Department of Energy and Environment FY2018

AgencyDepartment of Energy and EnvironmentAgency CodeKG0Fiscal Year2018

Mission The mission of the Department of Energy and Environment (DOEE) is to improve the quality of life for the residents and natural inhabitants of the nation's capital by protecting and restoring the environment, conserving our natural resources, mitigating pollution, increasing access to clean and renewable energy, and educating the public on ways to secure a sustainable future.

2018 Strategic Objectives

Objective Number	Strategic Objective	# of Measures	# of Operations
1	Conserve the natural environment and wildlife of the District, and restore and protect aquatic resources from pollution and degradation	3	1
2	Protect the public health of all District residents by improving the environment in areas related to air, soil, and indoor pollution	5	1
3	Reduce the energy burden on the District's most vulnerable and low income populations, reduce overall energy consumption, and increase the use of renewable energy generated in the District, and enhance reliability, resiliency and environmental performance of energy systems in the District.	4	1
4	Increase engagement with District residents, businesses, and institutions in meaningful and equitable ways to increase understanding and adoption of innovative sustainability practices, and implement cutting edge programs and policies that ensure the District remains a national and international leader in areas of sustainability, green building deployment and climate change mitigation and adaptation.	4	1
5	Administer efficient and effective environmental enforcement operations, strategies, and outreach that bring polluters into compliance with the District's environmental laws	1	1
6	Create and maintain a highly efficient, transparent and responsive District government.**	9	0
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2018 Key Performance Indicators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target
1 - Conserve the natural environment and wildlife of the District, and restore and protect aquatic resources from pollution and degradation (3 Measures)									
Square footage of green roofs installed		148,818	175,000	135,275	200,000	249,991	225,000	363,800	225,000
Percent of District land retrofitted with green infrastructure that prevents stormwater runoff from		Not available	Not available	Not Available	Not Available	Not Available	2.2%	2.8%	3.1%

becoming pollution									
Number of trees planted by DOEE to help the District meet its goal of 40 percent tree canopy coverage by 2032		Not available	Not available	1709	2050	962	2050	3389	2050
2 - Protect the public health of all District reside	nts by improvin	g the envir	onment in a	reas relate	ed to air, so	oil, and indo	or pollutio	n (5 Meası	ıres)
Number of days in which ozone levels exceed the National Ambient Air Quality Standards		1	12	3	12	5	12	2	8
Compliance rate of underground storage tanks inspected		75%	83%	79%	83%	78.8%	85%	89.5%	85%
Percent of children with a newly identified blood lead level of 5 µg/dL or greater, out of all District children less than six years old, who had a blood lead test during the fiscal year		Not available	Not available	1.3%	1.2%	Not Available	1.1%	0.7%	1%
Compliance rate of permitted minor sources, e.g., gas stations and drycleaners, inspected		100%	70%	100%	80%	100%	85%	87%	80%
Percent of properties with identified lead-based paint hazards that are issued an Enforcement Order or a Notice related to the identification of a lead-based paint hazard within 28 days of the property's risk assessment		95%	100%	83%	100%	88.2%	100%	100%	90%
3 - Reduce the energy burden on the District's nuse of renewable energy generated in the District District. (4 Measures)							_		
Number of low-income units weatherized		190	220	398	220	0	220	624	220
Percent of renewable energy usage in the District		13%	13.5%	13%	14.5%	13.6%	13.5%	13.6%	14%
Number of solar installations incentivized for renewable energy for low income residents		Not available	100	151	140	169	140	20	250
Compliance rate of energy benchmarking		64%	85%	83%	90%	86.1%	90%	75.5%	80%
4 - Increase engagement with District residents, adoption of innovative sustainability practices, international leader in areas of sustainability, gr	and implement (cutting edg	e programs	and polic	ies that ens	sure the Dis	trict remaii	ns a nation	
Number of LEED certified projects in the District		489	550	572	600	611	600	861	950
Percent of greenhouse gas emissions reduction		15%	16%	23%	25%	23.3%	27%	23.8%	29%

from the 2006 baseline year to meet 2050 goal									
Percent of actions in the Sustainable DC Plan under way		Not available	Not available	0%	0%	79.7%	79%	72%	78.3%
Percent of actions in the Sustainable DC Plan complete	~	Not available	Not available	Not Available	Not Available	Not Available	New Measure	25.2%	New Measure
5 - Administer efficient and effective environment District's environmental laws (1 Measure)	tal enforcemen	t operation	s, strategie	s, and outr	each that b	ring pollute	ers into cor	npliance wi	th the
Rate of Compliance with District Environmental Law Detected through Inspections	•	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	75%

