



FY 2011 PERFORMANCE PLAN
Department of Consumer and Regulatory Affairs

MISSION

The Department of Consumer and Regulatory Affairs (DCRA) protects 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, and inspects weighing and measuring devices used for monetary profit. Construction activity, building systems, and rental housing establishments are inspected, and building code violations are abated if necessary.

AGENCY DIVISIONS

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

AGENCY WORKLOAD MEASURES

Measure	FY2008 Actual	FY2009 Actual	FY2010 YTD
# of business licenses issued	12,683	9,439	18,967
# of civil infractions received by the Office of Civil Infractions	1,349	514	1,114
# of inspections completed	22,824	10,064	31,549
# of permits issued (building, supplemental, postcard, etc.)	26,073	36,947	56,440



Business and Professional License Administration (BPLA)

SUMMARY OF SERVICES

The Business and Professional Licensing Administration (BPLA) is responsible for issuing business and professional licenses through the Business Licensing Division (BLD) and Occupational and Professional Licensing Division (OPLD), registering and maintaining corporate entities in the Corporations Division (CORP), investigating unfair trade practices and unlicensed business activities through the Regulatory Investigations Division (RID), and inspecting all weighing and measuring devices used by District businesses by the Weights and Measures Division (WMD).

OBJECTIVE 1: Maintain efficient licensing operations.

INITIATIVE 1.1: Launch the Expedited Home Occupation Permit (eHOP).

The Business Licensing Division (BLD) will launch, in coordination with DCRA's Zoning Administration, an Expedited Home Occupation Permit (eHOP). The eHOP will allow for businesses, with little to no impact in neighborhood areas, to fulfill the Home Occupation Permit requirement at the same time a basic business license (BBL) is issued. Applicants will be asked to self-certify during the process, and will be issued the eHOP simultaneously with the BBL. The eHOP process will better service customers operating low impact businesses out of their homes, such as consultants, and creative economy businesses. The eHOP will also be available online with DCRA's new online BBL application system. Completion Date: November 30, 2010

INITIATIVE 1.2: Launch an online system for new BBL applications.

The Business Licensing Division (BLD) will initiate a soft launch of its online system in October 2010. The new system design will allow businesses to apply for new basic business licenses online and reduce the need for customers to utilize walk-in services (8,770 new BBLs were issued from October 1, 2009 to August 15, 2010) at DCRA's Business Licensing Center. DCRA will begin its outreach efforts in October 2010. Completion Date: December 31, 2010

INITIATIVE 1.3: Enhance the basic business license renewal process.

The Business License Division (BLD) will pursue two initiatives to enhance its renewal process. BLD will increase categories available for online renewals, and increase the notification period for customers to renew their business license. At present, there are approximately 165 license categories of which approximately 65 can currently be renewed online. By enhancing the online renewal process, more than 50% of BLD's license categories will be renewed online. The renewal notification period will be increased from 30 days to approximately 90 days, providing customers with a longer timeframe to ensure they meet the requirements for renewing their BBL. Both initiatives will make the BBL renewal process more efficient and convenient for customers. DCRA will begin its outreach efforts beginning October 2010. Completion Date: December 31, 2010



INITIATIVE 1.4: Implement recommendations for housing basic business licenses.

In FY10, the District's Certified Public Managers (CPM) program established a project with DCRA to streamline the housing business license process for one- and two-family housing license category. Recommendations were made in three critical areas: process, customer interactions, and technology. Throughout the year, the CPM team made recommendations on improvements to the process working with the Business Licensing Division (BLD), the Inspections and Compliance Administration (ICA), and the Department of Housing and Community Development (DHCD). In FY11, BLD will work with ICA and DHCD to implement improvements to the process, resulting in a reduced timeframe to issue a housing business license. Completion Date: March 31, 2011

INITIATIVE 1.5: Reduce the number of basic business licensing categories.

The Business Licensing Division (BLD) will analyze and reduce the number of current basic business license (BBL) categories. Categories with little to no active licensees will be eliminated, and active or future licenses will be required to obtain a general business license. The goal of the initiative will be to reduce customer confusion over BBL categories, and to align the BBL program with the current marketplace in the District. Categories for elimination will be identified by December 30, 2010. Completion Date: June 30, 2011

INITIATIVE 1.6: Expand the availability of computerized testing services for occupational and professional licensing.

