



FY 2010 PERFORMANCE PLAN
Department of Consumer and Regulatory Affairs

MISSION

The mission of the Department of Consumer and Regulatory Affairs (DCRA) aims to protect the health, safety, economic interests and quality of life of residents, businesses and visitors in the District of Columbia by ensuring code compliance and regulating business.

SUMMARY OF SERVICES

DCRA is responsible for regulating construction and business activity in the District of Columbia. The agency operates a consolidated permit intake center and reviews all construction documents to ensure compliance with building codes and zoning regulations. To protect consumers DCRA issues business licenses, professional licenses, and special events permits, registers corporations, investigates consumer complaints, and inspects weighing and measuring devices used for monetary profit. Construction activity, building systems, and rental housing establishments are inspected, and housing code violations are abated if necessary. Finally, DCRA provides consumer education and outreach programs regarding business practices, construction safety, and housing habitability.

PERFORMANCE PLAN DIVISIONS

- Business and Professional Licensing Division
- Enforcement and Legislative Affairs Division
- Inspections Division
- Permitting and Zoning Division
- Operations and Agency Management Division

AGENCY WORKLOAD MEASURES

Measure	FY08 Actual	FY09 Target	FY09 YTD
# of business licenses issued	12,683	10,500	9,439
# of civil infractions received by the Office of Civil Infractions	1,349	1,200	514
# of inspections completed	22,824	13,000	10,064
# of permits issued (building, supplemental, postcard, etc.)	26,073	40,000	36,947



Business and Professional Licensing Division (BPLA)

SUMMARY OF SERVICES

BPLA is responsible for issuing business and professional licenses through the Business License Division (BLD) and Occupational and Professional Licensing Division (OPLD), registering and maintaining corporations in the Corporations Division, and protecting consumers by managing the District's consumer complaint clearinghouse, investigating unfair trade practices and unlicensed business activity, and inspecting all weighing and measuring devices used by District businesses. These services are provided by the Office of Consumer Protection, the Regulatory Investigations Division, and the Office of Weights and Measures.

OBJECTIVE 1: Maintain efficient business and professional licensing operations.

INITIATIVE 1.1: Accept complex business license renewal applications online.

In FY 2009, BPLA launched online applications processing for simple business license renewals. By June 2010, the division will investigate interagency initiatives to establish complex renewal applications (those that require approval by another agency) online using an existing processes developed with the Department of Health as a template.

INITIATIVE 1.2: Develop new licensing processes for Vending and Special Events.

The division will review, improve and develop interagency agreements to design new licensing processes for Vending and Special Events which relates to the coordination with other governmental agencies (District and Federal) to meet the efficient and accurate issuances of license, permits and the initiation of investigations and inspections. Deadline September 2010.

INITIATIVE 1.3: Cross train business licensing staff to process Vending and Special Events applications.

Design and develop cross-training module for staff to incorporate all BBL operations, policies and procedures into the Vending and Special Events functions to improve staff productivity and enhance customer satisfaction. Deadline September 2010.

INITIATIVE 1.4: Increase professional license testing availability.

OPLD will add two additional testing stations in their new facility resulting in both increased testing availability and customer satisfaction by July 2010. Costs are borne by the testing vendor.

INITIATIVE 1.5: Establish three new professional licensing boards.

OPLD will partner with the Mayoral appointed boards to develop new rules and regulations required for new licensure categories of General Contractor, Home Improvement Contractor and Home Inspector by July 2010. OPLD will work in conjunction with DCRA's Business License Division (BLD) to establish the new categories' requirements and processes. No cost associated.



OBJECTIVE 2: Ensure compliance with licensing requirements.

INITIATIVE 2.1: Increase satisfactory mediated outcomes on behalf of consumers in the District.

Currently the Office of Consumer Protection (OCP) employs only one trained mediation specialist. To increase the likelihood of successful mediations we will train all OCP investigators to mediate claims and restructure case flows to include trained mediators in all mediation attempts between consumers and respondents. OCP will gauge mediators' success by tracking the number of cases referred to other divisions or agencies. Deadline: December 2009.