^{**}We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2018 Operations

Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives
1 - Conserve Activity)	the natural envi	ronment and wildlife of the District, and restore and protect aquatic resources	from pollution a	nd degradation	(1
Natural Resources Services	Natural resources services performed by agency	The DOEE Natural Resources Administration oversees fisheries and wildlife, water quality, watershed protection, and stormwater management in the District. It provides certification, review, and technical services to businesses, Federal and District government agencies, and District residents through licensing, inspections, monitoring, permitting, and technical assistance. It also provides natural resources education and outreach and demonstrates new technologies to protect natural resources.	Daily Service	10	7
тот				10	7
2 - Protect the	e public health	of all District residents by improving the environment in areas related to air, so	il, and indoor po	ollution (1 Activ	ity)
Environmental Services	Environmental health services performed by agency	The DOEE Environmental Services Administration works to reduce hazards and contaminants in District land, air, water, and homes by certifying facilities and professional service providers, reviewing plans, issuing permits, conducting inspections, and recommending new policy directions. Specific programs include lead poisoning prevention, healthy homes, air quality, pesticides, hazardous waste, underground storage tanks, and contaminated site remediation.	Daily Service	9	5
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Energy services	Energy services provided by agency	The DOEE Energy Administration provides advice and recommendations to the Mayor on current or impending energy related problems, and serves as the lead entity to develop and implement a comprehensive long-range District energy plan to achieve maximum effective management and use of present and future sources of energy. It administers energy efficiency and renewable energy programs that help District residents use less energy and generate on-site clean energy, and provides direct financial assistance and discounts to low-income residents to help off-set their energy bills.	Daily Service	2	6
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adoption of i	nnovative susta	h District residents, businesses, and institutions in meaningful and equitable water inability practices, and implement cutting edge programs and policies that ensor of sustainability, green building deployment and climate change mitigation and	ure the District remai	ns a national ar	nd
Sustainability	Sustainability and engagement activities performed by the agency	The DOEE Urban Sustainability Administration develops innovative policy and programming to address environmental challenges and increase sustainability in the District. It coordinates programs and communications with sister agencies, the Mayor's office, and non-government stakeholders to promote widespread adoption of sustainable practices through implementation of the District's Sustainable DC Plan, waste reduction initiatives, green building policy and programs, greenhouse gas emission reductions, and climate change resiliency planning.	Daily Service	3	5
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	er efficient and over a commental law	effective environmental enforcement operations, strategies, and outreach that b	oring polluters into co	ompliance with t	the
Enforcement	Enforcement services performed by the agency	The DOEE Office of Enforcement and Environmental Justice develops and implements effective practices to support DOEE enforcement efforts. The office works directly with DOEE's environmental enforcement programs by coordinating planning, providing training, developing standard procedures, and managing the civil infractions program. The office serves as the lead agency contact for enforcement matters involving U.S. Environmental Protection Agency (EPA) Region 3.	Daily Service	2	1
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2018 Workload Measures

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY2016 Actual	FY 2017 Actual	
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1 - Natural resources services performed by agency (10 Measures)				
Number of RiverSmart Homes audits performed	Not available	Not Available	1032	930
Number of rain gardens installed by RiverSmart Homes	Not available	Not Available	66	122
Number of installations for RiverSmart Communities Program	Not available	Not Available	12	2
Number of stormwater management and erosion/sediment control inspections	Not available	Not Available	5594	4040
Number of Bag Law inspections	Not available	Not Available	570	555
Number of coal tar inspections	Not available	Not Available	59	64
Number of Foam Ban inspections	Not available	Not Available	Not Available	309
Number of MS4 outfalls inspected	Not available	Not Available	192	229
Number of MS4 facilities inspected	Not available	Not Available	124	106
Number of Aquatic Resources Education Center visitors	Not available	Not Available	2135	5592
2 - Environmental health services performed by agency (9 Measures)				
Number of contaminated site clean-ups under regulatory oversight in the District	Not available	Not Available	163	22
Number of open leaking UST remediation sites under regulatory oversight	Not available	Not Available	420	148
Number of Brownfield assessments completed	Not available	Not Available	0	0
Number of full-compliance evaluations of Title V facilities	Not available	Not Available	19	19
Number of asbestos inspections conducted	Not available	Not Available	200	99
Number of Significant Operational Compliance inspections of underground storage tanks conducted	Not available	Not Available	80	86