The Occupational and Professional Licensing Division (OPLD) will assess its current availability of computerized testing services for occupational and professional license examinations. Currently, there are eight (8) available seats in the testing center. Four of the testing spaces can only be utilized by the industrial trade exams, and the remaining four (4) seats can only be used for the remaining boards. The assessment will determine the ability of OPLD to expand testing services. Specifically, OPLD will seek to expand the number of slots available for applicants to take tests, and rearrange testing schedules to accommodate more tests per day. Per month, OPLD averages approximately 150 new applicants testing in the center, with approximately 60% being re-examinations. The goal is to have all eight (8) testing seats available for all exams regardless of the program. This will allow OPLD to test a higher volume of applicants. Completion Date: June 30, 2011

INITIATIVE 1.7: Expand customer service through the new Business Resource Center.

In FY11, DCRA will officially launch a new Business Resource Center (BRC), which will provide services to customers seeking assistance with navigating the District's regulatory requirements for corporations and businesses. The center will provide a variety of services, to include direct technical assistance and training sessions. Through the BRC, DCRA will educate customers on the District's regulatory processes, and develop resources that will help customers navigate specific licensing and registration documents. Completion Date: September 30, 2011



INITIATIVE 1.8: Expand the availability of online application services for occupational and professional licensing.

There are 18 total license programs encompassing over 130 licenses types. At present, there are 3 license programs that are online for new application submission and 17 programs currently online for renewal application submission. The Occupational and Professional Licensing Division (OPLD) will expand the availability of online new and renewal license application services to 4 additional programs, which will provide customers with a more efficient and streamlined license application process.

Completion Date: September 30, 2011

INITIATIVE 1.9: Launch the new vending program.

Upon passage of regulations by the City Council, the Business and Professional Licensing Administration (BPLA) will launch the new vending program, which will expand opportunities for vending in the District. The new program will allow for the licensing of new vendors, permitting of new vending locations, and greater enforcement authority by DCRA. Launching the new vending program will also include the enhancement of current technology used by the vending program. DCRA will develop outreach materials within 3 months following the passage of the new regulations.

Outreach efforts will include stakeholder meetings, online communications, and the development of program materials. Concurrently, DDOT will begin inventory mapping of all unoccupied sites in the District for formatting and release to the public by DCRA.

Completion Date: TBD

OBJECTIVE 2: Manage corporate registration and maintenance services.

INITIATIVE 2.1: Implementation of the new Business Organization Code.

Upon passage by the City Council, the Corporations Division (CORP) will implement the new corporation code which will drastically change laws governing corporations in the District of Columbia. The goal of the legislation is to modernize the District's corporate code. Full integration of program changes dictated by the legislation will be a multi-year effort. Potential deliverables in identified could include numerous operational changes, rulemaking, a modification of all forms and procedures, an update to DCRA's website, analysis of changes needed to the corporation's online system, development of outreach plans, and the creation of new filings for new entity types. CORP will assess the requirements of the legislation, and determine the deliverables that will be accomplished by the end of FY11. Completion Date: September 30, 2011

OBJECTIVE 3: Ensure compliance with licensing requirements.

INITIATIVE 3.1: Implement investigations to ensure compliance with the renewal of General Business Licenses (GBL).

In FY09, the Business and Professional Licensing Administration (BPLA) began to issue general business BBLs (GBLs) for retail establishments that previously did not require licensure. In FY11, 2,787 licenses will expire. The Regulatory Investigations Division (RID) will conduct quarterly investigations targeting the GBL category to ensure that the businesses still in operation will renew their licenses. RID will also work in coordination



with BLD to schedule investigations regularly and identify whether a company, whose license has expired, is still operating or out of business. If the business is still in operation, and determined to be in violation, a notice of infraction will be issued. Completion Date: September 30, 2011

INITIATIVE 3.2: Conduct periodic compliance investigations of occupational and professional licensees.

The Regulatory Investigations Division (RID) will coordinate with Occupational and Professional Licensing Division (OPLD) to identify licensees that have failed to renew their occupational or professional licenses. RID will subsequently conduct quarterly pro-active compliance investigations for that particular industry, and issue NOIs to individuals operating without active licenses. The initiative will also include an investigation of the business location to ensure compliance with BBL requirements. Investigation data will be tracked and reported to OPLD for action. Completion Date: September 30, 2011

INITIATIVE 3.3: Conduct price verification surveys.

