225	225	275
Actual	211	214	-	-	-

Note: FY 2002 & 2003 targets adjusted at request of agency on 1/02, from 300 to 225, because of budgetary issues and the need to upgrade existing equipment.

**Measure 5.2: Number of customers trained in library sponsored information technology classes**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	5,100	5,200	5,400	5,500
Actual	6,093	5,305	-	-	-

Note: Neighborhood Learning Centers (NLC's) provided additional classes in FY 2000.

**Goal 6: Library collections, both print and non-print, will be developed and managed to support the lifelong learning of an ethnically-diverse public.**

*Citywide Strategic Priority Areas:* Strengthening Children, Youth, Families and Individuals;  
Promoting Economic Development

*Manager:* Elaine Cline, Assistant Director for Information Literacy

*Supervisor:* Mary E. Raphael, Director

**Measure 6.1: Number of world language items added to collection**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	800	1,000	1,200	1,400
Actual	2,000	3,793	-	-	-

**Measure 6.2: Number of books circulated annually (number in thousands)**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	1,100	1,100	1,200	1,300
Actual	1,072	1,090	-	-	-

Note: Circulation figures are unavailable for October through December 1999. Therefore, the FY 2000 figure is estimated based on nine months of data. The projection of no growth and even a decline in circulation figures in FY 2001 and FY 2002 reflects a decrease in the materials budget.

**Measure 6.3: Percent of bestsellers that are available to the public within one week of appearing on Washington Post Book World bestseller list**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	90	90	95	95	99
Actual	50	95.1	-	-	-

**Goal 7: Libraries will contribute to building a thriving city by being actively involved in community life and offering programs for cultural understanding and civic engagement.**

*Citywide Strategic Priority Area:* Building and Sustaining Healthy Neighborhoods

*Manager(s):* Mary E. Raphael, Director,

*Supervisor(s):* Public Library Board of Trustees

**Measure 7.1: Number of Business Resource Center @ Your Library satellites opened in neighborhood libraries**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	1	2	1
Actual	N/A	N/A	-	-	-

Note: See footnote for Measure 9.1. New performance measure added 2/13/02.

**Measure 7.2: Number of "Community Information Centers" created in neighborhood libraries**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	7	7	7
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/13/02.

**Goal 8: Staff members throughout the Library system will receive the training and support needed to meet high accountability standards.**

*Citywide Strategic Priority Area:* Making Government Work

*Manager:* Ellen Flaherty, Director, Human Resources Department

*Supervisor:* Mary E. Raphael, Director

**Measure 8.1: Percent of staff attending customer service training.**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	100	N/A
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/13/02.

**Measure 8.2: Percent of staff who attend computer training.**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	40	50	50
Actual	N/A	N/A	-	-	-

Note: New performance measure added 2/13/028

**Goal 9: D.C. residents and visitors will receive a consistently high standard of customer service from the Public Library.**

*Citywide Strategic Priority Area:* Making Government Work

*Manager:* Monica Lofton, Director, Marketing and Communications; Elaine Cline, Assistant Director for Information Literacy; Rita Thompson-Joyner, Assistant Director for Lifelong Learning

*Supervisor:* Mary E. Raphael, Director

**Measure 9.1: Percent of customers satisfied with reference service at the main library (Martin Luther King Jr. Memorial Library)**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	65	65
Actual	N/A	N/A	-	-	-

Note: Customer satisfaction for measures 9.1 & 9.2 is rated using a standardized survey; the Wisconsin Ohio Reference Evaluation Project instrument. Established practice in public libraries is to conduct this reference survey every 3 to 5 years. In 1998, the D.C. Public Library achieved a score of 61.1% for the main library (MLK Jr. Memorial). The top scoring US public library using this survey tool in 1999 achieved a score of 73.8%. The next survey will be conducted in FY 2003.

**Measure 9.2: Percent of customers satisfied with reference service at all neighborhood libraries**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	70	70
Actual	N/A	N/A	-	-	-

Note: See footnote for Measure 9.1. Established practice in public libraries is to conduct this reference survey every 3 to 5 years. In 1998, DCPL achieved a score of 66.38% for all neighborhood libraries. The next survey will be conducted in FY 2003.

**Measure 9.3: "Overall Impression" score on D.C. Government Tester Call Reports**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	4	4	4.5	4.5
Actual	1.5	4.15	-	-	-

Note: FY 2002-04 target is range 4.0-5.0

**Measure 9.4: Percent improvement on Customer Service Satisfaction Survey**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	N/A	N/A	N/A	10	10
Actual	N/A	N/A	-	-	-

Note: New measure added 2/13/02. Baseline survey will be conducted during FY 2002.

