

# Form 2: Operating Budget Enhancement Requests (Detail)

## FY 2024 Agency Budget Request

Complete a separate Form 2 for each enhancement request for FY 2024.

### SECTION I. OVERVIEW Required for ALL requests

ENHANCEMENT TITLE\* **Additional Vacancy Savings & RIF Reduction Restoration** ENHANCEMENT PRIORITY\* **1** OUT OF **5**

AGENCY\* **Office of the State Superintendent of Education  
Division of Special Education Transportation** AGENCY CODE\* **GOO**

AGENCY POINT OF CONTACT\* **Kimberly Borges** POINT OF CONTACT EMAIL\* **Kimberly.Borges@dc.gov**

**REQUEST TYPE\***  
Mark the one request type that best describes this enhancement. No type is preferred over any other, but the questions in **Section II: Rationale** differ by type.

**A. Restore previous budget reduction/one-time funding** } *For these request types, complete Sections I-IV only*

**B. Increased cost to maintain existing program/activity**

**C. Operational improvement with strong business case**

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**D. Expand high-performing existing program/activity** } *For these request types, complete Sections I-VI*

**E. Completely new program/activity with highly likely or proven positive outcomes for District residents**

**FUNDING REQUEST\***  
Enter amount of Local Funds requested and indicate whether funds are one-time or recurring.

FY24 PERSONAL SERVICES (PS)	FY24 NON-PERSONAL SERVICES (NPS)	FY24 TOTAL REQUEST AMOUNT
5,276,364	[enter amount]	5,276,364

ONE-TIME   
 PARTIALLY RECURRING   
 RECURRING

**FUTURE COSTS\***  
If recurring, enter estimated costs over the life of the Financial Plan.

TOTAL FY 2025	TOTAL FY 2026	TOTAL FY 2027
5,276,364	5,276,364	5,276,364

**ENHANCEMENT SUMMARY\***  
In 3-5 sentences, describe this enhancement, what problem it aims to solve, and the expected positive impact on District residents or government operations.

The Office of the State Superintendent for Education -Division of Special Education Transportation (OSSE-DOT) is requesting an enhancement to restore the additional vacancy savings and reduction in force necessary to meet the FY 2023 MARC.

OSSE-DOT requests this enhancement to comply with federal law (IDEA, Sec. 504, and FAPE) and prevent litigation for noncompliance. OSSE DOT is federally mandated to provide transportation services to eligible students with disabilities who are residents of the District of Columbia. Failure to restore the proposed reduction could result in the District's failure to meet the maintenance of effort provision required for the receipt and use of federal IDEA funding. Given the national labor (school bus drivers) shortage exacerbated by COVID, the agency cannot afford to lose the ability to fill critical vacancies or undergo a reduction in force. Pandemic health concerns, vaccination mandate, child care issues, much-debated government unemployment benefits, and an existing

**AGENCIES:** Use this form to provide details about enhancement requests in your agency's FY 2024 budget request. This information is essential for decision-making. Well thought out and reasoned requests are much more likely to receive favorable consideration.

**REQUIRED SECTIONS**

- **Sections I-IV** are required for ALL requests.
- **Sections I-V** are required for Type D and E requests.
- **Section VI** is optional.

**Please remember to submit the Form 2 Summary spreadsheet, including spend plan details, along with the detailed Form 2s for each enhancement request.**

**RACIAL EQUITY BUDGET TOOL (REBT)**

The Office of Racial Equity (ORE) has developed the Racial Equity Budget Tool (REBT) to guide agencies in assessing how their budgets benefit and/or negatively impact communities based on race, specifically Black, Indigenous, and People of Color (BIPOC) communities. Please use **Section IV** to show how your agency considered racial equity in developing this enhancement request.

**EDITING RESTRICTIONS:** This form uses editing restrictions to ensure consistent displays of information. If needed, the restrictions can be disabled by going to the Review tab at the top of the window, clicking on Protect, then Restrict Editing, and clicking Stop Protection. If prompted for a password, click OK.