The Weights and Measures Division will devise a new strategy to conduct Price Verification surveys of the city's seven Main Street corridors within the District of Columbia: Barracks Row (8th Street SE), Congress Heights, Deanwood Heights, Dupont Circle, H Street, North Capitol, and Shaw. In recent years, new establishments have opened along these corridors, which represent concentrations of commercial activity in the District. The purpose of a price verification survey is to ensure that the price on the item or shelf is the same as the price in the Price Look-Up (PLU) system that is programmed into the stores mainframe. Completion Date: September 30, 2011

INITIATIVE 3.4: Ensure that packages prepared at store levels have proper labeling and net weight.

As many neighborhoods have been revived or newly developed as a result of development activity, the District has experienced growth in the number of large scale grocery stores located around the city. The Weights and Measures Division will conduct pro-active inspections of pre-wrapped meats and produce (pre-packaged commodity inspections) of large scale grocery stores to ensure that these establishments accurately price its products and its customers are correctly charged. Pre-pack inspections are done to ensure that the weight of an empty wrapper or container is not used on an item sold by weight, specifically meat, seafood, deli items, and produce. Poor compliance with pre-pack inspections along main street corridors could breed public mistrust and undermine efforts to pursue greater economic development activities. Completion Date: September 2011



PROPOSED KEY PERFORMANCE INDICATORS-Business and Professional Licensing Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
% of business license applications submitted online (new and renewal)	Not Available	Not Available	7%	60%	80%	90%
% of business licenses issued within 45 business days	Not Available	Not Available	Baseline year	50%	70%	85%
% of professional license applications submitted online (new and renewal)	Not Available	Not Available	68%	60%	80%	90%
% of new corporate filings submitted online	Not Available	60%	0%	60%	65%	70%
% of regulatory investigations resulting in the issuance of a notice of infraction	Not Available	Not Available	99%	90%	87%	85%
% of businesses that have obtained a business license after being issued a notice of infraction	Not Available	Not Available	Baseline year	60%	70%	80%
% of pre-license investigations conducted by regulatory investigations within 5 business days	Not Available	80%	95%	85%	90%	95%
% of weighing and measuring devices approved	Not Available	Not Available	98%	80%	85%	90%

Permit Operations Division

SUMMARY OF SERVICES

The Permitting Operations Division, to include the Office of the Surveyor, ensures a safe living and working environment in the District of Columbia through Construction Code administration and compliance review for all construction projects, the management of a consolidated permit application processing center, and maintenance of permit and District land records.

OBJECTIVE 1: Ensure building plans comply with construction codes.

INITIATIVE 1.1: Update the permit application to reflect new reporting requirements.

The permit application forms (and, if necessary, the Certificate of Occupancy application) will be updated to reflect the new requirements for Flood Hazard, Lead Abatement and Storm Water Management. Sharing the new requirements with customers and training staff to communicate the changes will require coordination between the Permit Division, Zoning Division, Office of Information Systems and Communications Division. Staff will be trained on the changes to the forms and this will be implemented beginning in October 1, 2010, when the new forms will be issued in the center. Outreach and training will continue until December 31, 2010.



INITIATIVE 1.2: Meet Green Building Act requirements through application tracking and reporting.

After the identification of green projects during the application intake process, the Green Building Coordinator will ensure the expedited review of all green building projects. An improved method for tracking and data reporting will ensure that DCRA can accurately identify all current projects under review and the status of any project during the permit, inspection or Certificate of Occupancy stages of the building process. The reporting tool will be fully developed and launched by October 30, 2010. An internal operating procedure will be created to institutionalize the process. Completion Date: November 30, 2010

INITIATIVE 1.3: 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, OP and DDOT. DCRA plans to unify plan review and approval processes among all reviewing agencies in the permit center. This initiative will include coordination between other agencies, an interface between other agency systems and Accela and publicly published timeframes for plan review from each agency. The completion of this initiative will be based on a commitment from each District agency. Completion Date: December 31, 2010

INITIATIVE 1.4: 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, as a prerequisite to submission, will grant the applicant an opportunity to obtain the necessary sister agency reviews and approvals for the proposed work prior to submission to DCRA, which could reduce review timeframe by 10 days or more. This requires cooperation from the agencies involved in the civil design review process (DDOT and DDOE). Completion Date: December 31, 2010

INITIATIVE 1.5: Meet 15 day Third Party Plan (TPR) Review Timeframe.