INITIATIVE 2.2: Establish a comprehensive enforcement program to effectively deal with Consumer Protection Procedures Act (CPPA) violations and other DCRA mandated code violations.

Since the inception of the Office of Consumer Protection, investigators have been unable to enforce the CPPA because trade practice violations are not currently included on the schedule of civil infractions. Trade practice violations will be added to the schedule during FY 2009, and in April 2010 the office will implement a Notice of Infraction program to enforce its code, and maintain a safe and fair marketplace in the District.

INITIATIVE 2.3: Engage in three comprehensive proactive consumer protection programs.

The Office of Consumer Protection plans to make its presence known in the business community during FY 2010 by continuing to conduct proactive investigations. The office will conduct at least three proactive investigations by September 2009, involving, at a minimum, the business of Home Improvement Contracting and Auto Repair.

INITIATIVE 2.4: Develop a centralized consumer complaint intake and case tracking database.

Regulatory Investigations, the Office of Consumer Protection and Weights and Measures will use a central location to accept all consumer complaints. The center will serve as the point of contact for complaints to ensure that all potential compliance and consumer protection issues are addressed and the completion is correctly established. Cases referred to Regulatory Investigations will have a 10-day completion time. Deadline: November 2010. \$50,000 for one full time intake staff member.

INITIATIVE 2.5: Streamline regulatory investigations.

The division will streamline regulatory investigations processes by identifying redundancies or activities that do not add value for consumers. Upon completion of this initiative, the Regulatory Investigations Division will reduce the turn around time for pre-license investigations from 10 business days to 5 business days and incorporate changes into its Standard Operating Procedures. Deadline: December 2009.



OBJECTIVE 3: Manage corporate registration and maintenance services.

INITIATIVE 3.1: Create a “corporate regulatory roadmap” for customers.

The division will work with the Office of Communication to create a “corporate regulatory roadmap,” or a simple information sheet detailing regulatory compliance for businesses. The guide will contain key questions used to determine types of corporate registrations, tax registration requirements, zoning compliance requirements, and a guide to all District agencies that license various business types. Using the roadmap, any new business should know precisely what applications to submit, documents to file, and which agencies regulate their business. The roadmap is expected to be complete by September 2010.

PROPOSED KEY PERFORMANCE INDICATORS – Business and Professional Licensing Division

Measure	FY08 Actual	FY09 Target	FY09 YTD	FY10 Projection	FY11 Projection	FY12 Projection
% of simple licenses processed online	N/A	40%	0%	70%	90%	91%
Avg. # of lapsed licenses in the BBL system	N/A	N/A	N/A	300	250	200
% of customers satisfied with BPLD’s customer service.	59%	70%	87%	90%	95%	95%
% of new professional licenses processed on-line.	n/a	50%	23.4%	70%	80%	90%
% of renewal professional licenses processed on-line.	n/a	80%	87%	90%	95%	95%
% of consumer complaints satisfactorily resolved within 90 days	63%	80%	82%	85%	87%	90%
# of successfully mediated consumer complaints.	n/a	n/a	250	300	350	400
% of pre-license investigations completed within 5 days	n/a	n/a	n/a	80%	90%	95%
# of regulatory compliance surveys	n/a	300	200	400	350	300
# of weighing and measuring device inspections	11,302	9,600	6,193	8,154	8,154	8,154
% of corporate filings submitted online.	n/a	n/a	40%	60%	65%	75%
% of customers using expedited corporate services	n/a	n/a	n/a	20%	30%	40%



Enforcement and Legislative Affairs Division

SUMMARY OF SERVICES

The Enforcement and Legislative Affairs division is composed of four offices. The Office of Civil Infractions is responsible for processing all civil infractions generated by DCRA compliance programs and representing the agency at the Office of Administrative Hearings. The Abatement Program abates life threatening housing code violations. The collections program places and collects liens for unpaid fines, fees, and abatement costs. The Legislative Affairs Office keeps DCRA leaders abreast of relevant legislative information, prepares legislation and regulations required for agency operations, and serves as the liaison with the Executive Office of the Mayor and the Council of the District of Columbia.

