



COUNCIL OF THE DISTRICT OF COLUMBIA  
THE JOHN A. WILSON BUILDING  
1350 PENNSYLVANIA AVENUE, NW  
WASHINGTON, DC 20004

VINCENT C. GRAY  
CHAIRMAN

November 14, 2007

Honorable Adrian M. Fenty  
Mayor of the District of Columbia  
1350 Pennsylvania Avenue, NW, Suite 327  
Washington, DC 20004

Dear Mayor Fenty:

As a follow-up to yesterday's hearing on Bill 17-443, the "Contingency Cash Reserve Transparency Amendment Act of 2007" and Bill 17-445, the "Fiscal Year 2008 Supplemental Appropriations Act of 2007" please provide answers to the following questions by close-of-business Monday, November 19, 2007.

For the \$96,158,000 you requested in supplemental allocations for the public school system please provide the following information for each allocation:

- a. A detailed descriptive narrative;
- b. A dollar-by-dollar accounting of the funds, with as much detail as you have available;
- c. Any formulas and assumptions used to derive the allocations requested; and
- d. For those that are supported from one-time revenue, an explanation of why the allocation is a one-time expense.

**Fiscal Year 2007 Revised Revenue Surplus**

1. OFM - \$12,000,000 for required repayment of the Contingency Reserve Fund
2. DCPS - \$31,600,000 for underutilized DCPS infrastructure
3. DCPS - \$7,500,000 for one-time purchase of instructional materials and equipment
4. DCPS - \$3,200,000 to finance grade realignment of elementary and middle schools
5. DCPS - \$1,249,000 unspecified
6. WI Fund - \$6,000,000 for retroactive pay for negotiated DCPS pay increases (In your answer, be sure to break this down by categories of employees and number of FTEs.)
7. OCTO - \$1,700,000 for CAPPs Maintenance
8. DME - \$3,000,000 for the Integrated Services Fund



**Fiscal Year 2008 Revised Revenue Surplus**

- 9. WI Fund – \$16,082,000 for negotiated DCPS pay increases (In your answer, be sure to break this down by categories of employees and number of FTEs.)
- 10. OAG - \$3,211,000 for DCPS legal costs

**Fiscal Year 2008 Revised Revenue Surplus**

- 11. WI Fund - \$7,016,000 for DCPS terminal pay (In your answer, be sure to break this down by categories of employees and number of FTEs.)
- X 12. DCPS - \$3,600,000 for school consolidations

**Other Follow-Up Questions**

13. Was the \$12 million spent that you borrowed from the Contingency Reserve Fund for school modernization? (If spent, please provide detail on what projects constituted the \$12 million borrowed in response question 1.)

If not... (a) Why not?

(b) Has the money been repaid to the Contingency Reserve Fund?

14. Please provide the total number of vacancies within DCPS. Please break this down by categories of employees

15. What is the timetable for DCPS to switch from CAPPs to Peoplesoft?

16. There seems to be a difference between your November 13, 2007 letter on the supplemental budget and the testimony of City Administrator Dan Tangherlini, regarding whether the \$22,082,000 in Workforce Investment funding is for pay raises that already have been approved, or for pay increase that are yet to be negotiated. Have these pay raises already been approved? If so...

a. Who approved the pay increases?

b. When were the increases approved?

c. Were these pay increases submitted to the Council?

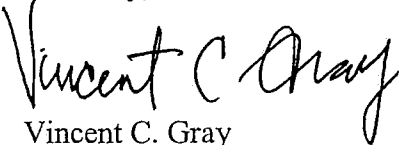
d. If these pay increases were approved prior to the Mayor’s transmittal of the FY2008 proposed budget, then why weren’t these pay increases included in the Mayor’s FY2008 proposed budget?

If these pay increases are for different categories/bargaining units of employees, then please break down your response by category.

17. Please confirm that the Office of the Attorney General believes that D.C. Public Charter Schools are not entitled to additional funds under this proposed supplemental budget, either because the additional funds are not for uses included in the Charter School formula or because the “notwithstanding the uniform per pupil student funding formula” clause exempts the Mayor from the requirements of D.C. Law 12-207, the “Public Schools and Public Charter Schools Act of 1998”. Please provide the legal basis for this interpretation. We understand that a legal sufficiency certification has been provided for the entirety of Bill 17-446. However, we are seeking an interpretation specifically on this matter.

- 3
18. Last fiscal year, the D.C. Healthcare Alliance had spending pressures totaling \$39 million. If the proposed supplemental budget is approved in full, the operating cash reserve will have a balance of only \$39.4 million. Do you foresee any spending pressure for the D.C. Healthcare Alliance in Fiscal Year 2008, and if so, for how much, and how will the spending pressures be funded?
  19. In an August 20, 2007, you responded to my questions on the D.C. Healthcare Alliance, by stating that two audits were being conducted. One audit was being conducted by Bert Smith and the other by the D.C. Office of the Inspector General. You also stated that results from the Bert Smith audit were expected in "early Fall". What is the status of these audits?
  20. Please provide the 3-year DDOT spending plan for street, alley, and sidewalk paving. Please provide the information by ward.
  21. Please provide a monthly FY08 spending plan, with as much detail as possible (i.e. types of training programs supported, number of youth served), for the \$14,000,000 for the Department of Employment Services for youth and transitional employment programs. Since this is obviously a recurring spending need being funded out of one-time revenue, does the Executive plan to fund this in the proposed FY09 budget and financial plan, and if so, how?
  22. Are the funds for the Department of Small and Local Business Development intended to support organizational or capital improvements (signs, facades, etc) of the two Main Street programs indicated? How much are they otherwise receiving from District government this fiscal year?
  23. Who is the recipient for the Pierce Mill grant? Are we matching federal funds and, if so, what agency? What is the total cost of the renovation?
  24. How will the additional \$481,000 for the Blue Bus be used? Is this to expand service and, if so, what are future year costs?
  25. Will DDOT be able to fully fund the proposed Brookland Streetscape project, and if so, what are the proposed street boundaries of the project? Are more funds needed for construction to complete the original scope of the project, and if so, how much?
  26. Has the Department of Parks and Recreation identified funding to meet its \$3 million commitment to the Savoy recreation program?

Sincerely,



Vincent C. Gray

cc: Councilmembers of the District of Columbia  
Dr. Natwar Gandhi, Chief Financial Officer

November 19, 2007

The Hon. Vincent C. Gray  
Chairman, Council of the District of Columbia  
1350 Pennsylvania Avenue, NW, Suite 504  
Washington, DC 20004

Dear Chairman Gray:

Thank you for the opportunity to respond to issues raised during the Council's November 13, 2007, hearing on the Fiscal Year 2008 Supplemental Appropriations Act of 2007.

Before addressing your questions, I would like to state why passage of this legislation is needed on an emergency basis. It is true that funds from the expected FY 2007 surplus cannot be made available for expenditure prior to publication of the Comprehensive Annual Financial Report on February 1. Nonetheless, for the agencies involved—especially the District of Columbia Public Schools—the possibility that additional funds will be forthcoming is at the heart of whether current resources are sufficient or whether major spending changes should be put in place now. If supplemental funds will not be made available, then DCPS must immediately make preparations to dramatically reduce expenditures during the current year. These reductions would likely include adjustments to staffing levels at local schools during the current school year, RIFs reducing staffing levels across the board, and reduction of planned purchases. Rather than embark on such a disruptive course of action, the Administration's strong preference is to use supplemental funding to lay the foundation for long term improvements by aligning the system's infrastructure with the current size of the student population. To that end, I continue to urge your support for the Fiscal Year 2008 Supplemental Appropriations Act of 2007.

Please find, attached, answers to the questions raised in your letter.

Sincerely,

Adrian M. Fenty  
Mayor

cc: All Councilmembers

Responses to Chairman Gray's Questions

1. First, it should be stated that no provision of the Fiscal Year 2008 Supplemental Appropriations Act of 2007 proposes to repay the Contingency Cash Reserve. When the \$12 million allocation was made last summer, it was envisioned that the Contingency Cash Reserve would be repaid automatically from any FY 2007 revenues collected in excess of certified CFO estimates, pursuant to requirements to repay the Contingency Cash Reserve in § 1-204.50a(b)(6)(A). For more information, please refer to the response to your question #13 below.

2. The \$31,600,000 reflects the true cost of running a district with a capacity in terms of facilities and staff that far exceeds enrollment. Alvarez and Marsal's study of DCPS' finances revealed how deep the longstanding fiscal dysfunction at DCPS runs. Prior to the study, there was no understanding of the structural imbalances that existed at DCPS and the juggling that went on year after year to balance the budget. A&M went line by line to reconstruct a DCPS baseline FY2008 budget that funds every recurring cost associated with running the school system. The Mayor and Chancellor are committed to rightsizing the DCPS as soon as possible. Rather than force DCPS to absorb the \$31.6M, which would invariably result in cuts to local schools, the FY2008 Supplemental Appropriations Act of 2007 provides DCPS a one-year reprieve. During the year, DCPS will prepare to scale back its facilities inventory, implement personnel reforms, reward high-performing employees, and retain a teaching faculty that matches the needs of students. Future budgets will account for the entire operations of DCPS.