Third Party Plan Reviews are required by current code to be reviewed by DCRA within 15 business days after acceptance. However, historically, the reviews have taken longer than 15 business days. Because DCRA reviews include Structural, Zoning and where applicable, Green Building Compliance, the Permit Operations Division and Zoning will work closely in weekly meetings, training sessions, and through coordinated review process in order to meet the 15 day requirement for all TPR projects. Completion Date: Ongoing through September 30, 2011

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

INITIATIVE 2.1: Expand the scope of work that may be processed through the Homeowners Center.



Customers currently must obtain Home Occupation Permits (HOP) from the permit center. To simplify this process for customers, the division, in coordination with the Zoning Division and the Business and Professional License 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. Additionally, HOC will create a workgroup and make recommendations for accepting and reviewing special event applications, deck permits, new address applications, and raze applications. Customers will be able to come to DCRA and receive their permits during the same day as the application is submitted, rather than having to submit the application as a file job. Completion Date: December 31, 2010

INITIATIVE 2.2: Improve the permit application and review processes.

The division will streamline the permit application process by condensing the permit application and intake questionnaires to become more concise and clear. Permit applications will be more visible on the DCRA website for downloading and processing and onsite kiosks will be activated to allow customers to use them. The launch of ProjectDox will allow applicants the option of electronic plans submission. All new forms and handouts will be made available online and in the Permit Center. The successful completion of this initiative is based on commitments from other review agencies to be on-site in the Permit Center each day and for specific hours during the week. DCRA will create and execute Service Level Agreements (SLAs) for each agency. Completion date: January 31, 2011

INITIATIVE 2.3: Utilize Q-matic to manage the Permit Center staff and customers.

To staff the Permit Center more effectively and address customer service challenges, such as large volumes of customers on given days or times, the Permit Operations and Zoning Division managers will use the reports generated from the Q-matic system to identify peak times for customers and assign staff appropriately. When DCRA meets with sister-agencies, this information will be useful for identifying the appropriate Permit Center staffing levels. Specifically, DCRA will develop and implement an internal operating procedure for report generation and review by October 31, 2010; train Permit Center Staff and Managers which will be completed by November 30, 2010; and conduct regular staff meetings to reinforce training and discuss matters relative to systems.

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. Completion Date: December 31, 2010 (FY 2010 Initiative).

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.
 Completion Date: February 28, 2011 (FY 2010 Initiative)

PROPOSED KEY PERFORMANCE INDICATORS-Permit Operations Division

Measure	FY09 Actual	FY10 Target	FY10 YTD	FY11 Projection	FY12 Projection	FY13 Projection
Average length of customer wait in Permit Center (minutes)	Not available	Baseline	17	16	15	15
% of walk through applications processed same day	Not Available	Not Available	Not Available	70%	75%	80%
% of green building plan review completed within 30 days	Not Available	Baseline	Not Available	95%	97%	99%
% of filed plan reviews completed on-time	69%	92%	91.7%	94%	95%	96%
% of TPR project reviews by DCRA Technical Review within 15 business days	Not Available	Not Available	Not Available	80%	85%	90%
% of building plats utilizing expedited review service	Not Available	10%	11%	20%	30%	35%
% of applications submitted online	Not Available	Not Available	Not Available	Baseline	TBD	TBD
% of all permit applications held for correction	Not available	Baseline	Not Available	TBD	TBD	TBD
% of permits issued online (postcard, supplemental, eHOP)	Not available	Baseline	Not Available	TBD	TBD	TBD
% of permits issued on the same day as application ¹				Baseline	TBD	TBD

Office of Zoning Administrator

SUMMARY OF SERVICES

The Mission of the Office of Zoning Administrator is to administer and enforce the District's Zoning Regulations to ensure that the District's buildings and land uses conform to these regulations. The Zoning Administrator reviews applications for conformance with DC Zoning Regulations under Title 11 DCMR, including applications submitted to the Permit Center for: Building permits, Certificates of Occupancy (C of O), Subdivisions, and Home Occupation Permits. The Zoning Administrator also writes letters of denial, referring developers to the Board of Zoning Adjustments if they want to seek special exceptions or zoning variances to the Administrator's rulings.