OBJECTIVE 1: Maintain current legislation and regulations for efficient agency operations.

INITIATIVE 1.1: Enhance code enforcement legislation and regulations.

The division will propose new legislation and revised civil infractions for enhanced Code Enforcement regulation and better Departmental regulation. These efforts will include input from front line staff, and are expected to be complete by January 2010.

OBJECTIVE 2: Manage civil infraction enforcement actions.

INITIATIVE 2.1: Revise civil infractions processing.

The division plans to revamp the management of civil infractions processing to properly process, track, and account for all civil infractions generated by DCRA personnel. Initially, the division will work with Information Services to fully integrate the electronic processing and tracking through Accela. Additionally, new processes will coordinate all civil infraction processing through the Enforcement Program Manager rather than directly to civil infraction staff members. Finally, the division will establish new performance measures to better evaluate the effectiveness of the civil infractions program. The new process will be implemented by November 2009.

INITIATIVE 2.2: Improve Notice of Infraction Adjudication.

The Office of Civil Infractions plans to improve the Notice of Infraction adjudication by working with the Office of Administrative Hearings (OAH) and coordinating with inspectors or investigators to prepare for adjudication cases. New processes will be implemented by November 2009.

OBJECTIVE 3: Manage lien placement and collection for abatement and civil enforcement actions.

INITIATIVE 3.1: Develop an improved tracking system for liens.

Utilize technology enhancements made in FY 2008 and 2009 to better track unpaid fines and fees. Regularly run reports and send enforcement letters, thus improving agency lien



placement and collection, and reducing the value of outstanding liens. The tracking system will be implemented by December 2009.

INITIATIVE 3.2: Coordinate with Office of Tax and Revenue (OTR) to improve lien collections.

Establish coordinated program with OTR for efficient tax lien placement and collection, exploration of coordination of lien information with credit reports, and coordination of unpaid liens with collection agencies. The program will launch in October 2009.

OBJECTIVE 4: Reduce unproductive properties through effective Vacant Property and Board of Condemnation programs.

INITIATIVE 4.1: Streamline vacant property classification process.

Establish the new vacant property classification system to incorporate the enhanced DCRA classification responsibilities, to include; a revised exemption review and approval system, tracking of exemption applications, monitoring of exempted property compliance and management of exemption denial appeals. The division will implement a new process in October 2009.

INITIATIVE 4.2: Coordinate Board of Condemnation and DCRA’s code violation abatement program.

Coordinate with the DCRA Abatement Program to streamline the number of Board of Condemnation of Insanitary Buildings properties by reviewing outstanding Board requests, facilitating raze and rendering sanitary actions with the Abatement program and utilizing the Chief Building Inspector’s authority for the declaration of unsafe structures. Coordination will begin in October 2009.

OBJECTIVE 5: Protect District residents’ and visitors’ safety through abatement of housing code violations.

INITIATIVE 5.1: Revise abatement contracting and construction verification processes.

To provide for the swift and comprehensive abatement of housing violations, as requested by the Inspections Division, the Abatement Program will initiate a targeted program to complete requested abatements within 30 days. This includes revision of: the scope of work process, the contracting process and construction verification process. New processes will be implemented by October 2009.

PROPOSED KEY PERFORMANCE INDICATORS – Enforcement and Legislative Affairs Division

Measure	FY08 Actual	FY09 Target	FY09 YTD	FY10 Projection	FY11 Projection	FY12 Projection
% of cases resulting in an OAH finding of	N/A	85%	81%	87%	89%	91%



Measure	FY08 Actual	FY09 Target	FY09 YTD	FY10 Projection	FY11 Projection	FY12 Projection
liability						
\$ amount of Special Assessments collected		\$1,000,000	\$797,065	\$1,900,000	\$1,600,000	\$1,900,000
Total \$ amount of outstanding Special Assessment liens.	\$6,574,363	\$6,200,000	\$6,344,392	\$5,588,208	\$4,930,772	\$3,944,617
Total # of vacant properties.	3,400	3,500	2,100	3,450	3,400	3,350
# of registered vacant properties.	N/A	1,000	300	1,500	1,600	1,700
# of new BCIB properties	97	100	4	20	18	15
% of DCRA abatements completed within 30 days	N/A	N/A	N/A	60	70	75