Component	Description	\$M
<b>Facilities rightsizing</b>	<p>FY08 operating costs for schools to be consolidated. Costs include utilities, support staff (principal, custodian, clerical, business managers, etc.), operational maintenance and security.</p> <p>Providing this offset enables DCPS to invest in teacher quality, instructional programs and accountability systems during FY08. DCPS would otherwise be handicapped by the oversized infrastructure and any reform initiatives would be delayed by one year.</p>	\$23.7M
<b>Central office inefficiencies</b>	<p>Anticipated costs savings to be realized upon successful completion of reorganizing central business operations.</p> <p>Contracts and Procurement - \$1.0M  Human Resources - \$0.9M  Other (food services, communications, compliance) - \$3.0M</p>	\$5.0M
<b>Surplus instructional staff</b>	<p>Excess instructional staff; includes teachers, aides, and assistant principals. Covers cost of retaining instructional staff for enrollment of 52,000 rather than 49,000 instead of executing mid-year terminations, DCPS will right-size its faculty during summer attrition and staff only to the anticipated enrollment for SY08-09.</p>	\$2.9M
	<b>Total Under Utilized Infrastructure</b>	<b>\$31.6M</b>

3. The Chancellor is committed to expanding the academic and curricular offerings across DCPS. To this end, the baseline FY2008 budget was reconfigured to include resources to support recurring expansions in art, music, foreign languages, the sciences and vocational education. Capacity was created to support additional teachers in 2008 and beyond, however, an infusion of supplies and materials is essential to kick start the programs. Working with academicians, DCPS determined the scope of supplies and materials that are needed to establish the baseline of a quality program. Future refreshes of these items will be included in the baseline budget. The chart below reflects planned purchases in each area.

Program	Amount	Description
Music	\$2.0M	Percussion instruments (\$600/school); set of band and orchestra instruments (\$25K/School); instruments to support vocal, band/orchestra programs (\$160K for a basic program)
Foreign Language	\$1.2M	Teaching materials, STAMP proficiency exam
Science	\$2.0M	Materials to supply laboratories, science fairs
Library Services	\$1.1M	New books, general supplies and training
Bilingual Ed	\$.3M	Supplies/materials for school's target language
Phelps/Vocational Ed	\$.5M	Cost to bring in principal and staff early for pre-school year planning related to the vocational education program.
Schools to Career	\$.4M	Career development materials and assessment tools
<b>Total</b>	<b>\$7.5M</b>	

4. This request supports the completion of the grade realignment that began last year when all 9<sup>th</sup> grades were moved in senior high schools. Starting in the 2008-2009 school year, the 6<sup>th</sup> grade will be moved from elementary schools to newly created middle schools (grades 6-8), with the exception of a limited number of K-8 schools. The requested \$3,200,000 is not recurring as this conversion is the final phase of the system-wide realignment to the grade level vertical articulation patterns in DCPS.

The \$3,200,000 request is based on DCPS' recent experience with transitioning the 9<sup>th</sup> grade from junior high schools to senior high schools. The budget is based on a comprehensive moving cost of \$20,000 per classroom. The cost components specifically cover moving costs and maintenance, repair and furnishing of classrooms that will be receiving new students, including students with space needs different than what the receiving school is current equipped to handle, and outreach to parents (mailers, letters and multiple parent forums).

5. The \$1,249,000 requested from the FY2007 Revised Revenue Surplus is comprised of \$500,000 for extra-duty pay and \$694,000 to assist in the establishment of DCPS' parent resources centers.

Teachers and other school-based staff receive extra duty pay for performing duties beyond the normal school day, such as coaching an athletic or chess team or running a drama club. Typically, schools absorb these costs within their operating budgets. In FY08, however, the deep budget cleansing exercise revealed that schools would not be able to fund these programs. Instead of canceling or scaling back these programs that clearly benefit students, we are requesting these funds as part of the FY2008 Supplemental Appropriations Act of 2008. The FY2009 budget for DCPS will be carefully constructed to anticipate this spending requirement.

Connecting with parents is essential to the Chancellor's reform vision. Parents need to have easy access to DCPS and given the tools to be active participants in the education of their children. The parent service centers are an excellent community based tool to help meet those needs, and the request of \$694,000 fills a previously unmet need in getting the centers operational. The funds would pay for computer systems and furniture to outfit the three centers across the city. These needs are not ongoing and will not recur in FY2009.

6. The \$6,000,000 request for the Workforce Investment Fund is to cover retroactive payments for members of AFSCME Local 2921 for a contract covering January 1, 2004 – September 30, 2007 and approved by the Board of Education on September 27, 2006. (Copies of the Board and Council resolutions approving this agreement is found in Appendix A.) Local 2921 is the bargaining unit covering clerks, administrative assistants and educational aides. Future pay increases will be included in baseline budgets. The newly revised FY2008 budget accounts for the increased salaries; however, it wasn't until A&M's investigation of the DCPS budget that the failure to make these payments came to light.

7. CAPPs is the antiquated personnel system that was implemented in 1999 and is used by DCPS today. Although DCPS attempted in 2002 to convert to PeopleSoft, that effort resulted in complete failure. The Mayor and Chancellor have now entrusted the conversion to PeopleSoft system to the District's Chief Technology Officer, putting the care of a core data system in the hands of IT professionals. Getting this transition right is critical and it will take time. Additionally, it would be irresponsible to invest in a new data system only to populate it with the bad data that plagues CAPPs. A major part of the PeopleSoft conversion involves cleansing the data. The first step involved scanning over 4 million pages of previously unfiled personnel records into electronic files. In the interim, however, the current personnel system must be maintained at a cost of \$1.7M annually.

8. The implementation of the Interagency Collaboration and Services Integration Commission (ICSIC) program as outlined in Title V of the Public Education Reform Amendment Act of 2007 requires rapid development of two areas. The legislation identified the Integrated Services Fund as the funding mechanism for the ICSIC. However, because this fund is also the source for other multidisciplinary projects, the Administration believes that additional revenue should be deposited into the account to adequately address the requirements of Title V. The first imperative of the ICSIC is to develop a pilot school-based program involving school-based clinicians, clinician training, a services integration database, and program evaluation. At the same time that ICSIC implements this pilot program, we must address the need to implement additional evidence based practices in our schools and communities that address critical issues facing our children, youth, and families.

The ICSIC staff has charted out an aggressive timeline to meet the goals of the legislation. Presently, Deputy Mayor Reinoso and Chancellor Rhee are reviewing the pilot program implementation plan. As soon as key stakeholders and the ICSIC sign off on the implementation plan, we will move forward expeditiously with assigning school based clinicians to select pilot schools (see Appendix B). Similarly, ICSIC is in the process of identifying potential evidence based practices for implementation. Upon approval of this \$3M in funds, ICSIC will be in a position to work with the EBP's parent organizations and issue competitive RFPs, as needed. Within each subject area, the proposed dollar amount will cover both the costs of the program and the internal requirements of monitoring the implementation of the program with fidelity to the model. Without this monitoring and evaluation, the evidence based practices may not produce the kinds of results that have previously been proven with the model.

The Partnership for Results is a New York based interagency program consulting with the District as we ramp up ICSIC. The costs outlined below are estimates based on the experience of the Partnership for Results in implementing many of the same programs. As we learn more about the pilot's implementation in the District of Columbia, we will learn more about the breakdown of the costs in each area. However, the following estimates are based on the best of our knowledge at this time:

Pilot Program - \$1,475,000

Clinicians	
10 clinicians x \$100,000 (salary and fringe)	\$1,000,000
Clinician Training	\$26,000
Child Center Play Therapy	
Cognitive Behavior Therapy	
Partnership for Results Training	
Design and Implementation	\$200,000
Pilot Program Design	
Pilot Program Implementation	

Evaluation of Pilot	\$150,000
Database (CHARI)	\$74,000
IT Development	
Technical Assistance	
Supplies	\$15,000
Child Center Play Therapy	
Cognitive Behavior Therapy	
Other	
Assessment Tool	\$10,000
<u>Evidence Based Practices- \$1,525,000</u>	
Social Emotional Learning	\$200,000
Family Resiliency and Strengthening Assistance	\$225,000
Violence Prevention	\$200,000
Early Childhood Programs	\$500,000
Substance Abuse Prevention	\$150,000
Academic Performance and Achievement	\$250,000

9. The \$16,082,000 represents the estimated cost of pay increases due to a cost of living adjustment for nonunion employees and yet-to-be-negotiated FY 2008 agreements with multiple collective bargaining units. (Appendix C provides in-depth information on each CBU.) The chart below provides a breakout of headcount by bargaining group. As you and other Councilmembers pointed out during the hearing, it would be unwise to tip the District's hand prior to the completion of labor negotiations.

DCPS expects to negotiate with five collective bargaining units this year. Going forward, all future pay increases will be imbedded in the baseline budget request. Given the depth of fiscal dysfunction that was uncovered at DCPS, the revised FY08 budget for DCPS simply could not accommodate these increases without affecting drastic cuts in other programs and service areas. The Administration is able to provide more information on the specifics of each contract and collective bargaining unit in a confidential setting.

10. Consistent with all executive agencies, the supplemental budget supports the first year of funding for the legal office operations of DCPS through the Office of the Attorney General. The \$3,211,000 will support 21 attorneys, which is an increase of 3 attorneys. Attorney General Singer is working closely with the Chancellor to build a legal office at DCPS that will support the agency. Given the high volume of due process special education cases and federal class actions involving DCPS, the agency requires a team of highly specialized attorneys who have experience in education, and particularly

IDEA, law. The resources that bringing this legal office into the folds of the OAG will bring to the DCPS far exceed the 21 assigned attorneys – DCPS can draw on the team of experienced litigators within the larger infrastructure of the OAG. As DCPS and OSSE are making progress identifying and implementing reforms that will improve the delivery of educational services to students with disabilities it is essential that the OAG is properly resourced to handle the legal needs of the agency.