¹ Industry Standard Measure: ICMA reports that in FY09, 54% of permits issued in jurisdictions with over 100,000 in population were issued on the date of application. The 57 jurisdictions surveyed issued a mean 16,621 building permits in FY09.



OBJECTIVE 1: Review permit applications for zoning regulation compliance, and ensure zoning compliance letter requests are processed efficiently.

INITIATIVE 1.1: Launch the Expedited Home Occupation Permit (eHOP).

The present Home Occupation Permit [HOP] process will be changed so to allow a low impact business office operated out of a home to be approved as an Expedited Home Occupation Permit or EHOP. The Business Licensing Division (BLD) will launch, in coordination with DCRA's Zoning Administration, the (EHOP) process to allow online submission, in connection with a business license submission for on line service, and immediate approval, as compared with the present ten day review period for paper HOP application submittals. This EHOP process will allow customers operating low impact businesses out of their homes, such as offices for consultants, professionals, and creative economy businesses. Completion Date: November 30, 2010

INITIATIVE 1.2: Implement the new Certificate of Occupancy review procedure.

To improve the customer experience, an overall review of the C of O process is currently underway by the Performance Improvement Team (PIT) to include improvements with the review process from intake to issuance. The following deliverables will be created as a result of the effort: a revised application form; updated certificate template; standard operating procedures for intake, zoning review, inspections and issuance; and Accela computer programming changes. Completion Date: December 31, 2010

INITIATIVE 1.3: Online payment of Zoning Compliance Letters.

DCRA will begin to collect revenue generated by Zoning Compliance Letters by working with OIS to develop the organizational capacity and programming necessary to allow online payment by PayPal or other online payment service. The requests currently get submitted by email to DCRA and the customer does not have to come to the building for service, however, DCRA is also unable to collect the fees associated with this service. This initiative was targeted to be completed in FY 2010, but due to the limitation of online payment systems, the implementation was delayed. Completion Date: March 31, 2011.

OBJECTIVE 2: Respond to enforcement referrals to ensure compliance is achieved in the shortest possible time.

INITIATIVE 2.1: Update inventory of eating establishments in neighborhood commercial districts.

To provide prospective restaurant applicants with linear frontage information for such uses in Neighborhood Commercial zones, an updated inventory of such eating establishments that is posted online will furnish information so to allow investment decisions for relevant zoning districts. Completion Date: January 31, 2011.

OBJECTIVE 3: Enhance online zoning information for customers.



INITIATIVE 3.1: 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. This initiative was to be completed in FY 2010, however, DCRA will not be able to launch and complete the task until October due to the need to review the letters issued to date. Completion Date: October 31, 2010.

INITIATIVE 3.2: Improve OZA’s public website.

In order to provide clearer Zoning information, review OZA’s public webpage with DCRA’s public information officer and customer service manager to identify additional materials that can be placed on OZA’s web pages. The new information that can be posted or linked includes a summary of food service regulations, and a list of permitted uses in various commercial zones. Having this information online should decrease the number of customer phone calls and visits for general zoning information. The OZA support staff will track of the types of information requests they receive by email or phone calls to identify the information that should go on the website, by means of a log, on an electronic shared drive, that the Zoning Administrator will monitor. Completion Date: October 31, 2010.

INITIATIVE 3.3: Transfer old paper records into electronic form.

Scan Zoning Computation records into File Net, an electronic document storage and indexing software. Work with OIS, and the private sector, to transfer 28 boxes of zoning computation forms (primarily from the 1980s and 1990s) from paper into electronic records. Goal is to have the records ready to be scanned by the end of the year. Completion Date: December 31, 2010.

PROPOSED KEY PERFORMANCE INDICATORS-Zoning Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
% of Certificate of occupancy applications receiving OZA initial review from the application date, in compliance with timelines (30 business days)	98%	95%	86%	95%	95%	95%
% of HOPs issued within 10 business days of application submission	Not Available	Baseline	Not Available	80%	90%	95%
% of successful defenses of appeals of Zoning Administrator decisions before the BZA	Not Available	60%	Not Available	70%	75%	78%
% of complaint-initiated enforcement actions occurring within 60 days of receipt of concern	Not Available	Baseline	49%	70%	80%	90%



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.

OBJECTIVE 1: Manage an efficient combination inspection program.

INITIATIVE 1.1: Create inspection checklists (guide sheets) for each type of inspection.