Inspections Division

SUMMARY OF SERVICES

The Inspections Division protects District residents and visitors safety through its three programs. The Combination Inspections Program ensures habitable housing by performing residential inspections and promotes safety by inspecting construction sites for code compliance and proper permits. The Specialty Inspections Program manages the third party inspection program, monitors elevators and boilers in District buildings, and promotes safe construction practices by performing illegal construction inspections. The Construction Code Coordinating Board maintains the District's building codes to assure state of the art currency and appropriateness for the District's unique architecture.

OBJECTIVE 1: Manage an efficient combination inspections program.

INITIATIVE 1.1: Develop policies and procedures for combination inspections.

DCRA currently sends multiple inspectors to a single address to complete trade-specific inspections. Combination inspectors with multi-disciplinary training can conduct several inspections in one visit to a property, increasing the total number of inspections performed daily. Policies will be developed by October 2009 that provide guidelines for scheduling combination inspections and maintaining required certifications.

INITIATIVE 1.2: Continue to refine policies and procedures for the proactive inspection program.

In May 2009 DCRA launched the pilot phase of the proactive inspection program, a program designed to inspect and certify all multi-unit residential rental buildings in the District on a multi-year cycle. This will result in bringing all multifamily buildings up to the minimum code requirements of the District and greatly improving the habitability conditions for the tenants throughout the District. As the full program launches in October 2009, the division will dedicate the first two quarters to refining program policies and procedures. Deadline: March 2010.

INITIATIVE 1.3: Increase enforcement against the District's worst housing providers.

In Fiscal Year 2009 DCRA referred over ten (10) property owners to the Office of the Attorney General for increased enforcement action. This initiative increased awareness about so-called slum landlords. In 2010, DCRA will coordinate with the Office of the Attorney General and the Office of the Tenant Advocate (OTA) to file a new lawsuit against the District's worst rental property owners. Also, by using the newly developed Neighborhood Revitalization Fund Administrative Issuance, DCRA will make the repairs when owners fail to. This initiative will help to ensure the supply of safe and habitable rental housing for District residents. DCRA will forward at least 5 properties for litigation by December 2009.



OBJECTIVE 2: Develop a premier specialty inspections program.

INITIATIVE 2.1: Develop and maintain a comprehensive inventory of boilers and other pressure vessels.

DCRA does not have a comprehensive database that includes boilers in all buildings in the District. The division will work in conjunction with licensing to hire a dedicated staff person to develop a database. During routine inspections, inspectors will note all boilers observed in the field, and forward data to the specialty inspections unit for addition to the boiler database. Similarly, DCRA will work with insurance company boiler inspectors and request copies of all boiler test documents and certifications and be sure they are noted in our database. All ICA Inspectors will begin collecting data in October 2009. The initiative will cost roughly \$45,000 for a new staff member.

INITIATIVE 2.2: Develop and maintain a comprehensive inventory of elevators in all District buildings.

DCRA does not have a comprehensive database that includes all elevators in the District. The division will work in conjunction with licensing to hire a dedicated staff person to develop a database. During routine inspections, all ICA inspectors will note all elevators observed in the field, and forward data to the specialty elevator inspections unit for addition to the elevator database. Similarly, DCRA will work with third party Inspection companies and the elevator industry in the collection and the data entry of all test reports, enforcement actions, and certifications. All ICA Inspectors will begin collecting data in October 2009.

INITIATIVE 2.3: Increase 3rd party inspection education and enforcement.

To expedite the inspection process, DCRA offers permit applicants an option to hire non-government inspectors (third party inspectors) to review their work. By implementing certification and auditing functions, DCRA will improve the quality and raise the industry standard of third party inspectors' performance and assure that within one year all inspectors and engineers approved to inspect in the program will be ICC certified within their individual inspection expertise. All new 3rd party inspectors are required to be certified by June 2010.