11. The \$7,016,000 request for terminal and severance pay funds the anticipated cost of implementing personnel reforms at DCPS. Of the \$7 million, \$3,133,000 million is the estimated fiscal impact of implementing the pending personnel legislation. Attached in Appendix D is a draft fiscal impact statement, which includes the underlying assumptions for the cost of central office realignment. The remaining \$3,867,000 will support severance payments to non-administrative employees.

12. DCPS plans to consolidate a number of schools for the 2008-2009 school year. The intent is to right size the facilities inventory to match enrollment through a single, unified consolidation plan instead of a multi year approach. As such, the costs associated with this approach, as detailed below, are non-recurring.

Similar to the costs associated with the 6<sup>th</sup> grade transition, the \$3,600,000 is a total of outreach expenses, moving costs, facilities upgrades, supplies, materials and furnishings for receiving schools. The cost components are based on the most recent consolidation effort executed by DCPS when it closed or consolidated six schools. Receiving schools must be equipped with enough adequate furnishings – including working classroom desks and chairs and enough lunch room tables – to accommodate the incoming students. Additionally, receiving schools may have to re-open classrooms or school space that is currently closed off. Recent experience shows that these areas will need maintenance and repairs in order to be usable.

13. On August 16, 2007, the Mayor requested the allocation of up to \$12 million from the Contingency Cash Reserve to Pay-Go Capital, to support the School Stabilization initiative of the Office of Facilities Modernization in fiscal year 2007. On September 14, 2007, OCFO certified that no other funds were available for this purpose. OCFO continued to examine the ability of existing sources of funds to support the School Stabilization initiative, and in response to your concerns fiscal staff redoubled their efforts to identify existing sources of funding which would be available to support the initiative in FY 2007. Later in September, fiscal staff at OFM determined that no more than \$6 million in Contingency Reserve Funds would be needed in FY 2007. At this time, the allocation of Contingency Reserve Funds was cut in half and \$6 million was returned from Pay-Go to the reserve. Prior to the FY 2007 close, fiscal staff at OFM determined that all School Stabilization expenses incurred in FY 2007 could be financed entirely within FY 2007 capital allotments. In light of this determination, OCFO returned the remaining balance of \$6 million from Pay-Go Capital to the Contingency Cash

Reserve. Ultimately, the School Stabilization initiative was able to fully meet its objectives for FY 2007, without using funds from the Contingency Cash Reserve.

14. A listing of central office and school based vacancies is attached in Appendix E. There are 135 school-based vacancies and 163 vacancies in central office, excluding food services and transportation, there are 163 vacancies (including positions in the Chief Financial Officer's office). Central office vacancies are a combination of positions newly created by the Chancellor as well as previously existing vacancies that were deemed as necessary. The list does not include vacant positions that were eliminated as part of the Chancellor's management review. While there will be salary lapse associated with these vacancies, it is important to point out that DCPS is currently carrying filled positions that will be eliminated as part of the Chancellor's review. The salary lapse associated with the vacancies will be utilized to offset the cost of the excess FTE.

Please note that this listing is based on CAPPs data.

15. The Office of the Chief Technology Officer anticipates the migration of DCPS from CAPPs to PeopleSoft HR & Payroll to be completed near the end of the 3rd Qtr FY2009. OCTO will start by getting the basic HR functionality up and running by the fall of FY2008, then move to getting Payroll up by the middle of 2nd Qtr FY09 and complete the work by implementing the remaining HR functionality by 3rd Qtr FY09, provided that the work does not encounter unforeseen delays.

The major issues affecting the completion of this work will not be the capacity of the technical team, but the capacity of the business function. In addition to the normal workload of DCPS, HR staff will be required to assist in the identification of the particular rules governing pay and benefits (along with OCFO); identifying and correcting years of accumulated errors in the information and the associated rules for converting the data into the new system; and rolling out all new processes and procedures to their teachers, principals, etc. Based on past experience, we feel the technical work could be done much sooner, but complexity of items such as tenure, certification, etc. -- much like those uncovered in converting MPD -- plus the already known data correction issues, means much slower progress on the business side is the most likely scenario.

16. The \$22,082,000 in Workforce Investment funds will support COLA increases for non-union employees, one labor contract that is current and five contracts that will be negotiated during fiscal year 2008. With the exception of Teamsters Local 639, which covers attendance counselors and runs through FY10, all of the DCPS labor contracts are expired. That contract was approved by the DCPS Board of Education on September 27, 2006 and the Council of the District of Columbia on November 14, 2006.

Of the \$22.1M, \$6M is retro payment (see question 6) and \$16.1M covers increases anticipated for FY08. The DCPS budget submitted to Council in March did not include

labor increases for the simple reason that the prior DCPS administration did not make it known that this was the case.

Prospectively, future budgets will anticipate and account for all types of pay increases – COLAs, step increases and pay raises for our unionized and non-unionized staff. To do otherwise is to present a disingenuous budget. The Uniform Per Student Funding Formula (UPSFF), which funds all local education agencies equally, actually accounts for rising labor increases. By law, the base funding factor increases by the lesser of 4% or the Consumer Price Index. The Office of State Superintendent of Education is currently reviewing the UPSFF and is preparing recommendations for FY09 that will account for the rising costs of labor.

17. OAG provided a legal analysis, attached, concluding that the School Reform Act does not prohibit the provision of funds outside the UPSFF. See Appendix F.

18. The Administration continues to monitor the Alliance for spending pressures, which remain a possibility in FY 2008. Until the new MCO contract is in place, it is not possible to determine the precise level of resources necessary to support the program without a cutback in benefits. However, it is unlikely that any FY 2008 spending pressure would be as large as that in FY 2007, due to the addition of \$58.6 million in funds for the program through the FY 2008 approved budget. The Administration is committed to managing the costs of the Alliance and will, if necessary, resolve any spending pressure in the Health Care Safety Net Administration by reprogramming funds from other areas of the Department of Health or from other available sources.

19. Bert Smith & Company has done preliminary work on Alliance and Medicaid enrollment policies and procedures, and the District is awaiting more in-depth analysis and final results of its review. These findings will provide detailed information regarding the accuracy of our eligibility verification process as well as the exact type of operational changes necessary for improvement. We anticipate that Bert Smith & Company will complete the remainder of the in-depth audit within a six to eight week time frame, and that report will be shared when it is completed.

The Office of the Inspector General began initial work on its follow-up audit of the Alliance program this past summer. OIG's audit will focus on the oversight of Alliance contractors including Greater Southeast Hospital, as well as implementation of recommendations from a previous OIG audit of the Health Care Safety Net Administration.

20. Appendix G is a list developed by DDOT showing the local roads, sidewalks, and alleys recommended for repair in FY 2008 and FY 2009. For FY 2008, this list represents the range of paving projects that could be completed if Council approves the

Supplemental Appropriations Act including \$12 million in additional funds for DDOT. The list of projects may be refined in response to comments from stakeholders. DDOT is in the process of developing a three-year schedule of local street, alley, and sidewalk projects; however, forecasts for FY 2010 are not available at this time.

Please note that, in order to pinpoint alleys, DDOT assigns a unique ID number to each alleyway, even though there may be multiple alleyways within a single square. While some squares may appear more than once on the list of alleys to be paved, these multiple listings are not duplicative. Likewise, sidewalks that appear on the list twice represent areas where DDOT has proposed to repair the sidewalk on both sides of the street.

21. DOES has begun building capacity in the Transitional Employment Program so that it could, with a supplemental appropriation of \$7 million, immediately begin increasing enrollment and eliminate the waiting list in the Transitional Employment Program. Please see Appendix H for the DOES plan to expand TEP capacity in FY 2008. In FY 2007, the Summer Youth Employment Program registered over 14,000 District youth interested in summer job experiences. Based on observed participation rates, DOES estimates that an additional \$7 million is needed to support the program in FY 2008 with 15,000 registered youth for a 10-week program, at the higher hourly wage of \$6.55. The Administration intends to include full funding for both Transitional Employment Programs and the Summer Youth Employment Program in the FY 2009 budget when it is proposed.

22. The proposed allocation of funds would support organizational costs for the two Main Streets organizations. These groups have not received funding from the District in the current fiscal year.

23. Funds intended to support the restoration of Pierce Mill would be granted to Friends of Pierce Mill, a nonprofit 501(c)(3) organization. To date, the group has raised over \$700,000 in private donations for restoration of the historic 19<sup>th</sup> century mill. The estimated cost of restoration and accessibility enhancements is approximately \$1 million.

24. The proposed allocation of funds will provide operating support for maintaining current Blue Bus service. These funds will offset the loss of a Federal grant.

25. Yes. Through its Federal Highway Program, DDOT has set aside \$8.25 million necessary to fully fund commercial corridor streetscaping on 12<sup>th</sup> Street between Michigan Avenue and Monroe Street, NE. The project scope includes new signals, lighting, sidewalks, and pavement upgrades. The project is expected to be completed by the end of FY 2009. No additional funds are necessary for this project.

26. At this time, the Department of Parks and Recreation is considering the Savoy project in the context of its current six-year capital plan. We look forward to working with the Council on funding all recreation center projects.