Establishing criteria and create a checklist that provides a map of how to conduct an inspection and a list of items that must be looked at during each inspection will help to increase the quality and consistency of the Inspections Division. Completion Date: November 30, 2010.

INITIATIVE 1.2: Increase the inspection completion rate using Interactive Voice Response (IVR) System and GPS technologies to manage inspector workload and daily schedules.

To improve the inspection completion rate, DCRA Inspections Division will:

- Use IVR system to schedule inspections and assign inspectors—The Interactive Voice Response (IVR) scheduling system, launched in FY 2010, is being refined to increase the number of inspectors eligible to use the system. The IVR will also interact with Accela to allow managers to send inspector workloads directly to their phones, and ultimately address inspection requests more timely. Under the current system inspections were assigned to a specific inspector, and once that inspector's schedule was full for the day, the system would not look to see if any other inspector was free. Feedback will be solicited from affected customers on a monthly basis to determine whether or not they felt it was of benefit. Completion Date: December 31, 2010.
- Use GPS enabled cell phones to record average times for the completion of specific inspection types in order to establish a point value system for inspection types— by using the GPS function available on cell phones, daily work assignments will be more efficiently routed and inspectors will have access to turn-by-turn directions to minimize excessive drive time between inspections. In addition, DCRA will collect inspector-entered data on the timeframe required for each inspection. With enough data, the agency will design a point value system to assign a “weighted” time value to each inspection. Other jurisdictions have seen a 10-20% increase in efficiency with this system, which translates to approximately 8 to 16 additional inspections per day
- Utilize administrative staff to assume the administrative functions of an inspector's workday— In FY 2011, the Inspections Division will begin using



administrative staff to perform the administrative function of updating an inspection in the Accela System. Completion Date: March 31, 2011

INITIATIVE 1.3: Increase the number of daily proactive inspections performed.

The Proactive Inspections Unit conducts regularly scheduled housing code inspections on rental units throughout the District. At present, the Inspectors perform their own data input for each inspection, and spends more than half of their day on administrative tasks. By moving the administrative function away from highly skilled and paid inspectors to an administrative support person, the inspector should see an increase in the amount of time available to him or her to inspect of around 40% of their day; up from approximately 18%. Completion Date: April 30, 2011

OBJECTIVE 2: Develop a premier specialty inspections program.

INITIATIVE 2.1: Automate the approval process for Notice of Intent to Use forms for the Third Party Industry.

For each construction project that is to be inspected by a Third Party Agency, a Notice of Intent to Use form is required. The current review process allows for submissions to be lost in transmission and requires an employee to physically review information, process the form, upload it into the system and reply to the customer. An automated approval process will eliminate lost submissions and provide approvals in minutes rather than days. The process is dependent upon the DCRA Office of Information Technology Systems for development. Completion Date: October 31, 2010

INITIATIVE 2.2: Increase Illegal Construction Enforcement.

The Illegal Construction Unit will review its effectiveness and modify its approach to increase the program's efficiency and productivity in FY 2011. The program will increase its scope by deploying 2 to 4 new "roving" inspectors whose sole job is to proactively seek out illegal construction that has not been reported to DCRA. This will effectively increase the sources of reported illegal construction activity leads by approximately 100% (DCRA scheduled 672 inspections to this unit in the first half of FY 2010). Completion Date: October 31, 2010

INITIATIVE 2.3: Create an Internal Operating Procedure for quality control reviews of Third Party inspections.

In accordance with the Third Party Inspections Procedures Manual issued in July 2009, the Third Party industry is subject to periodic quality control reviews by DCRA inspectors in the field and the Chief Building Inspector. The Inspections Division will create an Internal Operating Procedure (IOP) to establish the predictable process and documentation for the compliance reviews. This process will also require the creation of forms to record the review activities. Completion Date: December 31, 2011