INITIATIVE 2.4: Increase illegal construction enforcement.

Citizens of the District are not always aware of the permits required for the scope of their construction work. DCRA will increase permitting requirement education while simultaneously increasing illegal construction inspections. Illegal construction inspectors will attend training during FY 2009 and ongoing training will occur beginning October 2009 on how to efficiently cite non-compliant worksites to reduce the number of stop work orders summarily dismissed. In addition to investigating illegal construction complaints, inspectors will proactively perform a field review of Post Card Permits and verify the scope of work on all commercial construction sites.



OBJECTIVE 3: Manage the Construction Codes Coordinating Board (CCCB).

INITIATIVE 3.1: Bring the DCMR 12 into line with the International Property Maintenance Code.

To bring consistency to code enforcement, the District’s Housing Code (DCMR 14) must be consolidated into the Building Codes (DCMR 12). Using guidance from the Construction Code Coordinating Board (CCCB), the agency will incorporate DCMR 14 into the ICC family of codes by July 2010. The CCCB will establish a Code Development Technical Advisor Group (TAG). Chaired by the Chief Building Official, this group will complete a review of Title 14 and compression of this title into the 2009 Edition of the International Property Maintenance code. The Civil Infraction Fine Schedule will also be incorporated into the IPMC as an Appendix Chapter.

INITIATIVE 3.2: Increase green building provisions in the District’s building codes.

The Green Building Act requires DCRA to submit Construction Codes revisions to the Council that incorporate green building practices developed since the previous Construction Codes revisions. To comply with this mandate, the Inspections Division will prioritize the establishment of the Sustainability Code Development Technical Advisor Group (TAG) within the new Construction Code Coordinating Board (CCCB). Deadline January 2010.

PROPOSED KEY PERFORMANCE INDICATORS – Inspections Division

Measure	FY08 Actual	FY09 Target	FY09 YTD	FY10 Projection	FY11 Projection	FY12 Projection
% of inspectors with required professional certifications	50%	75%	75%	90%	90%	90%
# of buildings where proactive inspections were completed	N/A	250	30	2,200	2,200	1,100
% of complaint-related inspections	58%	60%	54%	55%	50%	45%
% of permit-related inspections completed within 48 hours of request	78%	80%	94%	82%	85%	87%
% of emergency housing inspections conducted within 24 hours of complaint	76%	85%	87%	90%	92%	95%
# of illegal construction inspections that resulted in permit issuance	673	475	300	450	425	400



Permitting and Zoning Division

SUMMARY OF SERVICES

The Permitting and Zoning Division ensures a safe living and working environment in the District through code enforcement and land records management. The Permit Operations subdivision certifies compliance with current building codes, manages a consolidated permit application intake center hosting multiple agencies, issues permits for all District construction projects. The Office of the Surveyor maintains all District land records. Finally, the Office of the Zoning Administrator reviews all permit and certificate of occupancy applications for zoning compliance, and refers customers to the Board of Zoning Adjustment for zoning variances.

OBJECTIVE 1: Ensure building plans comply with construction codes.

INITIATIVE 1.1: Refine Green Building application data tracking.

Current tracking systems do not account for the intricacies related to green buildings. To better track this green project details, the division will create a reporting mechanism to identify commercial and residential green project applications, the level of LEED certification attempted, and different types of green construction used. To further improve green application tracking the division will document process steps required to approve a green building application. Deadline: January 2010.

INITIATIVE 1.2: Create a unified inter-agency plan review and approval process.

The permit center is a single point of entry for permit applications to DCRA, DDOE, DOH, and DDOT. Despite sharing an intake process, these sister agencies have disparate plan review and approval processes. DCRA plans to unify plan review and approval among all reviewing agencies in the permit center. Deadline: June 2010.

INITIATIVE 1.3: Implement a consolidated conceptual design application process.