# Appendix A

**RESOLUTION  
R07--05**

**MEMBERS OF THE D.C. BOARD OF EDUCATION PRESENT THE  
FOLLOWING RESOLUTION REGARDING**

**D.C. PUBLIC SCHOOLS AND DISTRICT COUNCIL 20, LOCAL 2921,  
AMERICAN FEDERATION OF STATE, COUNTY AND MUNICIPAL  
EMPLOYEES AFL-CIO COVERING WAGE GRADE EMPLOYEES**

**WHEREAS**, District Council 20, Local 2921, American Federation of State, County and Municipal Employees AFL-CIO ("AFSCME 2921") is a labor organization within the meaning of the Comprehensive Merit Protection Act of 1978 (CMPA) representing District of Columbia Public Schools (DCPS) employees in the following compensation units: Educational Aide and similar official titles and secretarial/clerical personnel; and

**WHEREAS**, DCPS negotiated a contract with AFSCME 2921 and DCPS for a period covering January 1, 2004 to September 30, 2007; and

**WHEREAS**, AFSCME 2921 membership ratified the contract on July 28, 2006; and

**WHEREAS**, the Superintendent publicly disclosed the AFSCME 2921 contract by posting it on the DCPS website on September 12, 2006, and as such, is prepared to refer the agreement to the Board for ratification; and

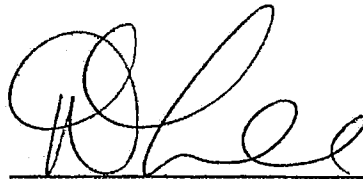
**WHEREAS**, D.C. Code §1-617.15 and Title 5 DCMR § 706.8 require that the Board approve any agreement with a labor organization; and

**WHEREAS**, the Superintendent recommends that the Board approve the agreement between AFSCME 2921 and DCPS.

**BE IT RESOLVED**, that the District of Columbia Board of Education approves the attached Agreement between DCPS and the AFSCME 2921.

**BE IT FURTHER RESOLVED**, that the Superintendent shall be responsible for obtaining the necessary fiscal certification from the Chief Financial Officer and transmitting the Agreement to Mayor and City Council of the District of Columbia for approval.

**September 27, 2006**



\_\_\_\_\_  
Date Adopted

\_\_\_\_\_  
Attest

ENROLLED ORIGINAL

A RESOLUTION

16-882

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

November 14, 2006

To declare the existence of an emergency with respect to the need to approve the negotiated compensation settlement between the District of Columbia Board of Education and the District Council 20, Local 2921, American Federation of State, County, and Municipal Employees, AFL-CIO, for the period from January 1, 2004 through September 30, 2007.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this resolution may be cited as the "Compensation Settlement Between the District of Columbia Board of Education and District Council 20, Local 2921, American Federation of State, County, and Municipal Employees, AFL-CIO, Emergency Declaration Resolution of 2006".

- Sec. 2. (a) The District of Columbia Board of Education has negotiated or begun negotiations of several collective bargaining agreements with the collective bargaining unit.
- (b) The most recent collective bargaining agreement between the Board of Education and District Council 20, Local 2921, American Federation of State, County, and Municipal Employees, AFL-CIO, expired on December 31, 2003.
- (c) As a result of negotiations over the course of almost 2 years, the Board of Education and District Council 20, Local 2921, American Federation of State, County and Municipal Employees, AFL-CIO have reached an agreement ratified by both parties.
- (d) The members of District Council 20, Local 2921, American Federation of State, County and Municipal Employees, AFL-CIO, received their most recent wage increase as the result of a negotiated compensation settlement agreement for fiscal years 2002 through 2004, which was approved by the Council.
- (e) The members District Council 20, Local 2921, American Federation of State, County and Municipal Employees, AFL-CIO, provide a supportive function to the instructional program in the position of Educational Aide or secretarial or clerical services in the District of Columbia Public Schools.
- (f) Unless legislative action is immediately taken upon the negotiated compensation agreement between the Board of Education and District Council 20, Local 2921, American Federation of State, County and Municipal Employees, AFL-CIO, a negative impact upon the financial well-being and personal morale of the members of the collective bargaining unit may

**ENROLLED ORIGINAL**

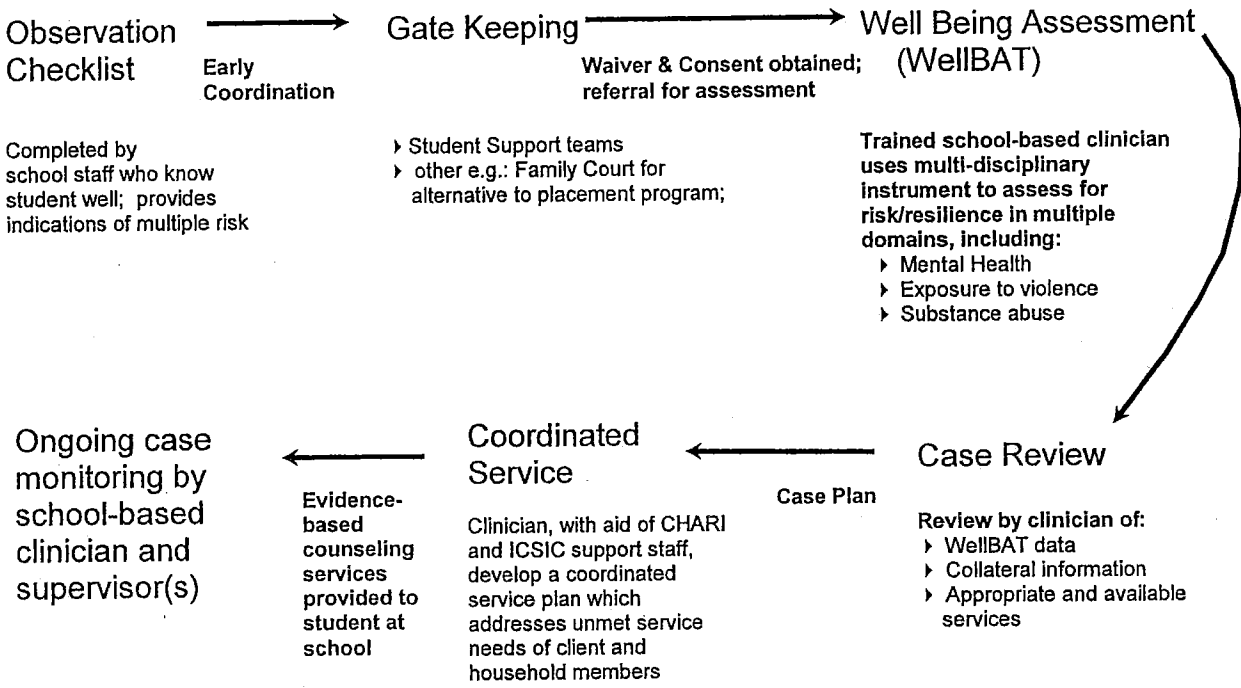
compromise the delivery of non-instructional services, affecting the learning environment for District public school students.

Sec. 3. The Council of the District of Columbia determines that the circumstances enumerated in section 2 constitute emergency circumstances making it necessary that the Compensation Settlement Between the District of Columbia Board of Education, and District Council 20, Local 2921, American Federation of State, County and Municipal Employees, AFL-CIO, Emergency Approval Resolution of 2006 be adopted on an emergency basis.

Sec. 4. This resolution shall take effect immediately.

## Appendix B

# Graphic Model of Assessment and Counseling Services provided by ICSIC's School-Based Clinicians



## Appendix C

Labor Contract Summary						
AFL-CIO District Council						
Teamsters Local 639	Teamsters Local 639/730	20, Local 1989	Local 2924	Local #4 AFL-CIO	WTU, Local #6 of the AFL-CIO	
Work Group:	Attendance Counselors	Boller Plant Electricians HVAC Steamfitters Carpenters Custodian Gardener Janitor Locksmith Maintenance Mason Painters Pest Control Piano Tuner Repair Pipefitter Plasterer Plumber Mechanic/Automotive	Motor Vehicle Operators Bus Attendants	Instructional program assistant unit: Computer Lab Assistant Family Service Worker etc. Secretarial/Clerical Unit: Clerk, Accounts Maintenance Clerk typist lead payroll technician etc.	ET officers: Assistant Director Athletic Director Principal Psychologist etc. ERS Unit: Accountant Architect Specialist (Education, Research, etc.) etc.	Teachers Various Class Emp's

**Minimum Staff Requirements**

	NA	NA	NA	> If an employee is regularly scheduled to report for work and presents themselves shall be assigned at least half their regular work day	NA	NA
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Duration of Agreement	10/1/2005	10/1/2003	7/1/2005	1/1/2004	10/1/2004	10/1/2004
Start	10/1/2005	10/1/2003	7/1/2005	1/1/2004	10/1/2004	10/1/2004
End	9/30/2010	9/30/2008	6/30/2007	9/30/2007	9/30/2007	9/30/2007

> Automatically renewed yr to yr unless either party notifies the other in writing 180 days prior to the anniversary date that it desires to modify or terminate this agreement. If no notice is given the agreement remains in force and effect during the period of negotiations.

