

Introduction to the FY 2011 Budget and Financial Plan

The District of Columbia government is unique and extremely complex. As one entity, the District government provides services typically delivered elsewhere by states, counties, cities, and special taxing districts.

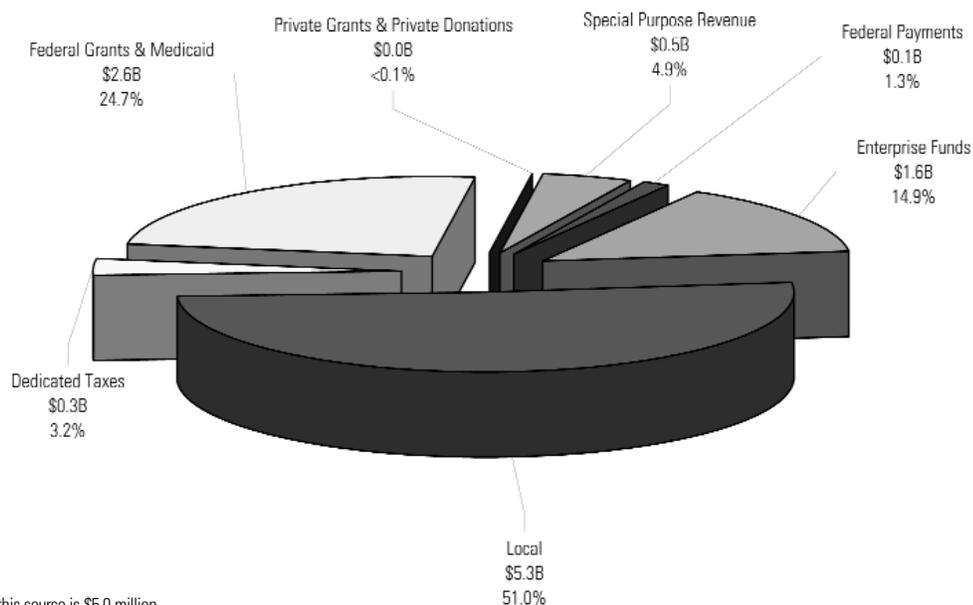
The challenge for the District is to navigate this jurisdictional complexity while facing decreasing revenues and increasing service needs. Totalling \$10.4 billion, the gross budget in the FY 2011 Proposed Budget and Financial Plan is \$290 million, or 2.9 percent, more than the FY 2010 Approved Budget of \$10.2 billion, including Enterprise Fund agencies but excluding intra-District funding. Figure 1-1 shows the major source of gross funds for FY 2011. Figure 1-2 does the same for Local funds revenue. The gross

budget excluding Enterprise Fund agencies is \$8.9 billion.

The budget funds services as diverse as street cleaning, affordable multi-family housing development, voter registration, business inspection, fire fighting, police patrol, running a lottery, managing a vast multimodal transit system, educating children, promoting economic development, encouraging people to move into the District, and protecting at-risk youth.

Figure 1-1

Where the Money Comes From - Sources of Gross Funds for FY 2011 (\$10.4 Billion, not including Intra-District Funds)



* The amount from this source is \$5.0 million.

The District's proposed budget is similar to any other budget in that it identifies resources (revenues) and uses (expenditures) to accomplish specific purposes developed by citywide strategic planning and departmental business planning. In addition to these basic elements, the proposed budget includes a financial forecast for policy priorities of the Mayor and the Council of the District of Columbia and detailed cost information for agency programs and activities.

The District's FY 2011 proposed budget includes a number of agency reorganizations and program shifts. These changes are being made to improve services and accountability and meet strategic business goals. They include the following:

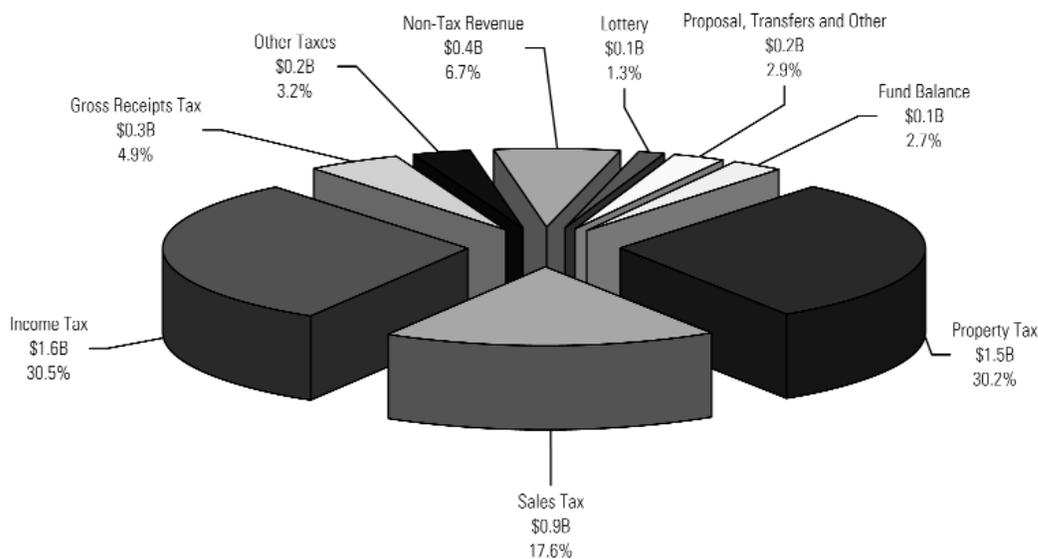
- The District, through the Medicaid and Alliance programs, both of which are administered by the Department of Health Care Finance (DHCF), will continue to provide Health Care coverage to approximately one-third of District residents. DHCF's budget continues to reflect the important relationship between the federal and District governments in financing the Medicaid program. First, DHCF's budget includes \$116,530,822 of projected annual Medicaid funds generated by an enhanced Federal Medical Assistance Percentage

(FMAP), which was originally enacted by the American Recovery and Reinvestment Act of 2009 (ARRA). The District's FMAP is anticipated to be enhanced by approximately nine percentage points for the first three quarters of FY 2011. Additionally, the District will seek maximum benefit from the recently enacted federal health care reform package, including the opportunity to transition seamlessly certain Alliance enrollees to Medicaid. DHCF's proposed general Medicaid budget therefore includes a \$55,581,539 increase in Local funds, which will be matched by \$123,943,102 of Federal Medicaid funds; the increase in Local funds budget has been offset by a reduction of at least \$57,212,010 in the FY 2011 budget for the Alliance program.

- The Department of Mental Health's (DMH) proposed FY 2011 budget includes \$80,770,044 to support Saint Elizabeths Hospital's new, state-of-the-art 292-bed facility. In addition, DMH's budget reflects the prior fiscal year's successful transition of District residents previously receiving services at the Community Service Agency to high-quality community health providers.

Figure 1-2

Where the Money Comes From - Sources of Local Fund Revenue FY 2011 - \$5.3 Billion (Excluding Dedicated Taxes)



- The District's FY 2011 budget reflects the continuing effort of the Child and Family Services Agency (CFSA) to use federal financial resources. CFSA's savings to the Local fund through using federal funds include \$532,680 for Medicaid-eligible screening services provided at a CFSA clinic, \$2,334,708 for services provided in Medicaid-certified psychiatric residential treatment facilities, and approximately \$1.0 million by offering Medicaid-eligible case management services provided by nurses.
- The Department of Real Estate Services (DRES) will reduce its intra-District budget by \$41,967,571, which was previously collected by the agency for janitorial, security and occupancy services. The functions, and budget, will now be transferred to the new "Municipal Facilities: Non-Capital" agency to simplify cost budgeting. The FY 2011 budget introduces a number of DRES policy initiatives to address the FY 2011 budget gap and maintain the quality of service that the agency provides to the District. These initiatives include personnel dedicated to the management of the recently renovated Eastern Market building, the creation of an Energy Management division to identify how District facilities can further reduce energy consumption, and the creation of the fixed cost agency to simplify fixed cost budgeting and management of District facilities into a single cost center.
- The Office of Finance and Resource Management (OFRM) will budget for \$31,061,971 in District-wide telecommunications costs, including landline, wireless and data services for many District agencies. The \$31,061,971 includes \$16,812,457 in Local funds, \$13,978,908 in intra-District funds collected from other agencies, and \$270,606 in Special Purpose Revenue funds. To simplify and improve cost accounting for telecommunications costs, Local funds for telecommunications will be budgeted directly in OFRM. In prior years, about 70 agencies budgeted for telecom costs individually and then transferred funds to OFRM during the fiscal year. Agencies that pay for telecommunications services using Special Purpose Revenues or Federal funds will continue to budget for these costs within the agency budget and transfer funds to OFRM in FY 2011.
- The Department of Employment Services (DOES) budget eliminates a total of 10 filled FTEs and 3 vacant FTEs in Local, Special Purpose, and Federal Funds as part of a realignment resulting from streamlined processes. Total savings to the Local and Special Purpose funds are \$597,000. DOES's Federal budget proposes a \$1,957,000 and 26.3 FTE increase in Federal positions, including the Unemployment Insurance program.
- The Office of the Deputy Mayor for Planning and Economic Development (DMPED) will initiate a net decrease of \$208,000 in Local funds and \$603,142 within their Special Purpose Revenue budget for various functions that include expenditure realignments to meet forecasted revenues, nonpersonal services, contractual services and salary adjustments. The FY 2011 budget introduces a number of DMPED policy initiatives including an amended lease agreement with the Washington Convention and Sports Authority to direct shared revenue to city-wide economic development initiatives; a realignment of expenditures; and to the extent possible, leveraging in-house expertise while decreasing reliance on contractual services.
- Funding is included in the FY 2011 Proposed Budget for 6 new branch libraries opening in the District of Columbia Public Library system.
- The Judicial Nomination Commission and Commission on Judicial Disabilities and Tenure continue to be fully funded by a federal payment, and there is a significant proposed increase in the federal payment to the District of Columbia National Guard.
- The Non-Public Tuition fund sees an FY 2011 increase of more than \$30 million above the FY 2010 approved budget. There are more than 2,800 District special needs students with Individual Education Plans (IEPs) under provisions of the Individuals With Disabilities