PROPOSED KEY PERFORMANCE INDICATORS-Inspection Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
# of units inspected by Proactive Inspections Team	606	1,700	1,614	2,500	2,500	2,500
% of complaint-related inspections conducted within 3-5 days of the request ²	Not Available	Not Available	Measure has changed for FY 2011	75%	80%	85%
% of permit-related inspections completed within 48 hours of request	94%	82%	84%	85%	87%	90%
% of emergency inspections conducted within 24 hours of complaint	87%	90%	64%	100%	100%	100%
# of Quality Control inspections performed on Third Party Inspections	Not Available	Not Available	Not Available	Baseline	TBD	TBD
% of Third Party Inspection agencies with quality control audits found to be in compliance	Not Available	Not Available	Not Available	Baseline	TBD	TBD
% of inspections conducted by 3 rd Party Agencies that were initially disapproved	Not Available	Not Available	Not Available	Baseline	TBD	TBD
% reduction in the number of illegal construction cases dismissed at the initial DCRA appeal hearing	Not Available	Not Available	Baseline	10%	10%	10%
% of inspections completed as scheduled	81%	85%	84%	80%	82%	85%
Average number of inspections per inspector daily	Not Available	Baseline	Not Available	TBD	TBD	TBD

² Industry Standard Measure: ICMA reports that in FY09, 3.3 calendar days pass between complaint and initial inspection in jurisdictions with over 100,000 in population. The 57 jurisdictions surveyed issued a mean 16,621 building permits in FY09.



Enforcement and Legislative Affairs Division

SUMMARY OF SERVICES

The Enforcement and Legislative Affairs Division, made up of the Office of Legislative Affairs, the Office of Vacant Property and the Office of Civil Infractions. The Office of Legislative Affairs is responsible for ensuring that the agency is kept abreast of relevant legislative information, serving as the liaison between the Executive Office of the Mayor and the City Council, and aids in the preparation of required rules and regulations necessary for their operation. As the Enforcement arm of the agency, the Division manages the registration and tracking of vacant properties, manages the Board of Condemnation for Insanitary Buildings (BCIB), processes civil infractions through the hearing process and fine collection, coordinates the abatement of properties with code violations, and places liens on properties with outstanding fines/fees through the special assessment process.

OBJECTIVE 1: Provide efficient and effective regulatory and compliance processes.

INITIATIVE 1.1: Implement the revised vacant property registration and appeal process.

A new vacant property classification system has been established and DCRA has additional responsibilities beginning in FY 2011 This will include comprehensive registration and tracking of vacant property, to include; coordinated surveying of vacant properties, timely notice to owners regarding the registration laws, proper scheduling of maintenance reviews for properties, and issuance of citations for failure to adhere to registration requirements. Additionally, DCRA will increase customer and community outreach efforts, revise the exemption review and approval system, track exemption applications, monitor exempted property compliance and manage exemption denial appeals. Completion Date: Ongoing until September 30, 2011

INITIATIVE 1.2: Enhance lien placement and collection processes.

Utilize Accela to run reports and send enforcement letters on a weekly basis, thus improving the rate at which the agency places liens on properties and sends the property owner a bill. The rate of revenue collection will increase with consistent review of reports from Accela. It is unknown what the increase in collection will be, but the information will be reviewed and analyzed so future projections can be created. Completion Date: November 30, 2010

INITIATIVE 1.3: Re-engineer the Civil Infractions Management through a unified NOV/NOI.

Currently, a property owner receives a Notice of Violation (NOV), and only if they fail to correct the violations, they are issued a Notice of Infraction (NOI) which results in fine being assessed. In FY 2011, DCRA will design and implement a new unified NOV/NOI in conjunction with the legislative elimination of the need for the issuance of a second NOI. A unified notice will result in more timely case adjudication and voluntary compliance. Completion Date: January 31, 2011



INITIATIVE 1.4: Enhance agency transparency of public hearings, meetings and rulemakings.

Publish notices of all agency public meetings, hearings, and rulemakings in the DC Register and on the DCRA website to increase customer knowledge of DCRA regulatory authority and events. Completion Date: September 30, 2011.

INITIATIVE 1.5: Enhance tax lien collection.

Continue the coordinated program with OTR for efficient tax lien placement and collection. With the passage of the new administrative judgment legislation, which allows our special assessment liens to be converted to judgments that are enforceable in Superior Court, DCRA will explore enhanced collection by coordination of lien information with credit reports and coordination of unpaid liens with collection agencies. DCRA anticipates increased rates of lien collection due to additional abilities to attempt collection. Completion Date: September 30, 2011

INITIATIVE 1.6: Improve Notice of Infraction Adjudication and collection.

The Office of Civil Infractions plans to improve Notice of Infraction adjudication and collection by working with the Office of General Counsel to develop case litigation standards for all civil infractions adjudication and by issuing settlement offer letters. Completion Date: TBD

OBJECTIVE 2: Protect the health and safety of people who visit, live and work in the District of Columbia.