# Commission on the Arts and Humanities

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	\$2,236,041	\$2,389,358	6.9

The mission of the District of Columbia Commission on the Arts and Humanities (commission) is to provide support for programs and activities that encourage artistic expression so that District residents and visitors can experience the rich culture of the city.

The commission is the official arts agency of the District. Since 1968, it has developed and promoted local artists, arts organizations and arts activities. In partnership with the community, the commission promotes excellence in the arts and humanities by initiating and supporting programs, activities, policies that inspire, nurture, and reflect the multi-ethnic character and cultural diversity of the District's people it serves.

The commission is organized under the Office of Planning and Economic Development and is governed by a mayoral appointed volunteer advisory board. The commission serves as

the primary public funding source for the arts in the District. The agency plans to fulfill its mission by achieving the following strategic goals:

- Enhance the cultural infrastructure of the District of Columbia by making the arts accessible to all residents and visitors.
- Develop community-building through public and private partnerships in the arts.
- Provide life-long education and interest in the arts and arts education.
- Place public art in geographically challenged areas of the city.
- Support programs that provide training and in-depth exploration of artistic disciplines to students from early childhood through 12th grade.
- Fund arts activities east of the Anacostia River, providing cash prizes for artistic excellence in writing, and supporting the creation of new neighborhood landmarks.
- Offer arts-related organizations general operating support and financial assistance to help meet costs related to regular programming activities and administration.

### Did you know...

The commission provides life-long education and interest in art and arts education to D.C. residents.

The commission serves simultaneously as a state and local arts agency, as the sole source of public funding for the arts in the District of Columbia.

According to a recent study by the Cultural Alliance of Greater Washington, the arts annually generate \$1.4 billion for the District of Columbia's economy.

The arts are the second leading moneymaking industry in the District.

Website

[dcarts.dc.gov](http://dcarts.dc.gov)

## Where the Money Comes From

Table BX0-1 shows the source(s) of funding for the Commission on the Arts and Humanities.

Table BX0-1

### FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	2,023	1,854	1,760	1,757	-4
Federal	407	414	398	475	77
Private	10	0	0	0	0
Other	0	42	40	120	80
Intra-District	38	390	38	38	0
<b>Gross Funds</b>	<b>2,477</b>	<b>2,700</b>	<b>2,236</b>	<b>2,389</b>	<b>153</b>

## How the Money is Allocated

Tables BX0-2 and 3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level) and FTEs by fund type.

Table BX0-2

### FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full-Time	218	197	126	132	6
Regular Pay - Other	178	246	305	306	1
Additional Gross Pay	16	0	1	0	-1
Fringe Benefits - Curr Personnel	67	67	57	65	8
<i>Personal Services</i>	<i>480</i>	<i>510</i>	<i>489</i>	<i>504</i>	<i>14</i>
Supplies and Materials	4	7	4	4	0
Energy, Comm. and Bldg Rentals	149	8	8	9	1
Telephone, Telegraph, Telegram	10	14	8	18	10
Rentals - Land and Structures	1	124	141	118	-24
Janitorial Services	0	0	16	17	1
Security Services	0	0	48	49	1
Other Services and Charges	93	112	56	56	0
Contractual Services - Other	2	2	14	14	0
Subsidies and Transfers	1,730	1,915	1,444	1,594	50
Equipment & Equipment Rental	8	7	8	8	0
<i>Nonpersonal Services</i>	<i>1,997</i>	<i>2,190</i>	<i>1,747</i>	<i>1,886</i>	<i>139</i>
<b>Total Proposed Operating Budget</b>	<b>2,477</b>	<b>2,700</b>	<b>2,236</b>	<b>2,389</b>	<b>153</b>

Table BX0-3

### FY 2003 Full-Time Equivalent Employment Levels

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Local	2	2	2	2	0.00
Federal	7	7	7	7	0.00
<b>Total FTEs</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>0.00</b>

#### Local Funds

The proposed Local budget is \$1,756,718, a decrease of \$3,523, or 0.2 percent, from the FY 2002 approved budget of \$1,760,241. Of this amount, \$151,781 is for personal services and \$1,604,937 is for nonpersonal services. There are two FTEs funded by Local sources, no change from FY 2002.

Significant changes are:

- An increase of \$7,671 in personal services for pay raises approved in FY 2002.
- A decrease of \$11,194 nonpersonal services in fixed costs. The change is primarily attributable to an increase of \$9,631 in telephone and a decrease of \$23,826 in rentals.