Year/Increase	10/1/2005	10/1/2003	7/1/2005	1/1/2004	10/1/2004	10/1/2004
FY02 (on 10/1/2001)						
FY03 (on 10/1/2002)						
FY04 (on 10/1/2003)	NA	2.00%			0%	0%
FY05 (on 10/1/2004)	NA	2.00%			4%	4%
FY06 (on 10/1/2005)	2.00%	2.00%		5% salary increase	6%	6%
FY07 (on 10/1/2006)	2.00%	2.00%				
FY08 (on 10/1/2007)	2.50%	NA				
FY09 (on 10/1/2008)	2.50%	NA				
FY10 (on 10/1/2009)	2.50%	NA				

2005  
1/1/2006 - 6/30/2006  
7/1/2006 - 6/30/2007

Notes	10/1/2005	10/1/2003	7/1/2005	1/1/2004	10/1/2004	10/1/2004
> No base scales sched's provided						
> Base scales sched's provided						
> No base scales sched's provided						
> PIC = Performance Incentive Plan, based on individual ops performance						
> Additional incentives based on Dept ops performance						
> Base scales sched's provided; additional prem added for older pay scales						
> Incentive pay programs: National Board Cert; Dual Cert; Teacher Reimbursement (Masters Ed); Tuition Reimbursement						

All employees covered by this agreement receive a one-time bonus of \$500 On 10/1/2005, # of yrs. required to progress through a grade shall be reduced from 18yrs. to 14yrs.

Effective 6/1/2006 - higher of 5% salary increase or min. wage of \$11.75/hr  
Effective 1/1/2007 - 5% increase

23

**Labor Contract Summary**

Teamsters Local 639	Teamsters Local 639/730	AFL-CIO District Council 20 Local 1959	Local 2921	Local #4 AFL-CIO	WTU, Local #6 of the AFL-CIO
<ul style="list-style-type: none"> <li>Board pays for training</li> <li>Board pays for metro or driving exp (up to \$75/mo)</li> <li>No lunch pay</li> <li>1.5x pay for hrs in excess of 40/wk or 8/day</li> <li>Adoption leave of up to 2 yrs</li> <li>Receive leave pay after 90 days: for &lt; 3yrs, 13 days, for 3&lt;x&lt;15 yrs, 20 days, for &gt;15 yrs, 26 days</li> <li>4 paid days for funeral leave; 1 paid day for more distant relatives</li> <li>Military leave =&gt; up to 15 days of paid leave.</li> <li>1/2 sick day accrued bi-weekly (accumulates)</li> <li>11 holidays (12 in inauguration), any other District declared holidays</li> <li>Must take 1 personal leave/yr</li> <li>Board contributes \$0.05/hr/pay hr excl OT to Local 639</li> <li>5 days paternity leave</li> <li>No seniority loss for extended leave</li> <li>Receive 1/2 of salary after 6 yrs of service to pursue graduate studies</li> </ul>	<ul style="list-style-type: none"> <li>Drug testing allowed</li> <li>Board provides protective clothing</li> <li>No lunch pay</li> <li>1.5x pay for hrs in excess of 40/wk or 8/day</li> <li>Adoption leave of up to 2 yrs</li> <li>Receive leave pay after 90 days: for &lt; 3yrs, 13 days, for 3&lt;x&lt;15 yrs, 20 days, for &gt;15 yrs, 26 days; may accrue no more than 30 days</li> <li>4 paid days for funeral leave; 1 paid day for more distant relatives</li> <li>Military leave =&gt; up to 15 days of paid leave.</li> <li>1/2 sick day accrued bi-weekly (accumulates)</li> <li>11 holidays (12 in inauguration), any other District declared holidays</li> <li>Must take 1 personal leave/yr</li> <li>Board contributes \$0.05/hr/pay hr excl OT to Local 639</li> <li>5 days paternity leave</li> <li>Light duty assignments for injured employees</li> <li>In inclement weather, reg sched work is paid for 4 hrs even if no work is done; any employee working fill shift during late open or early close receives extra 1 hr of pay</li> <li>If worker is working at temp assignment at higher level, pay and position become permanent at 121 days</li> <li>Cafeteria workers get paid for winter/spring breaks, and Fri after T-giving</li> <li>15 min breaks/4hr worked; if need to work beyond sched shift; employee will stan with 15 min break</li> <li>15 min "personal clean-up" period at end of shift</li> <li>+ 7.5% for 3pm-midnight shift premium; +10% for 11pm-8am shift prem</li> <li>Benefits plan same as last contract</li> <li>Split shift flexibility</li> </ul>	<ul style="list-style-type: none"> <li>Drug testing allowed</li> <li>Board provides uniform clothing</li> <li>1.5x pay for hrs in excess of 40/wk or 8/day</li> <li>Receive leave pay after 90 days: for &lt; 3yrs, 1;20 hr earn-to-hr work, for 3&lt;x&lt;15 yrs, 1.5:20 hr earn-to-hr work, for &gt;15 yrs, 2:20 hr earn-to-hr work</li> <li>3 paid days for funeral leave</li> <li>Military leave =&gt; consistent with DC Code</li> <li>Sick pay accrues at rate of 1:20 hr earn-to-hr work</li> <li>Unused sick credited towards retirement computation</li> <li>10 holidays, any other District declared holidays</li> <li>Earn 1 personal leave day/yr; does not accumulate</li> <li>Light duty assignments for injured employees</li> <li>Receive 1 yr leave of absence w/o pay for education</li> <li>Employees not guaranteed 40 hrs</li> <li>Leave Incentive program intended to reduce number of sick days used.</li> <li>City pays for \$5/bl-week for optical and \$7 (or \$12 for family) for dental</li> </ul>	<ul style="list-style-type: none"> <li>Employees are entitled, upon separation, to a lump sum payment for accumulated annual leave</li> <li>FT Employees</li> <li>Reg. work day - 8 hours exclusive of an unpaid 30 min lunch period and two 15 min</li> <li>8 consecutive = work shift; employees shall be scheduled to work on a regular work shift (regular beg/end time)</li> <li>Except in emergency situations, employees will be given at least a 10 day advanced notice of a permanent work change</li> <li>Min. of 2 hrs of overtime work at a rate of 1.5 shall be credited to any employee who is called back to perform unscheduled overtime work either after a regular workday or when they are off duty</li> <li>PT Employees</li> <li>Reg. work day shall consist of at least 6 hrs exclusive of an unpaid 30 min lunch and 2 breaks (prorated by # of</li> <li>all employees shall be scheduled to work a reg work shift and each shift shall have a regular beg. And end time</li> <li>Except in emergency situations, employees will be given at least a 10 day advanced notice</li> </ul>	<ul style="list-style-type: none"> <li>Officers included in the bargaining unit but not members of the union will have remittance (through payroll) of half of the amount of the regular Council dues</li> <li>Except in emergencies, at least 2 weeks before a proposed transfer is to occur, a written statement of the reasons for the proposed transfer</li> <li>Employees are entitled, upon separation, to a lump sum payment for accumulated or restored annual leave</li> <li>Recognition that strikes and other forms of work stoppages by officers, covered by this Agreement are contrary to law and public policy. Therefore, the union will not engage, encourage, instigate or authorize such action</li> <li>To provide involvement in the decision-making process of local schools, Local School Restructuring Teams (LSRT) shall be established and shall serve in an advisory capacity to the principal for the purpose of improving student outcomes</li> <li>The LSRT is strictly advisory. Final decisions are the responsibility of the principal</li> </ul>	<ul style="list-style-type: none"> <li>Begin in SY06-07, ET Units work up to 196 days, 185 teaching days.; EG Unit work 52 wks, ET 15/12 Unit shall be 228 days; Teachers work 7.5 hrs sometime between 730am and 430pm.</li> <li>Involuntary transfers are allowed 3 workdays of non-instruction duties prior to transfer; logistics of transfer paid by city</li> <li>12 sick days (15 for 12 month teachers); sick buy back program in place</li> <li>Professional dev time of 1/2 day per month</li> <li>Teachers receive premium (\$30/day) for, if class coverage.</li> <li>Receive leave pay after 90 days: for &lt; 3yrs, 13 days, for 3&lt;x&lt;15 yrs, 20 days, for &gt;15 yrs, 26 days</li> <li>4 paid days for funeral leave</li> <li>Teachers given set times for planning purposes and lunch that are blocked from instruction</li> <li>Teaching assignments that require travel - teachers are reimbursed for travel (Metrocards)</li> <li>\$1000 bonus provided teachers who do not intend to continue teaching if this intention is provided by 4/1.</li> <li>Teachers given \$100 for 1st day of school supplies.</li> <li>Receive 1/2 of salary after 6 yrs of service to pursue graduate studies</li> <li>City contributes to optical and dental coverage</li> </ul>

# Appendix D

**TO:** The Honorable Vincent C. Gray  
 Chairman, Council of the District of Columbia

**FROM:** Natwar M. Gandhi  
 Chief Financial Officer

**DATE:**

**SUBJECT:** Fiscal Impact Statement: "Public Education Reform  
 Amendment Act of 2007"

**REFERENCE:** B17-0450

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**Preface:**

This Fiscal Impact Statement provides estimates of the extent to which the cost of the proposal deviates from the amount of the funds available in the FY 2008-2011 Budget and Financial Plan approved by the District of Columbia Government and submitted to Congress in June 2007.