Number of pesticide marketplace inspections conducted	Not available	Not Available	67	79
Number of hazardous waste inspections conducted	Not available	Not Available	55	240
Number of requests to respond to potential spills, releases, and other environmental emergencies	Not available	Not Available	0	150
3 - Energy services provided by agency (2 Measures)				
Number of buildings reporting ENERGY STAR benchmarking data to DOEE	Not available	Not Available	1580	1460
Number of households receiving energy assistance	Not available	Not Available	23,820	20,696
4 - Sustainability and engagement activities performed by the agency (3 Measures)				
Number of businesses and institutions participating in sustainability pledges or challenges	Not available	Not Available	290	130
Number of social media posts and electronic communications containing environmental and sustainability engagement messaging	Not available	Not Available	2037	2029
Number of school visits, community meetings, and events where environmental and sustainability programs, activities, and initiatives are promoted	Not available	Not Available	87	210
5 - Enforcement services performed by the agency (2 Measures)				
Amount collected from fines and penalties	Not available	Not Available	\$178,274	\$196,416
Number of Notices of Infraction processed	Not available	Not Available	474	343

Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Execute Solar for All DC Innovation and Expansion Grants, and integrate the Solar for All	In FY18, DOEE will administer the Solar for All DC Innovation & Expansion Grants in the amount of \$12.6M, and will provide robust monitoring and oversight of the grants, and employ quality assurance protocols, to ensure the projects are installed as proposed, on time, and on budget. DOEE will ensure the projects result in the deployment of almost 7 MW of solar generation capacity, and that the benefits go to low-income District residents. This is a two year initiative; the grant period is 21 months from the date of award; however, the solar systems must be completely installed and interconnected within 18 months from the date of award. DOEE will also pursue new partnerships with sister agencies in the form of MOUs to facilitate innovative solar projects on their properties. DOEE will integrate the Solar for All Implementation Plan with DOEE's existing low-income energy programs	09-30-2019

Implementation Plan with existing low- income energy programs	(Low-Income Home Energy Assistance Program, Utility Discount Program and Weatherization Assistance Program). DOEE will analyze how to incorporate net-metering and virtual net-metering as part of the energy assistance benefit matrix. Completion Date: September 2019.	
Develop and Implement the Solar Works DC solar systems installation and job training program	In FY18, DOEE will implement Solar Works DC, a new low-income solar systems installation and job training program, which is the workforce development component of the District's Solar For All implementation. In addition to preparing District residents to enter careers in solar and related industries, Solar Works DC will increase solar capacity in the District and reduce energy costs for qualified low-income District homeowners by installing solar systems on their homes. In year one, the program will train up to 75 residents, ages 18 and over, for solar careers and will install solar systems on 60-100 low-income households. Completion Date: September 2018.	09-30-2018
Establish the DC Green Bank and create a strategic pathway to transfer DC PACE to the Green Bank	In FY18, DOEE will establish a DC Green Bank in accordance with the District of Columbia Green Finance Authority Establishment Act of 2017. As the first municipal green bank in the nation, the DC Green Bank will be a new, innovative policy tool to help the District meet its sustainability, energy, climate change, and resiliency goals. DOEE will also prepare for the transfer of the existing DC PACE program to the Green Bank, a multi-agency coordinated effort. This is a two year initiative in light of pending legislation. Completion Date: September 2019.	09-30-2019
Finalize the Clean Energy DC Plan	In FY18, DOEE will finalize Clean Energy DC, the District's plan to achieve its aggressive greenhouse gas emissions targets though energy innovation, efficiency, and resiliency. The plan will clearly identify actions to be taken between now and 2032 in our buildings, energy infrastructure, and transportation system to meet our energy and climate goals. DOEE will incorporate comments received from the public during FY17, and produce a final version that accounts for changes to the national energy landscape since the draft plan was completed in 2016. DOEE will work to ensure that Clean Energy DC and Sustainable DC 2.0 are aligned and mutually-supporting. DOEE will propose new legislation based on key actions in the Clean Energy DC plan, and initiate studies needed to implement other areas of the plan. Completion Date: September 2018.	09-30-2018
Enhance the District's Benchmarking Program through the creation of a Building Performance Standard, improved communication with building owners, and more detailed data sharing	In FY18, DOEE will begin a 2 year initiative to develop a building energy performance standard (BEPS) and related building performance policies for the District. The BEPS policy suite, as recommended in the Sustainable DC and Clean Energy DC plans, will move beyond the measurement and transparency work being done through the benchmarking program to require specific large public and private buildings to either meet certain efficiency standards or undertake additional measures such as audits, retro-commissioning, operator training, and/or efficiency improvements. Additionally, DOEE will work to improve the communication and outreach to building owners that submit reports to DOEE through the creation and distribution of scorecards that will educate owners on how their buildings are performing compared to their peers. Completion Date: September 2019.	09-30-2019
Update and	In FY18, DOEE will update and enhance the District's Energy Assurance Plan (EAP). The EAP provides information on how the	09-30-2018