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labor skills gap are all areas of concern as the agency is currently in labor union contract negotiations.

**Will legislative support be required to implement this enhancement?\***

If yes, please submit a proposed BSA subtitle using Attachment D.

YES

NO

**SECTION II. RATIONALE**

*Required for ALL requests*

**What problem facing the District will this enhancement address and why does this problem exist?\***

Please provide as much detail as possible. Responses that identify and quantify specific problems will receive more favorable consideration.

OSSE-DOT was provided a MARC of \$110,798,123. OSSE-DOT locally funded budget only includes positions (PS) and fixed costs. To meet the required target, the division will have to make further reductions in personnel services (additional vacancy savings and RIF) in the amount of \$5,276,364 (which includes cutting 25.875 vacant FTE and 51.375 filled FTE). OSSE-DOT requests this enhancement to comply with federal law (IDEA, Sec. 504, and FAPE) and prevent litigation for noncompliance. OSSE DOT is federally mandated to provide transportation services to eligible students with disabilities who are residents of the District of Columbia. To end the hiring of essential and administrative positions that support the work of the division in FY 2024 would make it impossible to deliver federally mandated transportation services which will violate federal law. It would also hinder the agency’s ability to meet the maintenance of effort requirement for IDEA, jeopardizing the receipt of millions in grant funds. Given the national labor shortage exacerbated by COVID, the agency cannot afford to lose the ability to fill critical vacancies or undergo a reduction in force. Pandemic health concerns, vaccination mandates, child care issues, much-debated government unemployment benefits, and an existing labor skills gap are all areas of concern as the agency is currently in labor union contract negotiations.

It is important to note that the District of Columbia was a defendant in a 17-year consent decree for the failure to provide mandated transportation services for students (Petties v. District of Columbia) and is currently in litigation involving the IDEA Part C. Finally, it is important to note that OSSE recently convened a special education task force to address the performance shortfalls of students with disabilities enrolled in DCPS and public charter schools. This reduction would further contribute to negative academic results by denying students access to their education.

**How does this enhancement address this problem and its underlying causes?\***

Please provide as much detail as possible. Responses that clearly demonstrate how the proposed enhancement will address the underlying causes will receive more favorable consideration.

The approval of the requested enhancement will allow OSSE DOT, on behalf of the District of Columbia, to provide transportation services to eligible students with disabilities in accordance with federal law. The agency can continue to meet the maintenance of effort required to receive and use federal IDEA funding. Additionally, OSSE DOT will continue to meet required Key Performance Indicators and Workload Measures which include: Percent of drivers and attendants active and available for work daily, percent of students arriving at school on time, compliance with employee credentials, percent of buses in service, student ride time compliance, complaints per 1000 student trips.

**Why is this the right level of increased investment to address need?\***

Please explain the agency’s rationale for requesting this level of investment for this activity, including why a lower level of investment would not be more appropriate.

The cost calculations are based on the additional cuts required to meet the OSSE-DOT’s FY 2024 MARC of \$110,798,123.

**QUESTIONS SPECIFIC TO ENHANCEMENT TYPE\***

Mark the appropriate enhancement type and use the space below the table to answer the questions for that enhancement type.

IF YOUR ENHANCEMENT TYPE IS...

**A. Restore previous budget reduction/one-time funding**

THEN ANSWER THESE QUESTIONS...

Why is the restoration of this reduction critical for the District at this time? What negative impact will result if this reduction is not restored?

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**B. Increased cost to maintain existing program/activity**

Why are costs increasing to maintain existing levels of service? What are the main cost drivers and what options has the agency already implemented or considered implementing to lower these costs?

**C. Operational improvement with a strong business case**

How will this enhancement help the District save money in this or future fiscal years? How much will it save?