**Conclusion**

Funds are not sufficient to implement the provisions of the proposed legislation in the approved FY2008 Budget and the FY2008-FY2011 Financial Plan. The estimated cost of the proposed legislation is \$3.13 million for FY2008:

<b>Table 1 - Revenues and Appropriations Required for "Public Education Reform Amendment Act of 2007" (\$000)</b>				
<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>4 - Year Total</b>
\$3,133	-	-	-	\$3,133

**Background**

The proposed legislation amends The District of Columbia Comprehensive Merit Personnel Act of 1978 (DC Code § 1-601.01), granting the Mayor and the Board of Directors of the University of the District of Columbia (UDC), the authority to issue rules

and regulations governing the employment, advancement and retention in the Educational Service track, which includes all educational employees of the District of Columbia Public Schools (DCPS) and the UDC.

Specifically for the DCPS, the legislation authorizes the creation of an at-will employment track for all appointments to the DCPS, except those who have been hired before 1980 and those who are currently included in a recognized collective bargaining unit.

With this authority, the Mayor (and by delegation, the Chancellor of the DCPS) could:

- noncompetitively appoint existing Educational Service employees (except those hired before 1980 and those covered by collective bargaining units) to the newly created at-will track. Those employees who decline the appointment would be entitled to a 15-day separation notice and severance pay pursuant to section 2409.
- identify incumbents employed within the Central Office of the DCPS, who are not in an existing collective bargaining unit and who are not hired before 1980, for separation. Individuals identified for separation would not be entitled to competition, assignment rights or retreat rights. They shall not be eligible for re-assignment rights. These employees would receive a 15-day notice and severance pay pursuant to section 2409.

The legislation also extends the coverage of these separation rules to the employees of the Office of Public Education Facilities Modernization (OFM) and the Office of the State Superintendent of Education (OSSE).

**Financial Plan Impact**

Bill 17-0450 provides a general framework for creation of an at-will employment track for DCPS (and potentially OFM and OSSE). The estimation of the financial impact, on the other hand, requires specifications on how this legislation would be implemented, through either policy choices by the Chancellor of the DCPS and other involved agencies and instrumentalities or actions that can be reasonably expected. Policy choices are unknown at this time, so the OCFO has made assumptions (clearly marked in what follows) to arrive at a reasonable estimate of costs and the consequent financial impact of this legislation.

The DCPS is currently under budget pressures for FY 2008. To address these pressures, the agency hired a consulting company, Alvarez and Marsal (A&M), to reconstruct the DCPS budget for FY 2008. In this process, A&M made various recommendations for budget cuts, including work force reductions. A number of OCFO assumptions (for severance pay and leave pay) are coming from the A&M analysis.

In a separate exercise, the DCPS has identified the Central Office employees that could potentially be impacted by this legislation. DCPS's definition of Central Office includes 934 on-board employees. Of these 934, 170 occupy positions covered by a collective bargaining unit and 87 were hired before 1980. Of the remaining 677, 45 work for the OCFO, 18 for the Office of the Attorney General (OAG), and 126 were transferred out of DCPS to OSSE. Accordingly, the remaining 488 employees would potentially be affected by this legislation. In this group, the average salary is \$69,157 and the average tenure is 8 years. Table 2 presents the breakdown of these groups with their total and average salaries, and average tenure at DCPS. Appendix Table 1 provides a department-by-department breakdown of the 488 Central Office employees potentially affected by this legislation.

<b>Table 2 - Headcount, salaries, and tenure of DCPS on-board personnel affected by Bill 17-0450</b>					
	<b>Headcount</b>	<b>Estimated FY 08 Salaries</b>	<b>Estimated FY 08 Fringe Benefits</b>	<b>Average Salaries</b>	<b>Average Tenure*</b>
<b>Total DCPS Central Office</b>	934	\$64,364,531	\$9,654,680	\$68,913	12
<b>Excluded in the legislation</b>					
Union	170	\$12,187,366	\$1,828,105	\$71,690	15
Pre-80	87	\$5,819,655	\$872,948	\$66,893	35
OCFO	45	\$2,774,207	\$416,131	\$61,649	8
OAG	18	\$1,265,842	\$189,876	\$70,325	7
OSSE	126	\$8,568,700	\$1,285,305	\$68,006	9
<b>Positions affected by the Legislation</b>	<b>488</b>	<b>\$33,748,760</b>	<b>\$5,062,314</b>	<b>\$69,157</b>	<b>8</b>

\* The average tenure for the OCFO employees is an estimate

At present, the DCPS has not made final plans on the personnel restructuring that would be implemented should Bill 17-0445 be enacted; no particular personnel reductions have been identified and no timeline has been determined. However, the DCPS estimates that 100-150 of the 488 Central Office employees would be impacted by this legislation (in the form of both the elimination of positions and personnel turnover within positions). This number (approximately 20 to 30 percent of the total headcount) is not an unreasonable turnover rate estimation given other restructurings in the DC Government.

Table 3 outlines the assumptions used in the calculation of the Fiscal Impact as well as the sources of these assumptions. The assumptions presented in this table are conservative—that is, the cost estimates are on the higher end.

The Honorable Vincent C. Gray

FIS "B17-0450: Public Education Personnel Reform Amendment Act of 2007"

Page Number 4 of 5

**Table 3 – Assumptions used in the calculation of the fiscal impact**

	Assumption	Source of Assumption
<b>Number of employees effected</b>	<b>100 to 150</b>	<b>DCPS</b>
FY08	150	OCFO estimate
Salary increases from FY08 to FY09	3%	OCFO estimate
Average salary	\$69,157	OCFO Calculation based on DCPS data
Average Tenure	10 years	OCFO Calculation based on DCPS data
Average severance pay	13 weeks	OCFO Estimate
Average Leave Pay	\$2,000	DCPS estimate based on A&M analysis
<b>Unemployment Compensation Fund</b>		
Average DCPS Turnover	6%	OCFO estimate
Average weekly pay	\$359	OCFO estimate
Average number of weeks per	20	OCFO estimate

Table 4 outlines the calculation of the financial impact. This table presents the costs related to the severance only. Potential savings in salaries (and fringe benefits) from reduced positions could be up to \$12 million, assuming 150 positions would be eliminated. However, these potential savings have already been incorporated into the revised DCPS planned expenditures for FY 2008.

**Table 4 – Calculation of the Financial Impact of Bill 17-0450**

	FY08	FY09	FY10	FY11	Total
Severance	\$2,382,782	-	-	-	\$2,382,782
Leave Pay	\$300,000	-	-	-	\$300,000
Unemployment Compensation*	\$750,000	-	-	-	\$750,000
<b>Total</b>	<b>\$3,132,782</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$3,132,782</b>

\*Estimation of the costs above and beyond DCPS's usual share in this fund.

<b>Appendix Table 1 – Breakdown of Central Office Employees by Department</b>	
<b>CENTRAL OFFICE COMPONENT</b>	<b>Headcount</b>
ADVANCED PROGRAMS	1
ASSOC SUPERINTENDENT FOR SCHOOLS &	25
BILINGUAL EDUCATION	4
CENTRAL ADMINISTRATION -SCHOOLS ES	1
CHIEF BUSINESS OFFICER	4
CIVIL RIGHTS	3
COMMUNICATION & PUBLIC INFORMATION	5
COMPLIANCE DIVISION	10
EARLY CHILDHOOD & HEADSTART	13
FOOD SERVICES	9
GUIDANCE COUNSELING	2
HIV/AIDS	2
HUMAN RESOURCES	1
INFORMATION & REFERRAL SERVICES	1
INFORMATION TECHNOLOGY	39
INSTRUCTIONAL TECHNOLOGY	3
OFM-LOGISTICS	2
OFFICE OF FEDERAL GRANTS	44
OFFICE OF ACCOUNTABILITY	3
OFFICE OF CAREER & TECHNICAL EDUCATION	17
OFFICE OF CHANCELLOR	24
OFFICE OF COMMUNITY & EDUCATION PROGRAMS	22
OFFICE OF FACILITIES MGMT	2
OFFICE OF HUMAN RESOURCES	57
OFFICE OF STANDARDS & CURRICULUM	4
OFFICE OF THE CHIEF ACADEMIC OFFICER	8
OFM-OPERATIONS AND MAINTENANCE	21
OSE/7 PT PLAN	1
OFM-PLAN DESIGN CONSTRUCTION	42
POLICY DEVELOPMENT	3
PROCUREMENT	23
PROFESSIONAL DEVELOPMENT	5
REALTY	5
RESOURCE ALLOCATION	2
SCHOOL HEALTH	1
SCHOOL SECURITY	2
SPECIAL EDUCATION	51
STUDENT AFFAIRS	1
STUDENT INTERVENTION SERVICES	1
STUDENT RESIDENCY	2
STUDENT SERVICES	2
TEACHER AFFAIRS	2
TRANSITORY SERVICES	1
OTHER	17
<b>Grand Total</b>	<b>488</b>