enhance DC's Energy Assurance Plan	District, and DOEE in particular, will respond in case of an energy emergency, and promotes the resiliency of the District's energy systems to reduce vulnerabilities. The plan also provides DOEE's participation in promoting policies and programs that enhance the District's energy systems. Completion Date: September 2018.	
Issue the final Remedial Investigation and Feasibility Study for remediation of contaminated sediments in the Anacostia River and Washington Channel	In FY18, DOEE will complete and release the final Remedial Investigation and Feasibility Study for remediation of contaminated sediments in the Anacostia River and Washington Channel. This will include a third round of tributary work and ongoing public outreach, community meetings, and opportunities for public input. This work will support the agency's development of a Record of Decision detailing cleanup options for the river. Completion Date: September 2018.	09-30-2018
Improve monitoring of sources of minor air pollution in the District through enhanced inspections	In FY18, DOEE will expand its inspections of minor sources of air pollution and revisit auto painting operations. DOEE will optimize the compliance monitoring of sources through the use of portable electronic devices and expanded inspection checklists. These activities will increase the quantity and quality of inspections performed in an effort to reduce air pollution in the District. Completion Date: September 2018.	09-30-2018
Enhanced outreach and compliance assistance pertaining to tenants' rights under the Lead Hazard Prevention and Elimination Act	In FY18, DOEE will work to reduce lead exposure to District children from lead-based paint hazards through outreach and compliance assistance focused on education around the District's Lead-Hazard Prevention and Elimination Act. DOEE will engage in committed partnerships with sister agencies, including the Office of the Tenant Advocate, the Department of Consumer and Regulatory Affairs, and the DC Housing Authority, and with community partners that include the Apartment and Office Building Association and the Greater Capital Area Association of REALTORS©. To support this initiative and enhance the prospects for its ultimate success, DOEE will also develop partnerships with tenant organizations and legal aid providers, among other community groups and non-profits. Completion Date: September 2018.	09-30-2018
Develop a new program to reduce lead exposure from drinking water in child development facilities throughout the District	In FY18, DOEE will work to reduce lead exposure to District children from drinking water and secure new staff and contractual support to start developing a new program aimed at coordinating with daycare and child development facilities. Additionally, DOEE will develop a tool to track compliance with the Childhood Lead Exposure Prevention Amendment Act of 2017. Completion Date: September 2018.	09-30-2018
Launch a large	In FY18, DOEE will coordinate with the District Department of Transportation and grantees to launch a large parcel tree planting	09-30-2018