Permit applicants are currently not able to begin the permit application process until plan designs have reached 85% of completion. As a result, sister agency reviews that could be completed earlier in the design process must wait until near completion because no reviews can occur until a DCRA issued permit application number is issued. Allowing applicants to apply for permits at a conceptual stage will shorten plan review timeframes because sister agency reviews will already be complete. This program will be implemented by July 2010.

OBJECTIVE 2: Provide superior customer service in the Permit Center.

INITIATIVE 2.1: Improve the permit application process.

The division will streamline the permit application process by creating easy to read applications, making permit application information available online and in onsite kiosks, and reviewing survey results with feedback from stakeholders. Deadline: January 2010.

INITIATIVE 2.2: Create a routine process for relocating permit records to an offsite location.



An aging records management process has led to an accumulation of plans and records, and have made locating archival documents difficult to find. To remedy this problem, the division will identify the number and types of records to be relocated, systematically eliminate records that are not required to be stored for extended periods of time, scan documents related to supplemental permits, and initiate a new process to improve turn around time to file plans and applications expeditiously. These efforts will complement existing regulations in the DC Record Management Schedule which requires documents to be stored at the Federal Records Center and DC Archives. Deadline: March 2010.

INITIATIVE 2.3: Expand the scope of work that may be processed through the Home Owners Center to accommodate Home Occupation Permits

Customers currently must obtain Home Occupation Permits (HOP) from the permit center. To simplify this process, the division will move HOP processing and issuance into the Home Owner's Center (HOC). This will involve training for the HOC staff, creating a standard operating procedure, developing a new intake application, and creating a monthly report to track the number of applications submitted. Deadline: October 2009.

OBJECTIVE 3: Manage and maintain District land records.

INITIATIVE 3.1: Develop an online building plat application process.

Currently, customers make multiple trips to DCRA to apply for and pick up building plats. The division will work with the Office of Information Services to develop an online application and issuance interface. This will involve developing procedures for an online application process, generating an application form to be placed online, and developing reporting functions for online activity. Deadline: March 2010.

INITIATIVE 3.2: Post the surveyor's records online for public availability.

The Surveyor's Office maintains two centuries of land records, but digital copies are not publicly accessible. The division will work with the Office of Information Services to move an existing internal digital image database onto a publicly accessible website. Deadline: June 2010.

OBJECTIVE 4: Administer and enforce zoning regulations.

INITIATIVE 4.1 Work with Office of General Counsel to develop an Enforcement Process Matrix.

The Office of the Zoning Administrator (OZA) will coordinate with the Office of General Counsel to develop strategies, notices, and follow through steps for the zoning enforcement actions to be used for different compliance situations. The matrix will be implemented December 2009.

INITIATIVE 4.2 Place zoning determination letters and/or interpretations on DCRA's public website.

Provide citizen access to determination letters to inform them of interpretations of zoning regulations potential impacts on their communities. The OZA will begin posting determination letters on the DCRA website April 2010.



PROPOSED KEY PERFORMANCE INDICATORS – Permitting and Zoning Division

Measure	FY08 Actual	FY09 Target	FY09 YTD	FY10 Projection	FY11 Projection	FY12 Projection
% of customers satisfied with the Permitting and Zoning Division's customer service	94%	75%	95%	80%	85%	90%
Average length of customer wait in Permit Center (minutes)	N/A	N/A	N/A	30	25	22
# of green building applications received	N/A	20	23	48	70	100
% of complex building plan reviews completed on time	84%	90%	69%	92%	94%	95%
% of building plats utilizing expedited review service	N/A	N/A	N/A	10%	15%	20%
% of certificate of occupancy applications reviewed within 30 days	N/A	90%	97.5%	95%	95%	95%
# of zoning compliance letters issued	N/A	350	220	370	380	390



Operations and Agency Management

SUMMARY OF SERVICES

The Operations and Agency Management Division is responsible to internal customers for organizational development and workforce management by the Office of Human Resources, technological advancement through the Office of Information Services, process improvement and operational analysis by the Performance Management Office, and risk reduction by the Office of Service Integrity. The Office of Communication and Community Outreach serves external customers through the public outreach and education, and The Office of Customer Service ensures superior customer service operations.