# Appendix E

## DCPS School Vacancies

School	Position
BELL SHS	Administrative Aide
Brent ES	Administrative Aide
Stuart Hobson MS	Administrative Aide
WHITTIER ES	Administrative Aide
WILSON SHS	Administrative Aide
Langdon ES	Administrative Assistant
WILSON SHS	Administrative Assistant
DOUGLAS ACADEMY	Administrative Assistant
Ballou SHS	Assistant Principal
McKinley Tech SHS	Assistant Principal
Kramer MS	Attendance Counselor
Wheatley ES	Attendance Counselor
Jefferson JHS	Audio Visual Specialist
Draper ES	Behavior Technician
MANN ES	Business Manager
Anacostia SHS	Coach
Anacostia SHS	Coach
H.D. COOKE ES	Coordinator, Computer Lab
Draper ES	Coordinator
Dunbar SHS	Coordinator
Meyer ES	Coordinator
OYSTER-ADAMS ES	Coordinator
Jefferson JHS	Coordinator, Computer Lab
Ballou STAY	Counselor
HYDE ES	Counselor
HYDE ES	Counselor
Spingarn STAY	Counselor
Stoddert	Counselor
River Terrace	Custodian
Stuart Hobson MS	Custodial Foreman
Young ES	Custodial Foreman
Ballou STAY	Custodian
Cardozo SHS	Custodian
Eastern SHS	Custodian
Gibbs ES	Custodian
JANNEY ES	Custodian
McKinley Tech SHS	Custodian
McKinley Tech SHS	Custodian
McKinley Tech SHS	Custodian
Moten ES	Custodian
Eliot JHS	Custodian
MURCH ES	Data Entry Clerk
OYSTER-ADAMS ES	Data Entry Clerk
River Terrace ES	Data Entry Clerk
Spingarn SHS	Data Entry Clerk
Spingarn SHS	Data Entry Clerk
STEVENS ES	Data Entry Clerk
Browne CTR	Educational Aide
Eliot JHS	Educational Aide
Gibbs	Educational Aide
Gibbs ES	Educational Aide

## DCPS School Vacancies

Hine JHS	Educational Aide
KEY ES	Educational Aide
MC Terrell ES	Educational Aide
Seaton ES	Educational Aide
Spingarn CTR	Educational Aide
Young ES	Educational Aide
Young ES	Educational Aide - PreK
DC Corrections	Educational Therapy Assistant
Bancroft	Librarian
Birney ES	Librarian
Kramer MS	Librarian
Noyes ES	Librarian
Wilkinson ES	Librarian
MERRITT MS	Librarian/Media Specialist
RON BROWN MS	Librarian/Media Specialist
TRUEDELL ES	Librarian/Media Specialist
Ballou SHS	Literacy Specialist
BELL SHS	Parent Coordinator
Ballou SHS	Program Coordinator
BELL SHS	School Psychologist (Bil)
Ballou SHS	Special Education Aide
Cardozo SHS	Special Education Aide
DOUGLAS ACADEMY	Special Education Aide
DOUGLAS ACADEMY	Special Education Aide
DOUGLAS ACADEMY	Special Education Aide
Dunbar SHS	Special Education Aide
Hart MS	Special Education Aide
Shaed ES	Special Education Aide
OYSTER-ADAMS ES	SPED COORDINATOR
AITON ES	Teacher
Ballou SHS	Teacher
Ballou SHS	Teacher
Ballou STAY	Teacher
Ballou STAY	Teacher
Ballou STAY	Teacher
Ballou STAY	Teacher
Ballou STAY	Teacher
Ballou STAY	Teacher
Ballou STAY	Teacher
Ballou STAY	Teacher
Ballou STAY	Teacher
BANCROFT ES	Teacher
Cardozo SHS	Teacher
DREW ES	Teacher
Dunbar Pre-Eng	Teacher
Eastern SHS	Teacher
Eliot JHS	Teacher
Eliot JHS	Teacher
FILLMORE AC	Teacher
Garnet-Patterson MS	Teacher
Gibbs	Teacher
HOUSTON ES	Teacher
JO Wilson	Teacher

## DCPS School Vacancies

Johnson JHS	Teacher
KIMBALL ES	Teacher
Kramer MS	Teacher
Leckie ES	Teacher
MC Terrell ES	Teacher
McKinley SHS	Teacher
Miner	Teacher
MM Washington Center	Teacher
POWELL ES	Teacher
RON BROWN MS	Teacher
ROSS ES	Teacher
SHARPE HEALTH	Teacher
Stanton ES	Teacher
TAKOMA EC	Teacher
Turner ES	Teacher
Turner ES	Teacher
Tyler ES	Teacher
Webb-Wheatley	Teacher
Webb-Wheatley	Teacher
WILSON SHS	Teacher
YOUTH SERVICE CENTER	Teacher
YOUTH SERVICE CENTER	Teacher
BUNKER HILL ES	Teacher
C.W. HARRIS ES	Teacher
CHOICE ACADEMY	Teacher
DOUGLAS ACADEMY	Teacher
TRUESDELL ES	Teacher
TRUESDELL ES	Teacher
McKinley Tech SHS	Technology Coordinator
BELL SHS	Translation Aide
Tyler ES	Translation Aide
Tyler ES	Translation Aide - PreK

Org Code	Office	Last Name	Position	Salary
1221	PARENT RESOURCE CENTER	VACANT	ADVOCATE/OUTREACH SPEC	\$25,000
1221	PARENT RESOURCE CENTER	VACANT	ADVOCATE/OUTREACH SPEC	\$25,000
1221	PARENT RESOURCE CENTER	VACANT	ADVOCATE/OUTREACH SPEC	\$25,000
1221	PARENT RESOURCE CENTER	VACANT	ADVOCATE/OUTREACH SPEC	\$25,000
1221	PARENT RESOURCE CENTER	VACANT	ADVOCATE/OUTREACH SPEC	\$25,000
1221	PARENT RESOURCE CENTER	VACANT	ADVOCATE/OUTREACH SPEC	\$25,000
1221	PARENT RESOURCE CENTER	VACANT	DIRECTOR, WARD 7	\$35,000
1221	PARENT RESOURCE CENTER	VACANT	DIRECTOR, WARD 7	\$35,000
1221	PARENT RESOURCE CENTER	VACANT	DIRECTOR, WARD 7	\$35,000
1221	PARENT RESOURCE CENTER	VACANT	EXEC.DIRECTOR	\$42,500
1221	PARENT RESOURCE CENTER	VACANT	IT SPECIALIST	\$32,500
1221	PARENT RESOURCE CENTER	VACANT	PROGRAMMING SPECIALIST	\$27,500
1221	PARENT RESOURCE CENTER	VACANT	PROGRAMMING SPECIALIST	\$27,500
1221	PARENT RESOURCE CENTER	VACANT	PROGRAMMING SPECIALIST	\$27,500
1221	PARENT RESOURCE CENTER	VACANT	RESOURCE SPECIALIST	\$30,000
1221	PARENT RESOURCE CENTER	VACANT	RESOURCE SPECIALIST	\$30,000
1221	PARENT RESOURCE CENTER	VACANT	RESOURCE SPECIALIST	\$30,000
1221	PARENT RESOURCE CENTER	VACANT	STAFF ASSISTANT	\$25,000
1221	PARENT RESOURCE CENTER	VACANT	STAFF ASSISTANT	\$25,000
1221	PARENT RESOURCE CENTER	VACANT	STAFF ASSISTANT	\$25,000
1221	PARENT RESOURCE CENTER	VACANT	SUPPORT STAFF	\$25,000
1311	OFFICE OF GENERAL COUNSEL	VACANT	GENERAL COUNSEL	\$170,000
1311	OFFICE OF GENERAL COUNSEL	VACANT	ASSISTANT ATTORNEY GENERAL	\$79,503
1311	OFFICE OF GENERAL COUNSEL	VACANT	ASSISTANT ATTORNEY GENERAL	\$79,503
1311	OFFICE OF GENERAL COUNSEL	VACANT	ASSISTANT ATTORNEY GENERAL	\$75,409
1311	OFFICE OF GENERAL COUNSEL	VACANT	PARALEGAL SPECIALIST	\$48,920
1311	OFFICE OF GENERAL COUNSEL	VACANT	Deputy General Counsel	\$150,000
1311	OFFICE OF GENERAL COUNSEL	VACANT	SUPERVISORY ATTORNEY GENERAL	\$105,000
1311	OFFICE OF GENERAL COUNSEL	VACANT	ASSISTANT ATTORNEY GENERAL	\$75,409
1411	OFFICE OF GENERAL COUNSEL	VACANT	ASSISTANT ATTORNEY GENERAL	\$66,666
1411	OFFICE OF HUMAN RESOURCES	VACANT	EEO LEGAL COUNSEL	\$62,946
1411	OFFICE OF GENERAL COUNSEL	VACANT	SUPERVISOR, HR SPECIALIST CLASSIFICATION	\$89,918
1411	OFFICE OF HUMAN RESOURCES	VACANT	HR SPECIALIST STAFFING CENTRAL	\$53,529
1411	OFFICE OF HUMAN RESOURCES	VACANT	HR SPECIALIST COMPENSATION	\$53,529
1411	OFFICE OF HUMAN RESOURCES	VACANT	MANAGEMENT & PROGRAM ANALYST	\$96,860
1411	COMMUNICATION & PUBLIC INFORMATION	VACANT	EXECUTIVE DIRECTOR OF HUMAN RESOURCES	\$157,092
1511	COMMUNICATION & PUBLIC INFORMATION	VACANT	Communications Director	\$125,000
1511	COMMUNICATION & PUBLIC INFORMATION	VACANT	Press Secretary	\$54,000
1511	COMMUNICATION & PUBLIC INFORMATION	VACANT	Internal Communications Manager/Coordinator	\$68,000
1511	COMMUNICATION & PUBLIC INFORMATION	VACANT	Public Affairs and Community Relations Manager/Coordinator	\$49,000
2151	POLICY DEVELOPMENT	VACANT	Executive Assistant	\$59,466
2151	POLICY DEVELOPMENT	VACANT	STAFF ASSISTANT	\$40,000
2151	POLICY DEVELOPMENT	VACANT	Central Office Transformation Lead	\$125,000
2151	POLICY DEVELOPMENT	VACANT	Transformation Strategy Manager	\$125,000
2151	POLICY DEVELOPMENT	VACANT	Director of Development	\$125,000
2151	POLICY DEVELOPMENT	VACANT	Development Assistant	\$65,000