parcel tree planting program	program with the goal of planting an additional 750 trees annually. This program will plant trees on parcels that can accommodate 25 or more trees. In FY16, Mayor Bowser launched an effort to form the Urban Forestry Advisory Committee and increase the District's annual planting to 15,000 trees. This initiative will build upon that accomplishment. Completion Date: September 2018.	
Develop a self- inspection and self-reporting pilot program for maintenance of stormwater best management practices	In FY18, DOEE will develop a pilot program to allow District agencies to self-inspect and self-report required maintenance for stormwater best management practices (BMPs). This program will be expanded later to include all property owners with regulated BMPs. This program is anticipated to provide flexibility and reduce processing time for the regulated community and to enable the agency to reallocate resources to meet increased demand for pre-construction inspections. Completion Date: September 2018.	09-30-2018
Develop a story map that provides the public with holistic information about the condition of the District's waters and progress with restoration projects	In FY18, DOEE will develop and publish a story map that synthesizes open data from various DOEE divisions to provide the public with information about the health of the District's waterways, restoration projects in each watershed, and additional work needed to meet water quality objectives. A story map is an online format that combines maps with text, website links, images, and video to provide an interactive educational experience. Completion Date: September 2018.	09-30-2018
Stream Restoration Projects	In FY18, DOEE will partner with the National Park Service (NPS) in an effort to make the Fort Dupont tributary (a tributary of the Anacostia River) the first stream fully restored to fishable and swimmable conditions in the District. DOEE will contract for stream restoration designs, complete an Environmental Assessment, and work with NPS to install stormwater retention practices on roadways that drain to the Fort Dupont tributary. Also in FY18, DOEE will oversee the design and permitting of the Spring Valley stream and park restoration project in coordination with the Department of General Service and the Department of Parks and Recreation. Completion Date: September 2018.	09-30-2018
Conduct a flood risk management study for Watts Branch	In FY18, DOEE will partner with the U.S. Army Corps of Engineers and other members of the DC Silver Jackets (an interagency team dedicated to reducing flood risk in the District) to conduct a study to better understand flooding in District neighborhoods around Watts Branch and identify possible solutions. The study, which supports actions in the Climate Ready DC plan and the 100 Resilient Cities initiative, will help determine how changing weather patterns may impact flooding in the future. DOEE will finalize engineering models and maps to predict the extent of flooding for different types of storms, identify potential solutions based on data collection and modeling work from FY17, assess the elevations of buildings within 100 and 500 year floodplains along Watts Branch, and engage community leaders and residents to create and share strategies to prepare for and manage flooding. A final report will document collected data, maps, best practices, and potential policies and structural solutions for future implementation. Completion Date: September 2018.	09-30-2018
Conduct tracking and monitoring	In FY18, DOEE will continue its effort to restore the District's American shad population as part of the implementation of the Omnibus Fisheries Bill. The Fisheries and Wildlife Division will capture adult fish that will be strip spawned, and an estimated 500,000 young of which will be chemically marked and released into the Anacostia River. Completion Date: September 2018.	09-30-2018