#### Federal Funds

The proposed Federal budget is \$475,140, an increase of \$76,840 or 19.3 percent over the FY 2002 approved budget of \$398,300. Of this increase, \$6,740 is for personal services and \$70,100 is for nonpersonal services. There are seven FTEs supported by federal funds, which

are awarded annually from the National Endowment for the Arts.

The significant change is an anticipated increase in federal grant awards for FY 2003.

#### Other Funds

The proposed Other-type budget is \$120,000, an increase of \$80,000, or 200 percent, over the FY 2002 approved budget of \$40,000. The entire increase is in nonpersonal services. There are no FTEs supported by the Other-type funding, no change from FY 2002.

The significant changes are:

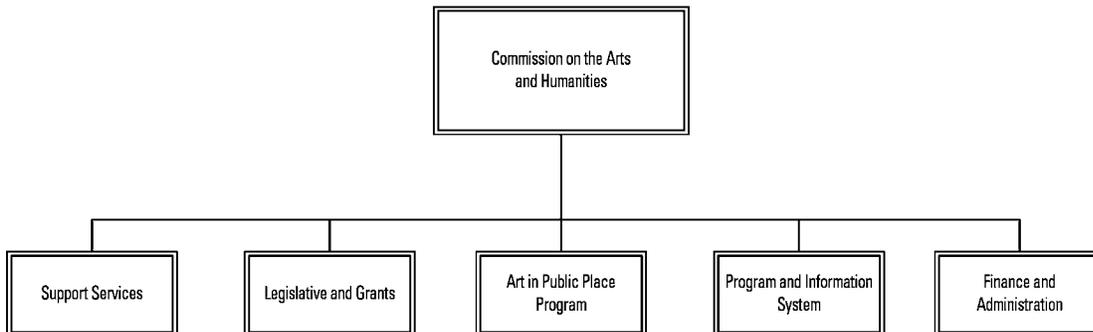
- A decrease of \$20,000 due to a projected decline in estimates based on prior year collection of private fund revenue.
- An increase of \$100,000, which would be derived from the Industrial Revenue Bond (IRB) special account.

#### Intra-District Funds

The proposed Intra-District budget of \$37,500, remains constant with the FY 2002 approved

Figure BX0-1

### Commission on the Arts and Humanities



budget level. This funding is for nonpersonal services. The Intra-District funding is from the Mayor's Office for the annual Mayor's Arts Award Gala, held every December. There are no FTEs supported by the Intra-District funding.

## Programs

The commission provides financial support and conducts programming in three primary areas: arts education, city arts, and grants-in-aid. Grants are awarded to individual artists and to arts and community organizations based on the availability of funding and recommendations by advisory panels. Artistic expressions supported by the commission including crafts, dance, interdisciplinary/performance art, literature, media, multidisciplinary arts, music theatre, and visual arts, help bring the arts to the forefront of public consciousness.

**Arts Education Program** promotes learning through the arts and seeks to make cultural experiences central to education of all ages. It offers funds for programs that provide training and in-depth exploration of artistic disciplines to students from early childhood through 12th grade for both in-school and out-of-school time projects. Past projects have included artist residencies, professional development of teachers, curriculum integration projects, and performances in community facilities.

**City Arts Program** encourages the growth of quality and diverse art activities throughout the city, supports local artists and makes arts experiences accessible to District residents, with a special focus on providing exposure to persons traditionally underserved. This program has funded art activities east of the Anacostia River, cash prizes for artistic excellence in writing for adults and youth, creation of new neighborhood landmarks throughout the city by local residents, and artwork that captures archetypes of Washington, which then become part of movable works lent to other District government agencies.

**Grants-in-Aid Program** offers organizations general operating support to fund individual artists in the District of Columbia. This program offers general support to stabilize and maintain the cultural infrastructure of the District of

Columbia by helping arts organizations and artists meet costs related to ongoing artistic activities.

## Capital Improvements Plan

The Commission on the Arts and Humanities' capital budget was not affected by the District-wide cost-saving initiative. (Refer to the Capital Improvements Plan Appendix E).

The FY 2003 proposed capital budget for this agency is \$1,696,000. This includes additional funding for existing programs. This budget includes three major funding and program categories: Community Initiatives, Downtown Initiatives, and the Mt. Vernon Square project.