Education Act (IDEA) receiving special education services. Additionally, 11.0 employees who operate this function were transferred into the agency from the Office of the State Superintendent of Education.

- In FY 2010, tens of millions of dollars in Federal Grant Funds pursuant to the American Recovery and Reinvestment Act were received in the Office of the State Superintendent of Education. These funds do not recur in FY 2011; consequently, the agency's non-Local funds budget has decreased substantially.
- For FY 2011, the District's Uniform Per Student Funding Formula (UPSFF), which forms the basis for funding the public school system, has had its foundation level increased 2.0 percent, from \$8,770 per student to \$8,945. Appropriations for the UPSFF return to 100 percent Local funding after being partially funded in FY 2010 through State Fiscal Stabilization Funds received from the federal government under provisions of the American Recovery and Reinvestment Act. Please refer to the Agency Budget Chapters volumes, chapters for District of Columbia Public Schools, District of Columbia Public Charter Schools, and Office of the State Superintendent of Education.
- The Fire and Emergency Medical Services Department includes increased budget authority to correct an identified issue in the budgeting of longevity pay that is required by a collective bargaining agreement. Additionally, the payment for fire hydrant maintenance is transferred from the Department of Public Works and increased to reflect the most current fire protection fee rate as of April 2010, and the budget is aligned such that the D.C. Water and Sewer Authority will resume full duties for fire hydrant inspection.
- The Metropolitan Police Department includes additional Special Purpose Revenue for FY 2011 resulting from enhancements to its automated ticketing program.
- The District of Columbia Public Schools implemented the District's PeopleSoft payroll system,

resulting in improved calculation of the agency's staffing levels, reflecting much of the variance in the agency's FTE count.

- The Board of Trustees for the University of the District of Columbia has proposed an FY 2011 increase in Special Purpose Revenue, anticipating expenditure of fund balance and additional revenue from tuition and increased enrollment.
- The Department of Corrections has brought several maintenance functions in-house, while a decrease is projected in Special Purpose Revenue below the FY 2011 approved budget based on current utilization by the United States Marshals Service. Additional decreases are budgeted for anticipated savings in inmate healthcare.
- The District's FY 2011 payment to the Washington Metropolitan Transit Authority (WMATA) has been increased by \$13 million for operating costs; and the Local funds budget for the Department of Public Works increases by \$6 million, primarily for additional staff to support enforcement and inspection services.

Where the Money Comes From

Money for providing District services comes from a variety of sources. The District's general fund consists of Local Tax and Nontax Revenue, Dedicated Taxes, and Special Purpose Revenue funds. Federal Grants, Federal Medicaid, and Federal Payments constitute the District's federal resources. Private resources and Enterprise and Other funds make up the balance of the District's gross funds (Figure 1-1).

Local tax revenue accounts for most of the money supporting services and includes such common sources as income, property, and sales taxes but excludes Dedicated Taxes (Figure 1-2). Detailed revenue information, including FY 2011 to FY 2014 revenue estimates, projection assumptions, and the estimated revenue impact of proposed policy changes are included in the Revenue chapter of this budget book.