activities to aid in the restoration of the District's American shad population		
Expand and enhance educational programming and outreach activities for the Aquatic Resources Education Center	In FY18, DOEE will sponsor and host community fishing events, most notably the Family and Youth Casting Call and the routine fishing clinics associated with aquatic resources education. In addition, DOEE will institute a new District-wide community arts program targeting youth and adults that focuses on the District's living aquatic resources. Completion Date: September 2018.	09-30-2018
Update the District's Sustainable DC Plan: Sustainable DC 2.0	In FY18, DOEE will develop an updated draft Sustainable DC 2.0 plan for public comment. The process will involve robust community outreach and engagement, including, soliciting feedback via surveys, focus groups, community meetings, topic-specific working groups, input from businesses, and meetings with sister-agencies. DOEE will complete Sustainable DC 2.0 in FY19. Completion Date: September 2019.	09-30-2019
Grow material management initiatives around textiles, paint, and electronics, and strengthen sustainable procurement and events guidance	In FY18, DOEE's electronics Extended Producer Responsibility (EPR) program, eCycle DC, will add implementation of the Electronics Disposal Ban (effective January 1, 2018). DOEE will align enforcement efforts with the Department of Public Works (DPW) Solid Waste Education and Enforcement Program (SWEEPS). DOEE will work with PaintCare to expand the number of permanent paint drop-off locations in the District and increase local reuse of collected paint. DOEE will research which new product categories should be considered in expanding the District's EPR programs (e.g., pharmaceuticals, mattresses, etc.). DOEE will roll out a textile waste diversion initiative that will include a partnership with DC based non-profits to encourage the donation of unwanted textiles to local organizations whose social mission benefits the residents of the District. DOEE will develop a broad outreach and education strategy to reduce waste produced at local events. The strategy, including a "Path to Zero Waste" event guide, will provide resources, tips and summaries of local waste laws to support local event planners and residents. DOEE will partner with the Office of Contracting and Procurement (OCP) in the development of an updated Sustainable Purchasing Program website. DOEE will also support OCP's incorporation of Environmentally Preferable Purchasing (EPP) training into OCP's regular course offerings. Completion Date: September 2018.	09-30-2018
Develop a strategy for agency-led inclusive engagement	In FY18, DOEE will utilize the Partners for Places grant and framework with Sustainability as a lens to measure the qualitative impact of the Sustainable DC plan and relating initiatives in communities within the District (specifically Ward 7 and communities within Watts Branch). This effort will assess or seek to understand the culture of the implementing institution (DOEE), programs and initiatives and their impact or relation to the intended communities, modes of communication and the impact of intended communities, and the supports from the implementing institution (DOEE) that would assist all communities to address and overcome inherent barriers. Completion Date: September 2018.	09-30-2018
Research, test, and implement innovative policies and programs	In FY18, DOEEwill continue to provide thought leadership, policy development and implementation assistance for green and high performance buildings. One means of achieving this end is research on new techniques in green building and the broader built environment, such as living shorelines, through the Green Building Fund Grant Program. Projects and research for future projects will include evaluation of solar + storage projects for public buildings, thermal mapping for detailed assessment of urban heat island effect, and development of technical bulletins. Completion Date: September 2018.	09-30-2018

within the areas of green building, energy efficiency, and renewable energy.		
Advance Climate Resilience & Action	In FY18, DOEE will continue to implement Climate Ready DC through coordination with District agencies and community partners. Specific initiatives to implement Climate Ready DC will include the development of a draft strategic implementation plan and draft design guidelines for climate resilient infrastructure and facilities and a grant that DOEE will issue to develop and implement a resilience audit tool to assess the vulnerability of public and affordable housing and identify upgrades include solar and energy storage. In order to ensure that the implementation of Climate Ready DC advances the District's equity goals, DOEE will utilize a grant from the Partners for Places initiative to create an Equity Advisory Group to guide the implementation of Climate Ready DC in the neighborhoods along Watts Branch, working in partnership with the DC Silver Jackets and US Army Corps of Engineers on a related project to study flood risks in the area. DOEE will also continue to work with other agencies to incorporate climate resilience into relevant plans including the Comprehensive Plan, the All Hazard Mitigation Plan, and the 100 Resilient Cities Resilience Strategy. In order to realize the goals established in Mayor Bowser's executive order to honor the Paris Climate Accord, DOEE will continue to work on cutting edge energy efficiency, renewable and district energy, and microgrid solutions, update the District's greenhouse gas emissions inventory, and learn about and share best practices with international organizations. Specifically, DOEE will lead the District's participation in the C40 Climate Leadership Group, Climate Mayors, and other networks. Completion Date: September 2018.	09-30-2018
Establish and maintain regulations that protect and improve the environment for District residents, specifically in the areas of natural resources, environmental services, energy, and sustainability	In FY 18, DOEE will update and improve the portions of the Municipal Code of Regulations under its regulatory authority to protect public health and the environment. The Department will also develop new regulations when required by newly enacted laws, and develop regulations to enact new programs. The Department expects to promulgate final versions of regulations to: establish the mold licensure schedule of fines; update the underground storage tank regulations; implement the non-woven disposable wipes requirements; and update the fisheries and wildlife regulations. Completion Date: September 2018.	09-30-2018
Phase II Airplane Noise Study - (Council Enhancement)	In FY18, DOEE will conduct public engagement with the affected communities and stakeholders, draft the project scope (or statement of work) based on stakeholder feedback, and issue a Request for Application. Completion Date: September 2018.	09-30-2018