**D. Expand high-performing existing program/activity**

Why is this program or activity considered to be high performing? How do the outputs or outcomes compare to those of similar programs within or outside of District government? Please cite any relevant agency KPIs or workload measures that support your response.

**E. Completely new program or initiative with highly likely or proven positive outcomes for District residents**

What will be the District's return on investment, as measured by how many and/or which District residents are served, or some other measure?

### Responses to Questions\*

The restoration of the additional vacancy savings and the prevention of a reduction in force (RIF) will allow OSSE DOT to meet the federally mandated requirement of IDEA, Section 504 of the Rehabilitation Act, and FAPE. The District of Columbia will benefit from this enhancement because it will drastically reduce the risk of litigation and continue to support the increase in student attendance and student performance. Failure to restore these vacancies and prevent a RIF will result in additional litigation costs and a reduction in federal grants.

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### SECTION III. PERFORMANCE RATIONALE & IMPACT

Required for ALL requests

#### IMPACT STATEMENT

In 2-3 sentences, describe the expected positive impact of this enhancement on District residents or government operations.\*

District residents can expect to see continuous hiring and retention of valuable employees to meet federal law while providing quality transportation to students.

#### PERFORMANCE RATIONALE

What data that the agency collects or has access to informed the development of this enhancement requests?\*

The agency has utilized PeopleSoft data, national employment data, and performance measures.

Please list any agency Key Performance Indicators (KPIs) or Workload Measures (WMs) that informed the development of this enhancement request.\*

If you are proposing a new metric, write "NEW" in the columns for FY 2020-FY 2022. Metrics can be measurements of outputs, desired outcomes, operational efficiency, inputs or resources, or volume of demand or work for a particular program.

#### PERFORMANCE TEAM IS HERE TO HELP!

Need help thinking through this section or identifying data sources, KPIs, or Workload Measures? Reach out to your OBPM Performance Analyst or to Deputy Performance Director Lia Katz ([lia.katz@dc.gov](mailto:lia.katz@dc.gov)).

#### HELPFUL TIPS & DEFINITIONS

- **Key Performance Indicators (KPIs)** are quantitative measures of performance associated with targets. They typically include a statistic, like a percentage, and an object, like "tickets dismissed when contested."
- **Workload Measures (WMs)** measure the volume of work performed—e.g., the number of parking tickets issued—and do not have associated targets. Typically, workload measures provide information about service demand.
- **In most cases**, agency activities do not aim to increase or decrease workload measures. In rare instances, if an agency is working to increase or decrease volume of work directly, a measure may be tracked as a KPI, with an associated target (e.g., "number of trees planted.").

KEY PERFORMANCE INDICATOR (KPI) or WORKLOAD MEASURE (WM)	New KPI or WM for FY24?	If new for FY24, please explain how this metric was developed:	WHICH DIRECTION IS DESIRED?	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL	FY 2023 TARGET
Average percent on-time arrival at school AM (20-minute window)	FY24 KPI	Metric is a continued metric from previous FYs.	Up is better	91.5%	86.6%	94%	88.2%	94%
Daily percent of Bus Attendants available (includes the need for 1:1 aides)	FY24 KPI	Metric is a continued metric from previous FYs.	Up is better	New in 2021	5%	10%	-20%	10%
Daily percent of daily Bus Drivers Available	FY24 KPI	Metric is a continued metric from previous FYs.	Up is better	New in 2021	59%	10%	-3%	10%

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**SECTION III. PERFORMANCE RATIONALE & IMPACT (continued)** *Required for ALL requests*

**PERFORMANCE IMPACT**

**What data that the agency collects or plans to collect will indicate what impact this enhancement has made?\***

Please see the data below.

**Please list any agency Key Performance Indicators (KPIs) or Workload Measures (WMs) that will be impacted by this enhancement.\***

If you are proposing a new metric, write “NEW” in the columns for FY 2020-2022. Metrics can be measurements of outputs, desired outcomes, operational efficiency, inputs or resources, or volume of demand or work for a particular program. Metrics may appear in both tables in this section.