Table 1-1

Gross Funds Expenditure Budget, by Appropriation Title (Excludes Intra-District)

(Dollars in Thousands)

	FY 2010 Approved Budget	FY 2011 Proposed Budget	Change from FY 2010	% Change from FY 2010
Governmental Direction and Support	401,877	507,242	105,365	26.2%
Economic Development and Regulation	433,467	405,382	-28,086	-6.5%
Public Safety and Justice	1,283,748	1,220,312	-63,436	-4.9%
Public Education System	1,737,757	1,828,627	90,870	5.2%
Human Support Services	3,357,590	3,400,117	42,527	1.3%
Public Works	635,307	612,678	-22,629	-3.6%
Financing and Other	926,255	911,853	-14,402	-1.6%
Subtotal, General Operating Funds	8,776,001	8,886,210	110,209	1.3%
Enterprise Fund	1,375,264	1,555,093	179,828	13.1%
Total District of Columbia	10,151,265	10,441,303	290,038	2.9%

Note: Details may not sum to totals because of rounding.

Figure 1-3

Where the Money Goes - Gross Funds Expenditure Budget, by Appropriation Title for FY 2011 (Excludes Intra-District Funds) (\$10.4 Billion)

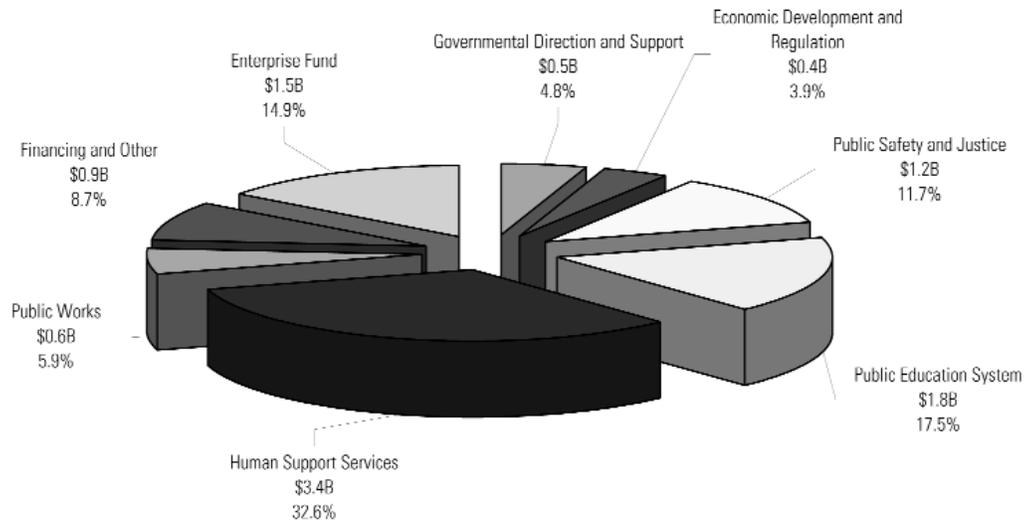


Table 1-2a

Local Funds Expenditure Budget, by Appropriation Title (Excludes Dedicated Taxes and Enterprise and Other Funds)

(Dollars in Thousands)

	FY 2010 Approved Budget	FY 2011 Proposed Budget	Change from FY 2010	% Change from FY 2010
Governmental Direction and Support	311,154	415,024	103,870	33.4%
Economic Development and Regulation	130,431	106,256	-24,175	-18.5%
Public Safety and Justice	931,795	899,384	-32,411	-3.5%
Public Education System	1,359,696	1,514,886	155,190	11.4%
Human Support Services	1,352,452	1,351,416	-1,036	-0.1%
Public Works	400,602	394,872	-5,730	-1.4%
Financing and Other	694,255	641,142	-53,114	-7.7%
Total	5,180,385	5,322,979	142,593	2.8%

Note: Details may not sum to totals because of rounding.

Table 1-2b

Dedicated Taxes Expenditure Budget, by Appropriation Title (Excludes Enterprise and Other Funds)

(Dollars in Thousands)

	FY 2010 Approved Budget	FY 2011 Proposed Budget	Change from FY 2010	% Change from FY 2010
Economic Development and Regulation	34,202	21,177	-13,025	-38.1%
Human Support Services	25,764	53,050	27,286	105.9%
Public Works	13,000	15,000	2,000	15.4%
Financing and Other	210,550	242,634	32,084	15.2%
Total	283,517	331,861	48,344	17.1%

Note: Details may not sum to totals because of rounding.