OBJECTIVE 1: Maintain a qualified, healthy, and highly motivated workforce.

INITIATIVE 1.1: Provide monthly in-house training programs on managing in a union environment.

DCRA will ensure that each manager has a copy of the Collective Bargaining Agreement (CBA) that governs the employees in their unit. The HR team will review the CBAs and appropriate chapters in the DPM that govern performance. Additionally we will hold sessions specifically walking managers through the stages of progressive discipline.

OBJECTIVE 2: Increase public awareness of DCRA programs and services.

INITIATIVE 2.1: Market web-based permitting services through internal and external search engine optimization (SEO) strategies.

The division will ensure “key word” searches for permitting, licensing and corporate registration services on Google return DCRA results in top ten by enhancing HTML and other SEO strategies. Complete by January 1, 2010. Place 10 stories in trade and traditional media publications by April 1, 2010.

INITIATIVE 2.2: Design & implement a marketing plan to support agency-wide proactive inspections and compliance program including doorknockers, web databases and online information.

DCRA will promote an Online Searchable Database for All Code Violations at District Residential Properties through Web-based marketing including a partnership with real estate sites including craigslist.com and other online listings. In addition, the division will plan, schedule and hold at least eight community outreach events beginning November 1 and ending on March 1.

INITIATIVE 2.3: Design & implement Basic Business Licensing communications plan to improve communication with customers by highlighting importance of licensing.

The division will streamline online business license information by creating a web-based Non-Profit Information Center to target non-profit communities locally and nationally to streamline the license/registration process. This page will go live on December 1, 2009. In addition, the division will design, develop and implement a short- and long-term communications strategy for new online registration and renewal applications for Basic Business Licensing.



OBJECTIVE 3: Manage agency performance and integrity.

INITIATIVE 3.1: Conduct comprehensive year-end reconciliation of inquiries, requests for assistance, and public contacts with case statuses.

To ensure that all requests for investigation or assistance are followed through to resolution and that all matters brought to the Office of Service Integrity (OSI) are addressed timely and appropriately, OSI will compile a year-end reconciliation. OSI will track and record both the initial contact and the final resolution for all internal, public, and extra-agency inquiries and requests for assistance or guidance. Anticipated completion date: End of FY10.

INITIATIVE 3.2: Conduct targeted reviews of processes within revenue-collecting programs.

OSI will pro-actively conduct targeted reviews of specific processes within revenue generating programs and provide reports of findings and recommendations. These will include reviews of Certificate of Occupancy intake and issuance processes, and a review of illegal construction and BBL enforcement actions resulting from housing and commercial inspections. Anticipated completion date: First review report (findings, recommendations) submitted by June 30, 2009; Second review report submitted by September 1, 2009.

OBJECTIVE 4: Provide excellent customer service.

INITIATIVE 4.1: Expand Mystery Shopper Program.

In an effort to improve the quality of customer service within the agency, the Customer Service Advocates (CSA) will expand the Mystery Shopper program to encompass face to face test. In addition, the Customer Service Team will publicize the results of the mystery shopper program on the internet to our external customers. Deadline: March 2010.

INITIATIVE 4.2: Monthly Status updates on all outstanding cases.

To establish a stronger working relationship with the MOCRS, Councilmembers' and ANCs', the CSA will hold monthly status updates meeting with external stakeholders. The updates will include date of receipt, nature of complaint and current status. This will be in addition to our weekly updates and standard operating procedures for the CSA Team. Deadline: December 2009.

INITIATIVE 4.3 One Call for Multi-Agency Scheduling.

Inspection Scheduling will work with the Office of Unified Communications (OUC) to implement a "One Call" process for complaints requiring multi-agency inspections. Currently customers must contact each agency, and each agency responds to its portion of the complaint without full knowledge of other agency actions. A "One Call" process will allow agency-wide access to the complaint as well as all corrective actions taken, eliminate duplication of resources, and provide customers with a comprehensive approach and resolution to complaints. Deadline: September 2010.



INITIATIVE 4.4 Tracking of executive correspondence.