The capital improvement program includes the following projects:

- Support for the Arts in Public Places program in various communities in the amount of \$300,000.
- Funding for the East of the River Projects in the amount of \$151,000 for FY 2003.
- Placement of public art in various city neighborhoods, in the amount of \$340,000 for FY 2003.
- Placement of public art commemorating notable citizens in various neighborhoods. This project's funding will total \$270,000 for FY 2003.
- Funding for the Downtown Initiatives in the amount of \$275,000 for FY 2003.
- Funding for the Mt. Vernon Metro station Art in Transit program project, in the amount of \$260,000 for FY 2003.
- An additional \$100,000 authorized for a new capital project that would provide grants for the preservation of the following community theaters: Takoma Theater located at 6833 4th Street, N.W. and the Avalon Theater located at 5612 Connecticut Avenue, N.W. Funding for each theater is in the amount of \$50,000.

Table BX0-4

**Capital Improvements Plan, FY 2001-FY 2008**

(dollars in thousands)

Cost Elements	Through FY 2001	Budgeted FY 2002	Total	FUNDING SCHEDULE						6 Years Budget	Total Budget
				Year 1 FY 2003	Year 2 FY 2004	Year 3 FY 2005	Year 4 FY 2006	Year 5 FY 2007	Year 6 FY 2008		
a. Long Term Financing:	1,627	0	1,627	0	0	0	0	0	0	0	1,627
b. Local Street Fund:	0	0	0	0	0	0	0	0	0	0	0
c. Grants:	0	0	0	0	0	0	0	0	0	0	0
d. Pay Go:	0	0	0	0	0	0	0	0	0	0	0
e. Hwy Trust Fund:	0	0	0	0	0	0	0	0	0	0	0
f. Equipment Lease	0	0	0	0	0	0	0	0	0	0	0
g. Alternative Financing	0	1,245	1,245	1,696	1,442	1,305	1,025	1,250	0	6,718	7,963
h. Other:	0	0	0	0	0	0	0	0	0	0	0
<b>Total:</b>	<b>1,627</b>	<b>1,245</b>	<b>2,872</b>	<b>1,696</b>	<b>1,442</b>	<b>1,305</b>	<b>1,025</b>	<b>1,250</b>	<b>0</b>	<b>6,718</b>	<b>9,590</b>

	Through FY 2001	Budgeted FY 2002	Total	EXPENDITURE SCHEDULE						6 Years Budget	Total Budget
				Year 1 FY 2003	Year 2 FY 2004	Year 3 FY 2005	Year 4 FY 2006	Year 5 FY 2007	Year 6 FY 2008		
a. Design:	1,627	1,245	2,862	1,696	1,442	1,305	1,025	1,250	0	6,718	9,590
b. Site:	0	0	0	0	0	0	0	0	0	0	0
c. Project Management:	0	0	0	0	0	0	0	0	0	0	0
d. Construction:	10	0	10	0	0	0	0	0	0	0	10
e. Equipment:	0	0	0	0	0	0	0	0	0	0	0
<b>Total:</b>	<b>1,627</b>	<b>1,245</b>	<b>2,872</b>	<b>1,696</b>	<b>1,442</b>	<b>1,305</b>	<b>1,025</b>	<b>1,250</b>	<b>0</b>	<b>6,718</b>	<b>9,590</b>

**Agency Goals and Performance Measures**

**Goal 1: Enhance the cultural infrastructure of the District of Columbia by making the arts accessible to all residents and visitors.**

*Citywide Strategic Priority Areas:* Building and Sustaining Healthy Neighborhoods; Promoting Economic Development

*Manager:* Lionell Thomas, Legislative and Grants Officer

*Supervisor:* Alec Simpson, Assistant Director

**Measure 1.1: Number of grant awards to individual artists, arts organizations, and community-based organizations**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	200	300	350	375	400
Actual	250	312	-	-	-

**Measure 1.2: Number of showcases, presentations, and cultural exchange opportunities provided**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	150	200	225	250	275
Actual	175	219	-	-	-

**Goal 2: Develop community-building through public and private partnerships in the arts.**

*Citywide Strategic Priority Areas:* Building and Sustaining Healthy Neighborhoods; Making Government Work

*Manager:* Lionell Thomas, Legislative and Grants Officer

*Supervisor:* Alec Simpson, Assistant Director

**Measure 2.1: Number of major partnerships in the arts**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	5	7	9	11	13
Actual	7	21	-	-	-

**Goal 3: Provide life-long education and interest in the arts and arts education.**

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals

*Manager:* Mary Liniger Hickman, Arts Education Coordinator

*Supervisor:* Alec Simpson, Assistant Director

**Measure 3.1: Percent of D.C. Public School students served through the Arts Education Program**

	Fiscal Year				
	2000	2001	2002	2003	2004
Target	35	40	45	50	55
Actual	37	45	-	-	-

Note: This measure is a simple percentage of attendance divided by the eligible student population. The agency does not account for double-counting resulting from the same students participating in multiple programs.