How the Money is Allocated

To facilitate policy decisions concerning expenditures and to provide summary information for reporting expenditures, the District's budget is developed, presented, and executed along several lines. These include fund types, appropriation titles, agencies, programs, and expense categories. As with revenues, expenditures can be grouped by the source of funds. The total of these funds is referred to as "gross funds." Totalling \$10.4 billion, the expenditure budget in the FY 2011 Proposed Budget and Financial Plan is \$290 million, or 2.9 percent, more than the FY 2010 approved budget of \$10.2 billion, including Enterprise and Other funds but excluding Intra-District funds.

For purposes of appropriating the District's budget, agency budgets are grouped by appropriation title or function, such as public safety or public education.

Table 1-1 shows the FY 2011 proposed gross funds expenditure budget by appropriation title and their change from FY 2010. Figure 1-3 shows the percentage distribution of FY 2011 gross funds expenditure budget by appropriation title. The largest appropriation titles, Public Education System and Human Support Services, represent 50.1 percent of the District's proposed budget – meaning more than one-half of every dollar generated is directed to these two areas.

The FY 2011 proposed Local budget operating margin is \$554,000. As shown in Table 1-2a, the proposed Local funds budget excluding Dedicated Taxes and Enterprise funds for FY 2011 is \$5.3 billion, which is \$143 million, or 2.8 percent, more than the FY 2010 approved budget of \$5.2 billion. The table also displays expenditure budgets by appropriation title and their change from FY 2010.

The proposed Dedicated Tax budget for FY 2011

is \$332 million, which is \$48 million, or 17.1 percent, more than the FY 2010 approved budget of \$284 million. Table 1-2b shows the FY 2011 proposed Dedicated Taxes funds expenditures budget by appropriation title and their change from FY 2011.

Within the appropriation titles are the agencies that operate the programs, activities, and services provided to District citizens and businesses. For example, the Public Works appropriation title includes the Department of Public Works, the Department of Transportation, and the Department of Motor Vehicles. The FY 2011 proposed Local budget includes approximately 100 agencies receiving Local funds in seven appropriation titles. To provide context as to the types of expenses for a particular program, information is presented by expense category (Tables 1-3a, Local funds; and 1-3b, Dedicated Taxes). These same categories are used by all District agencies. Specific agency costs by expense category are included in the agency chapters.

A large expense category is personal services, totaling \$1.9 billion and representing 35.8 percent of the FY 2011 Local funds proposed budget, excluding Dedicated Taxes. This funding will support 25,507 Local full-time equivalent (FTE) positions, an increase of 1,413 FTEs, or 5.9 percent, over FY 2011 (see Table 1-4). Including all fringe benefits, but excluding extra compensation like overtime and shift differential, the average Local FTE for FY 2011 will cost \$71,621.

The District's FY 2011 gross funds proposed budget, including Intra-District funds, includes 33,160 FTEs, an increase of 656 FTEs, or 2.0 percent, over FY 2010. Major gross funds FTE changes by agency and appropriation title are detailed in Table 1-5. One major reason for the increase was the District of Columbia Public Schools implementation of the District's PeopleSoft payroll system, resulting in improved calculation of the agency's staffing levels, resulting in an increase of 898 full-time equivalents (FTEs).

Organization of the FY 2011 Budget and Financial Plan

The FY 2011 Budget and Financial Plan is composed of the following volumes:

- **Volume 1** - Executive Summary.

- **Volume 2 and 3** - Agency Budget Chapters: these provide all summary information regarding the District's proposed budget.
- **Volumes 4 and 5** - Operating Appendices: these provide detailed information about operating funds by agency (available on-line).
- **Volume 6** - FY 2011-FY 2016 Capital Appendices: this provides detailed information about capital projects and spending by agency.
- **Volume 7** - FY 2011 - FY 2016 Highway Trust Fund.

Additional details about the organization of the District's FY 2011 budget and financial plan may be found in the How to Read the Budget and Financial Plan chapter.

The FY 2011 Budget Calendar

The FY 2011 Budget and Financial Plan is the culmination of a year-long process. Some of the critical steps in the budget formulation process and their general schedule are described in Table 1-6.