DCPS Vacancies

Org Code	Office	Last Name	Position	Salary
2151	ASSOC SUPERINTENDENT FOR SCHOOLS & TRANSFORMATION	VACANT	Director of Partnerships	\$92,338
2411	ASSOC SUPERINTENDENT FOR SCHOOLS & TRANSFORMATION	VACANT	STAFF ASSISTANT	\$38,656
2411	ASSOC SUPERINTENDENT FOR SCHOOLS & TRANSFORMATION	VACANT	EXEC DIR. (PRINC. LEADERSHIP)	\$125,950
2411	ASSOC SUPERINTENDENT FOR SCHOOLS & TRANSFORMATION	VACANT	ASST SUP REGION IV	\$140,550
2411	OFFICE OF THE CHIEF ACADEMIC OFFICER	VACANT	LEAD PRINCIPAL	\$72,498
3111	OFFICE OF THE CHIEF ACADEMIC OFFICER	VACANT	CHIEF ACADEMIC OFFICER	\$170,000
3411	SPECIAL EDUCATION - LEA	Vacant	EXECUTIVE DIRECTOR	\$115,090
3511	SPECIAL EDUCATION - LEA	Vacant	Coordinating Supervisor, K-12 School Support	\$66,666
3511	SPECIAL EDUCATION - LEA	Vacant	Office Receptionist	\$71,661
3511	SPECIAL EDUCATION - LEA	Vacant	Special Education Specialist	\$150,000
3611	ACCOUNTABILITY, TESTING & RESEARCH	VACANT	Deputy Chancellor, Special Education	\$40,000
3611	ACCOUNTABILITY, TESTING & RESEARCH	VACANT	Accountability and Assessment Support	\$100,000
3611	ACCOUNTABILITY, TESTING & RESEARCH	VACANT	Accountability Director	\$35,000
3611	ACCOUNTABILITY, TESTING & RESEARCH	VACANT	Accountability Coordinator	\$125,000
3611	ACCOUNTABILITY, TESTING & RESEARCH	VACANT	Assessment Deputy	\$60,000
3611	ACCOUNTABILITY, TESTING & RESEARCH	VACANT	Assessment Coordinator	\$35,000
3611	ACCOUNTABILITY, TESTING & RESEARCH	VACANT	Assessment Coordinator	\$70,000
3611	ACCOUNTABILITY, TESTING & RESEARCH	VACANT	Student Data Systems Director	\$50,000
3611	ACCOUNTABILITY, TESTING & RESEARCH	VACANT	Student Data Systems Analyst	\$90,000
3611	ACCOUNTABILITY, TESTING & RESEARCH	VACANT	Research and Evaluation Director	\$50,000
3611	ACCOUNTABILITY, TESTING & RESEARCH	VACANT	Research and Evaluation Analyst	\$70,616
4231	OPERATIONS AND MAINTENANCE	VACANT	Boiler Plant Operator I	\$59,779
4231	OPERATIONS AND MAINTENANCE	VACANT	Boiler Plant Operator II	\$70,616
4231	OPERATIONS AND MAINTENANCE	VACANT	Boiler Plant Operator I	\$46,212
4231	OPERATIONS AND MAINTENANCE	VACANT	Boiler Plant Operator II	\$70,616
4231	OPERATIONS AND MAINTENANCE	VACANT	Boiler Plant Operator I	\$46,883
4231	OPERATIONS AND MAINTENANCE	VACANT	HVAC Mechanic	\$46,883
4231	OPERATIONS AND MAINTENANCE	VACANT	HVAC Mechanic	\$36,788
4311	CHIEF FINANCIAL OFFICER	VACANT	BUDGET ASSISTANT	\$33,664
4311	CHIEF FINANCIAL OFFICER	VACANT	BUDGET DIRECTOR	\$88,365
4311	CHIEF FINANCIAL OFFICER	VACANT	PAYROLL MANAGER	\$81,833
4311	CHIEF FINANCIAL OFFICER	VACANT	INTERNAL AUDITOR	\$16,209
4311	CHIEF FINANCIAL OFFICER	VACANT	BUDGET ANALYST	\$43,525
4311	CHIEF FINANCIAL OFFICER	VACANT	A/P TECHNICIAN	\$134,160
4311	CHIEF FINANCIAL OFFICER	VACANT	DEPUTY CHIEF FINANCIAL OFFICER	\$43,525
4311	CHIEF FINANCIAL OFFICER	VACANT	A/P TECHNICIAN	\$42,014
4311	CHIEF FINANCIAL OFFICER	VACANT	PAYROLL TECHNICIAN	\$123,891
4311	CHIEF FINANCIAL OFFICER	VACANT	ATTORNEY	\$123,891
4311	CHIEF FINANCIAL OFFICER	VACANT	CHIEF OF STAFF	\$82,169
4311	CHIEF FINANCIAL OFFICER	VACANT	BUDGET MANAGER (CENTRAL)	\$71,619
4311	CHIEF FINANCIAL OFFICER	VACANT	SENIOR BUDGET ANALYST (SCHOOLS)	\$69,526
4311	CHIEF FINANCIAL OFFICER	VACANT	SENIOR BUDGET ANALYST (SCHOOLS)	\$40,470
4311	CHIEF FINANCIAL OFFICER	VACANT	BUDGET ANALYST (SCHOOLS)	\$42,900
4311	CHIEF FINANCIAL OFFICER	VACANT	BUDGET ANALYST (SCHOOLS)	\$42,900
4311	CHIEF FINANCIAL OFFICER	VACANT	DEPUTY CHIEF FINANCIAL OFFICER	\$134,160

Org Code	Office	Last Name	Position	Salary
4311	PROCUREMENT	VACANT	DEPUTY CONTROLLER	\$107,202
4561	PROCUREMENT	VACANT	AMEX CONTRACT SPECIALIST	\$48,973
4571	COMPLIANCE	VACANT	AUDITOR	\$61,206
4571	COMPLIANCE	VACANT	PROG, MGMT. ANALYST	\$68,166

# Appendix F

**Singer, William (EOM)**

**From:** Goff, Pollie (OAG) [pollie.goff@dc.gov]  
**Sent:** Monday, November 19, 2007 3:21 PM  
**To:** Richardson, Chip (EOM)  
**Cc:** Nickles, Peter (EOM); Singer, William (EOM); Witkowski, Wayne (OAG)  
**Subject:** RE: Email from the EOM (Intranet Quorum IMA00492479)

Chip:

I have discussed Chairman Gray's question with Wayne and the following is our opinion:

Question: Does section 2401 of the District of Columbia School Reform Act of 1995 (Reform Act) (D.C. Official Code sec. 38-1804.01) prohibit \$47.1 million in additional allocations to D.C. Public Schools under Bill 17-446, the "Fiscal Year 2008 Supplemental Appropriations Emergency Act of 2007" (Supplemental Appropriations Act), in the absence of a corresponding additional allocation to public charter schools?

Response: No.

Discussion: As you were previously informed, on March 21, 2007, this Office addressed a similar issue, namely, whether the Reform Act may reasonably be interpreted to require the District government to use the formula in the Reform Act to set a minimum level (establish the minimum budget) for the funding of public schools and public charter schools but not to dictate how much money, above that minimum budget level, may be allocated to a particular school. At that time this Office concluded that the Reform Act could reasonably be interpreted in that manner, because the plain language of the Reform Act is not so specific as to prevent that interpretation. We also noted the past practice of the Mayor, the Council, and the previous Board of Education in allocating additional funds to various schools without specific budgetary language supporting those allocations. The actions of these three entities is significant, since they are (Mayor/Council), and were (previous Board of Education), the entities with the primary responsibility for implementing the Reform Act. Thus their interpretations of the Reform Act are entitled to deference.

Also, as you correctly note, additional support for the conclusion that public charter schools and public schools are not required to receive the exact same amounts of funding is found in section 2401 (b) (3) (C) which provides for charter schools, and not public schools, to receive additional funding for certain facility needs.

This Office consulted with Cynthia Gross, Deputy General Counsel, OCFO, who agrees that there is no statutory requirement that public charter schools be given a corresponding additional allocation just because DCPS is receiving additional funds. She also recounted that there have been several other years in which additional funds were given to DCPS but not to charter schools. Further, she stated that in one year there was a rescission of some of the funds given to public charter schools, because the public charter schools did not need the money allocated to them.

In addition, the \$47.1 million in additional allocations under the Supplemental Appropriations Act is for "one-time costs and nonrecurring expenditures consistent with the Chancellor's operations and reform initiatives for fiscal year 2008." This is consistent with section 2401 (b) (3) (B) of the Reform Act, which permits exceptions from the funding formula for schools with a high number of students who have special needs or who do not meet minimum literacy standards.

We believe, therefore, that the Mayor/Council have the authority to insert the "notwithstanding" language in section 3 of the pending Supplemental Appropriations Act, section 2 (c) of which would, if enacted, authorize the one-time additional funding to D.C. Public Schools, but not to District public charter schools. With the insertion of the phrase "notwithstanding the Uniform Per Student Funding Formula for Public Schools and Public Charter Schools Act of 1998," the additional funding would be exempt from the funding formula in the Reform Act.