KEY PERFORMANCE INDICATOR (KPI) or WORKLOAD MEASURE (WM)	New KPI or WM for FY24?	If new for FY24, please explain how this metric was developed:	WHICH DIRECTION IS DESIRED?	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 TARGET	FY 2022 ACTUAL	FY 2023 TARGET
<b>Average percent on-time arrival at school AM (20-minute window)</b>	FY24 KPI	Metric is a continued metric from previous FYs.	Up is better	<b>91.5%</b>	<b>86.6%</b>	<b>94%</b>	<b>88.2%</b>	<b>94%</b>
<b>Daily percent of Bus Attendants available (includes the need for 1:1 aides)</b>	FY24 KPI	Metric is a continued metric from previous FYs.	Up is better	<b>New in 2021</b>	<b>5%</b>	<b>10%</b>	<b>-20%</b>	<b>10%</b>
<b>Daily percent of daily Bus Drivers Available</b>	FY24 KPI	Metric is a continued metric from previous FYs.	Up is better	<b>New in 2021</b>	<b>59%</b>	<b>10%</b>	<b>-3%</b>	<b>10%</b>

**SECTION IV. BUDGETING FOR RACIAL EQUITY** *Required for ALL requests*

Does this enhancement specifically seek to mitigate racial equity gaps in the District?\*  YES  NO

**What racial inequity does this enhancement request address?\***

For example, does the enhancement address a health disparity, educational gap, disproportionality in housing, bolstering existing community resources, etc. Please be as specific as possible.

OSSE-DOT provides transportation services to and from school for eligible students with disabilities residing in the District of Columbia. While the enhancement does not specifically target racial equities, it does have a significant impact on racial equity. Currently, the majority of eligible students receiving transportation from OSSE-DOT reside east of the river in wards 7 and 8. Historically, wards 7 and 8 have the District’s largest population of African Americans and low-income households. If transportation services are impacted by the shortage of personnel or lack of adequate funding, the impact is felt in wards 7 and 8, which greatly exasperate those residents’ access to quality services and education.

**What is the rationale for addressing the inequity in this way and/or with this program?\***

For example, is the enhancement in response to a legislative requirement or mandate, community engagement efforts, demographic data, or something else?

OSSE DOT is lawfully required to provide transportation services to eligible students with disabilities under federal law (IDEA, Sec. 504, and FAPE). The overwhelming majority of students that OSSE-DOT serves reside in Wards 7 and 8; therefore, while the objective of the federal laws associated with OSSE-DOT is to ensure equitable access to education for all students with disabilities, the equity has a racial implication as well.

**In what ways have you meaningfully involved internal and external stakeholders in the development of your agency’s budget request, including staff and communities of color?\*** For more, see ORE’s [Meaningful Community Engagement Guide](#).

OSSE-DOT transports students; therefore, parents, advocates, schools, and many other valuable stakeholders provide valuable insight to inform the agency’s budget and operation process.

**If this budget enhancement could potentially cause unintended benefits or burdens, please detail what racial or ethnic groups might be positively or negatively impacted.\*** For example, the location for a new airport could disrupt traffic patterns and create noise and air pollution that impact residents in the immediate vicinity, which could worsen racial health inequities.

If transportation services are impacted by the shortage of personnel or lack of adequate funding, the impact is felt in wards 7 and 8, which greatly exasperate those residents’ access to quality services and education. African American students in Wards 7 and 8 that depend on transportation will no longer be able to safely get to and from school. This could increase the racial education gap between students of different races.