The District's Budget Process: A Brief Overview

The District of Columbia Home Rule Act (Public Law 93-198; 87 Stat. 777) [D.C. Official Code 1-201.01 et. seq.], approved December 24, 1973, prescribes a procedure for the approval of the annual budget for the District of Columbia Government. Under section 424(a)(5) [D.C. Official Code 1-204.24(a)(5)], the Chief Financial Officer for the District of Columbia prepares and submits to the Mayor and the Council annual estimates of all revenues of the District of Columbia (without regard to the source of such as revenues), including proposed revenues. These revenue estimates are binding on the Mayor and the Council for purposes of the annual budget to be submitted to Congress, except that the Mayor and the Council may base the budget on estimates of revenues that are lower than those prepared by the Chief Financial Officer. Under section 442(a) [D.C. Official Code 1-204.42(a)], the Mayor prepares and submits a proposed annual budget to the Council. In preparing the annual budget, the Mayor may use a budget prepared by the Chief Financial Officer for this purpose under section 424(a)(2) [D.C. Official Code 1-204.24(a)(2)].

The Mayor may also prepare and submit supplemental or deficiency budget recommendations to the

Council from time to time, pursuant to section 424(c). A statement of justifications must be included.

Under section 603(c) [D.C. Official Code 1-206.03(c)], the Mayor is required to submit a balanced budget and identify any tax increases that shall be required. The Council is required to adopt such tax increases to the extent the budget is approved. The annual budget submitted shall include, among other items, a multiyear plan for all agencies of the District government (as required under section 443 [D.C. Official Code 1-204.43]) and multiyear capital improvements plan for all agencies of the District government (as required under section 444 [D.C. Official Code 1-204.44]).

Under section 446 [D.C. Official Code 1-204.46], the Council must hold a public hearing on the budget submission and, within 56 calendar days after receipt of the budget proposal from the Mayor, adopt a budget by act. The act is styled as the Budget Request Act (of the year of adoption) and requires only one reading. If the Mayor approves the budget act, he or she submits the act to the President for transmission to Congress.

However, unlike other acts submitted to the Mayor for signature, the Mayor may exercise a line-item veto under section 404(f) [D.C. Official Code 1-204.04]. If the Mayor disapproves an item or provision, he or she must attach to the act a statement of the item or provision which is disapproved and, within the 10-day period for approval or disapproval, return a copy of the act and statement with his or her objections to the Council.

The Council has 30 calendar days to reenact a disapproved item or provision by a two-thirds vote of the members of the Council present and voting. If an item or provision is reenacted, the chairman submits it to the President for transmission to Congress. If the Mayor fails to return a disapproved item or provision to the Council in a timely manner, he or she shall be deemed to have approved the item or provision and the chairman will submit it to the President for transmission to Congress.

Unlike other legislation, the Budget Request Act does not become effective after a period of congressional review; it never becomes District of Columbia local law. Instead, the President transmits the Budget Request Act to the House and Senate. Ultimately, Congress appropriates all funds for the District by an act. This act may, but is not required to, include some or all of the provisions of the Budget Request Act as transmitted by the District.

Table 1-3a

Local Funds Proposed Expenditure Budget, by Category (Excludes Dedicated Taxes and Enterprise and Other Funds)

(Dollars in Thousands)

	FY 2010 Approved Budget	FY 2011 Proposed Budget	Change from FY 2010	% Change from FY 2010
Regular Pay - Cont Full Time	1,357,926	1,414,352	56,426	4.2%
Regular Pay - Other	146,475	148,868	2,393	1.6%
Additional Gross Pay	46,441	43,430	-3,012	-6.5%
Fringe Benefits - Curr Personnel	226,164	263,611	37,447	16.6%
Overtime Pay	37,747	36,702	-1,044	-2.8%
Subtotal, PERSONAL SERVICES	1,814,753	1,906,963	92,210	5.1%
Supplies and Materials	42,335	41,560	-775	-1.8%
Energy, Comm. and Bldg Rentals	83,801	83,983	182	0.2%
Telephone, Telegraph, Telegram, Etc.	28,780	27,858	-923	-3.2%
Rentals - Land and Structures	88,380	103,643	15,263	17.3%
Janitorial Services	6,088	388	-5,700	-93.6%
Security Services	19,747	9,012	-10,735	-54.4%
Occupancy Fixed Costs	12,470	2,534	-9,936	-79.7%
Other Services and Charges	140,922	138,063	-2,858	-2.0%
Contractual Services - Other	281,538	249,922	-31,616	-11.2%
Subsidies and Transfers	2,061,169	2,221,448	160,279	7.8%
Equipment and Equipment Rental	25,553	20,238	-5,315	-20.8%
Debt Service	574,850	517,366	-57,483	-10.0%
Subtotal, NONPERSONAL SERVICES	3,365,632	3,416,016	50,383	1.5%
Total	5,180,385	5,322,979	142,593	2.8%

Note: Details may not sum to totals because of rounding.