An “action item” executive tracking/reporting database will be maintained for tracking and responding to executive correspondence. The database will show how often a complaint is received, what actions were taken, final responses and where division coordination could be improved. Deadline: January 2010.

INITIATIVE 4.5 Reduce FOIA requests by adding a search tool to DCRA website.

Provide new updates and features on the web-site that direct constituents to DCRA program data available online rather than submitting a FOIA request. Deadline: June 2010.

OBJECTIVE 5: Support agency by managing facilities, resources, and reducing risks to agency assets.

INITIATIVE 5.1: Work with OPM to coordinate completion of new Waterfront facility.

DCRA will require the appropriate personnel from Facilities and Administration be available to meet upon request with OPM and its architects to review and make decisions regarding the new Waterfront facility. As decisions affect our sister agencies, DCRA will communicate in writing or through meetings to inform and receive approval for plans and proposed changes. Deadline: March 2010.

INITIATIVE 5.2: Develop a Business/Interruption/Continuity Plan (COOP).

This plan will be used in the event of a major disaster or act of terrorism to insure that the agency maintains at minimum the functions essential to addressing emergencies in the city. Deadline: July 2010.

OBJECTIVE 6: Expand and maintain technology infrastructure.

INITIATIVE 6.1: Extend Interactive Voice Routing (IVR) system for Building Plan Review.

Integrate functionality to allow applicants, who do not have computers or are not connected to the internet, to retrieve the status of their Building Permit application, 24 hours a day 7 days a week. Planned implementation is March 2010. Estimated cost: \$50,000.

INITIATIVE 6.2 Extend Integration of the Consolidated Property Management System (CPMS) with Citywide Call Center CIRM System.

This integration will enhance the types of services and information available to citizens that call 311 regarding DCRA services. This initiative would extend the integration between Licensing, Permits, Commercial Inspections and any multi-agency service request. This initiative is dependent on the successful implementation of the OUC’s new system. The current schedule is for CIRM to go live in the 4th quarter of FY2009. Our time frame is two months after CIRM goes live. Estimated cost: \$100,000.



INITIATIVE 6.3: Reduce paper storage and handling by implementing On-Line Plan submission and review system.

Implement a web based system that will allow applicants to submit building plans electronically and allow them to review notices and comments on-line as well. When fully implemented the system should eliminate the need for applicants to submit multiple copies/sets of plans as well as allow for parallel review of plans by multiple disciplines and agencies reducing the overall time required to review and approve plans. Estimated implementation is February 2010.

PROPOSED KEY PERFORMANCE INDICATORS – Operations and Agency Management

Measure	FY08 Actual	FY09 Target	FY09 YTD	FY10 Projection	FY11 Projection	FY12 Projection
% of grievances resolved within 30 days	N/A	70%	51.4%	80%	85%	90%
# of consumer protection web hits	N/A	700	10,004	10,000	11,000	12,000
% of OIG inquiries completed timely	100%	100%	100%	100%	100%	100%
% of IQs completed timely	54%	100%	70%	100%	100%	100%
% of calls received by computer	N/A	30%	N/A	35%	40%	45%
% of FOIA requests completed timely	N/A	N/A	N/A	85%	90%	95%

STANDARD CITYWIDE OPERATIONAL MEASURES

Measure	FY09 YTD
Contracts	
% of sole-source contracts	
Average time from requisition to purchase order for small (under \$100K) purchases	
# of ratifications	
% of invoices processed in 30 days or less	
Customer Service	
OUC customer service score	
Finance	
Variance between agency budget estimate and actual spending	
Overtime as percent of salary pay	
Travel/Conference spending per employee	



Operating expenditures "per capita" (adjusted: per client, per resident)	
People	
Ratio of non-supervisory staff to supervisory staff	
Vacancy Rate Total for Agency	
Admin leave and sick leave hours as percent of total hours worked	
Employee turnover rate	
% of workforce eligible to retire or will be within 2 years	
Average evaluation score for staff	
Operational support employees are percent of total employees	
Property	
Square feet of office space occupied per employee	
Risk	
# of worker comp and disability claims per 100 employees	