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**STOP HERE** for enhancement types **A, B, or C.**  
**CONTINUE** to Section IV for enhancement types **D or E.**

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**SECTION V. EVALUATION**

*Required for Type D and E requests*

***This section is required for all Type D and E enhancement requests—that is, enhancements that would expand existing programs or activities or launch completely new programs or activities. Incomplete submissions will be returned.***

**What evidence supports the likelihood that this enhancement will achieve the desired outcome?\***

Please describe outcomes from similar efforts that have been undertaken before in the District or in other cities. If possible, include formal evaluation studies and lessons learned from both successes and failures. Provide links to cite your sources.

[Click or tap here to enter text.](#)

**Is your enhancement identical to the model the evidence comes from?\***

- YES.** The enhancement is identical to the model the evidence comes from and the population served is similar. Indicate below how you will ensure your agency implements the model fully.
- NO.** The enhancement differs from the model the evidence comes from, is just a part of that model, serves a different population, etc. Below, describe how it differs and why.

[Click or tap here to enter text.](#)

**If the enhancement is granted, is your agency willing to evaluate whether the enhancement achieves the desired outcome?\***

This could involve piloting the enhancement. The Lab @ DC can provide additional guidance.

- YES**     **NO**

**Which KPI or Workload Measure listed in Section III (Performance Rationale & Impact) captures the most important outcome(s) in the evidence provided?\*** OBPM expects that it will be possible for agencies to identify for almost all enhancement requests a new or existing KPI or workload measure that aligns with the outcome measures identified in the evidence provided. If this is not feasible, please explain below.

[Click or tap here to enter text.](#)

**EVALUATING ENHANCEMENTS**

As part of the budget formulation process, OBPM will categorize the research evidence you cite based on whether:

- the study design was rigorous, and the study was well implemented;
- the findings are positive and statistically significant; and
- the evidence is based on a model and population similar to the proposed enhancement.

**THE LAB@DC TEAM IS HERE TO HELP!**

Have questions about the evidence? Email [thelab@dc.gov](mailto:thelab@dc.gov) (and CC your OBPM Budget Analyst). The Lab can pre-review evidence, brainstorm future evaluation ideas, offer suggestions on where to look for evidence, and help you think through the evidence you've found.

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### SECTION VI. PROJECT PLAN

*Optional for All Requests*

***This section is now optional. However, it remains recommended for Type D and E enhancement requests—that is, enhancements that would expand existing programs or activities or launch completely new programs or activities.***

This project plan can be used to show how the agency will deliver the intended results before the end of the fiscal year. Complete as best you can, knowing the plan might evolve.

#### PROJECT OWNER

Who is the single person who will be most responsible for this initiative? If the project owner must be hired, specify who will own the project until that time.

NAME [Click or tap here to enter text.](#)  
 TITLE [Click or tap here to enter text.](#)  
 EMAIL [Click or tap here to enter text.](#)  
 PHONE [Click or tap here to enter text.](#)

#### BUSINESS PARTNER COORDINATION

What other agencies or stakeholders would be critical to this project’s success, and what communication have you had with them?

[Click or tap here to enter text.](#)

#### PROJECT TIMELINE

Describe below anticipated implementation milestones by month to show how the agency will deliver the intended results.

PREPARATION FOR PROJECT LAUNCH (before start of fiscal year)	
JUNE 2023	<a href="#">[enter]</a>
JULY	<a href="#">[enter]</a>
AUG	<a href="#">[enter]</a>
SEPT	<a href="#">[enter]</a>
FISCAL YEAR STARTS, FUNDS DISBURSED	
OCT 2023	<a href="#">[enter]</a>
NOV	<a href="#">[enter]</a>
DEC	<a href="#">[enter]</a>
JAN 2024	<a href="#">[enter]</a>
FEB	<a href="#">[enter]</a>
MARCH	<a href="#">[enter]</a>
APRIL	<a href="#">[enter]</a>
MAY	<a href="#">[enter]</a>
JUNE	<a href="#">[enter]</a>
JULY	<a href="#">[enter]</a>
AUG	<a href="#">[enter]</a>
SEPT	<a href="#">[enter]</a>