Table 1-3b

Dedicated Taxes Proposed Expenditure Budget, by Category**(Excludes Enterprise and Other Funds)**

(Dollars in Thousands)

	FY 2010 Approved Budget	FY 2011 Proposed Budget	Change from FY 2010	% Change from FY 2010
Regular Pay - Cont Full Time	165	352	187	113.0%
Regular Pay - Other	104	264	160	152.8%
Fringe Benefits - Curr Personnel	43	111	68	158.7%
Subtotal, PERSONAL SERVICES	313	727	414	132.6%
Supplies and Materials	5	5	0	0.0%
Other Services and Charges	5,000	9	-4,991	-99.8%
Contractual Services - Other	2,093	1,741	-352	-16.8%
Subsidies and Transfers	266,445	317,005	50,560	19.0%
Debt Service	9,661	12,374	2,713	28.1%
Subtotal, NONPERSONAL SERVICES	283,204	331,134	47,930	16.9%
Total	283,517	331,861	48,344	17.1%

Note: Details may not sum to totals because of rounding

Table 1-4

Local Funds Proposed FTEs, by Appropriation Title**(Includes Dedicated Taxes and excludes Enterprise and Other Funds)**

	FY 2010 Approved Budget	FY 2011 Proposed Budget	Change from FY 2010	% Change from FY 2010
Governmental Direction and Support	2,229	2,420	191	8.6%
Economic Development and Regulation	305	302	-2	-0.7%
Public Safety and Justice	8,544	8,457	-87	-1.0%
Public Education System	7,627	9,214	1,587	20.8%
Human Support Services	3,776	3,595	-180	-4.8%
Public Works	1,613	1,518	-95	-5.9%
Subtotal, General Operating Local Fund	24,093	25,507	1,413	5.9%
Economic Development and Regulation	4	4	0	0.0%
Human Support Services	0	5	5	N/A
Subtotal, General Operating Dedicated Taxes	4	9	5	125.0%
Total, General Operating Local and Dedicated Tax Funds	24,097	25,516	1,418	5.9%

Note: Details may not sum to totals because of rounding.

Table 1-5

Major Gross Funds FTE Changes (Includes Enterprise and Intra-District Funds)

Agency Name	FY 2010	FY 2011	Increase (Decrease)	Explanation of Major FTE Changes
	Approved FTEs	Proposed FTEs		
D. C. Department of Human Resources	128	110	(18)	Policy Decision, elimination of vacant and capital city fellows positions
Office of Contracting and Procurement	118	104	(14)	Policy Decision, elimination of vacant positions
Office of the Chief Technology Officer	310	330	20	Policy Decision
Department of Real Estate Services	289	75	(215)	Fixed costs and FTEs transferred to new fixed cost agency
Municipal Facilities: Non-Capital	0	235	235	New Agency
Office of the Attorney General for the District of Columbia	768	742	(26)	Eliminate vacant positions
Office of the Chief Financial Officer	929	905	(24)	Elimination of vacant and filled positions and the addition of an FTE related to the implementation of the Vacant Property Disincentivization Act of 2010
Other Agencies	698	671	(28)	Net Changes
Governmental Direction and Support	3,240	3,172	(68)	
Department of Employment Services	592	614	22	Provide additional funding and FTEs for federal programs including Unemployment Insurance
Department of Consumer and Regulatory Affairs	302	267	(35)	Transfer of some positions to Capital, elimination of filled and vacant positions, and the addition of an FTE related to the implementation of the Vacant Property Disincentivization Act of 2010
Other Agencies	632	639	7	Net Changes
Economic Development and Regulation	1,526	1,520	(6)	
Fire and Emergency Medical Services Department	2,247	2,207	(40)	Fire Hydrant inspection to DCWASA; Integrate Haz-Mat Unit
Office of Unified Communications	365	345	(20)	Elimination of vacant FTEs and administrative and non-emergency FTEs
Other Agencies	6,131	6,128	(3)	Net Changes
Public Safety and Justice	8,743	8,680	(63)	
District of Columbia Public Schools	6,909	7,807	898	The District of Columbia Public Schools implemented the District's PeopleSoft payroll system, resulting in improved calculation of the agency's staffing levels. There was also a redirection and reduction of several FTEs resulting in a net increase of 898 full-time equivalents (FTEs)
Office of the State Superintendent of Education	339	320	(19)	FTEs transferred to Non-Public Tuition
District of Columbia Public Library	472	447	(26)	Eliminate vacant positions and elimination of other positions for improved efficiencies
Office of Public Education Facilities Modernization	269	252	(17)	Net Changes due to increase in FTEs for new program Healthy Schools Act and decrease in FTEs due to eliminating vacancies and realigning financial and management functions

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Table 1-5
Major Gross Funds FTE Changes
(Continued)

Agency Name	FY 2010 Approved FTEs	FY 2011 Proposed FTEs	Increase (Decrease)	Explanation of Major FTE Changes
Non-Public Tuition	0	11	11	FTEs transferred from OSSE
Special Education Transportation	1,570	1,667	97	Per Request of Transportation Administrator; this agency is under Federal Court Administration
Other Agencies	30	31	1	Net Changes
Public Education System	9,590	10,534	944	
Department of Human Services	885	859	(26)	Due to elimination of vacant positions, including unfunded vacant positions.
Child and Family Services Agency	892	840	(52)	Due to realignment and to transitioning Title IV-E administrative claiming based on historical allocations
Department of Mental Health	1,324	1,275	(49)	Due primarily to realignment of direct care positions at Saint Elizabeths Hospital
Department of Health	836	784	(52)	Primarily due to elimination of federal grant funded positions, transfer out of 10.8 FTEs to OSSE, and elimination of 6 unfunded positions.
D. C. Office on Aging	28	40	12	Due to \$1m and 10 FTEs Intra-District with Department of Health Care Finance
Department of Youth Rehabilitation Services	603	580	(23)	Primarily due to the elimination of non-direct service vacant positions and realignment of personnel.
Department of Health Care Finance	155	173	18	Due primarily to initiatives funded by federal grants
Other Agencies	1,034	1,033	(1)	Net Changes
Human Support Services	5,756	5,583	(173)	
Department of Public Works	1,491	1,443	(48)	Reorganize/shift fiscal staff; efficiency improvements allowing for reduction in FTEs
Department of Motor Vehicles	252	238	(14)	Eliminate 4 motor vehicle inspectors and vacant positions
Other Agencies	659	662	3	Net Changes
Public Works	2,401	2,343	(58)	
Financing and Other	0	0	0	
Total General Operating Funds	31,257	31,832	575	
University of the District of Columbia	1,104	1,203	99	To implement the full administration of the Community College
Housing Production Trust Fund	18	0	(18)	Employees transferred to Department of Housing and Community Development
Other Agencies	125	125	0	Net Changes
Enterprise Fund	1,247	1,328	81	
Subtotal, without DCPS	25,594	25,353	(242)	
Grand Total, District Government	32,504	33,160	656	

Table 1-6

How and When the FY 2011 Budget was Prepared

Budget Guidance

August 2009 – September 2009

The FY 2011 budget process began with the Office of the City Administrator (OCA) and the Office of Budget and Planning (OBP) establishing guidelines on how agencies should prepare their budget submissions. These guidelines were conveyed to all District stakeholders at the annual Budget Kickoff held on October 2, 2009.

Agency Budget Request Development

October 2009 – February 2010

Taking into consideration the Executive Office of the Mayor's citywide strategic plan, and following the budget guidance from the OCA and OBP, agencies began formulating their FY 2011 budget requests.

Budget Analysis

November 2009 – January 2010

OBP reviewed agency budgets during the various development stages for adherence to established guidelines, identified opportunities for efficiencies, and incorporated revised economic data into the formulation process.

Budget Presentation

January 2010 – April 2010

OBP provided the OCA with a thorough and sound analysis of the budget as it was developed and collaborated during the Budget Review Team meetings where policy priorities were determined, and the Mayor's FY 2011 Proposed Budget was finalized for submission to the Council on April 1, 2010.

Council Public Hearings (Consensus Process)

April 2010 - May 2010

Council Committees held budget hearings to hear testimony on agencies' FY 2011 proposed budgets. Council began revising and marking up the Mayor's Proposed Budget.

Budget Request Act and Budget Support Act

May 2010 - June 2010

The Council approved the FY 2011 Budget Request Act of 2010 and the FY 2011 Budget Support Act of 2010. Upon the Mayor's signature, the FY 2011 Proposed Budget and Financial Plan is submitted to Congress.