INITIATIVE 2.1: Streamline the Board of Condemnation processes.

Coordinate with DCRA's Abatement Program and Inspections Division to maximize the number of BCIB properties processed expeditiously and closed through the Board of Condemnation (BCIB). Through a streamlined process, properties that are referred to the Abatement Division for "raze" or "render sanitary" will be handled within 30 days of referral. The streamlined process will be reflected in an internal operating procedure. Date: October 31, 2010

INITIATIVE 2.2: Establish a system to administer and manage blighted properties.

Establish a blighted property identification process and incorporate into the vacant property registration and appeal system, based on the Nuisance Abatement Law changes which go into effect on October 1, 2010. DCRA will also track, through Accela, the number of blight appeals upheld or overturned. Properties that are classified as "blighted" receive a higher property tax rate through the Office of Tax and Revenue. DCRA hopes that the higher tax rate will incentivize owners to maintain properties and ultimately improve the look and viability of District communities. Completion Date: October 31, 2010

INITIATIVE 2.3: Streamline abatement strategy with the Inspections Division.

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 85% of requested abatements within 30 days. DCRA will also



create a list of “fixed-cost” job categories so that abatements of a particular type or scope will all be charged the same. This will reduce DCRA costs and abatement times.

Completion Date: October 31, 2010

INITIATIVE 2.4: Utilize alternative abatement processes.

Competitively solicit a general contractor to handle routine maintenance abatements, such as non-emergency patch and repair; i.e. broken doors, securing gutters, broken windows, etc.; thus eliminating the need for the Department to manage a host of small contractors and reducing costs and increasing efficiency. Completion Date: December 31, 2010

KEY PERFORMANCE INDICATORS

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Total number of vacant properties.	2,591	3,450	2,896	3,400	3,200	3,000
% of registered vacant properties (includes properties that are registered and exempt)	Not Available	50%	45%	75%	80%	85%
% of rate of return on special assessments filed	Not Available	Not Available	Not Available	Baseline	TBD	TBD
Total dollar amount of Special Assessments collected	\$797,065	\$1,200,000	\$597,555	\$1,600,000	\$1,900,000	\$2,000,000
% of cases "won" with OAH finding of liability (“upheld”).	81%	87%	44%	80%	85%	90%
Total dollar amount of tax liens collected	Not Available	Not Available	Not Available	Baseline	TBD	TBD
Dollar amount of liens referred to credit agencies or collection agencies	Not Available	Not Available	Not Available	Baseline	TBD	TBD
Number of blighted properties reported to OTR.	Not Available	250	139	220	210	200
% of DCRA abatements completed within 30 days	Not Available	60%	77%	70%	75%	80%



Agency Management

SUMMARY OF SERVICES

The 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 Customer Service and Communication serves external customers through the public outreach and education, and ensures superior customer service operations.

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

INITIATIVE 1.1: Provide 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 Human Resources team will host six (6) sessions specifically walking managers through the stages of progressive discipline from admonishment to termination. Completion date: June 30, 2011.

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

INITIATIVE 2.1: Ensure enforcement processes are clearly explained and information on hearings, boards and abatement efforts are readily available.

Create RSS feeds and email subscription services to readily available, publicly available data feeds for BCIB and CCCB meetings, data on properties abated, data on grass/trash inspections, data on proposed regulations, etc. Completion Date: February 28, 2011.

INITIATIVE 2.2: Expand branding of consolidated citywide permit center with sister agencies.

Hold at least 10 community-based and co-sponsored “How To” events focusing on top home improvement projects and Green projects. Hold at least two for winterization. Completion Date: October 31, 2010.

Develop online/offline informational materials with content and graphics highlighting codes and “how to” information for top 20 construction projects. Completion Date: April 30, 2011. By holding public events to provide information about the permitting process and ensuring all services are clearly explained.

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

Design, develop and implement long-term communications strategy for new online registration and renewal applications for Basic Business Licensing. As part of this initiative, DCRA will develop at least 5 video presentations for online Business Resource Center explaining process for starting a new business. We will identify five types of businesses and develop “how to” videos for home-based businesses, non-profits and other



small business categories. Completion Date: January 31, 2011. The supplemental forms for the online business license information will be updated making them fillable. Completion Date: April 30, 2011.

INITIATIVE 2.4: Translate 100 percent of DCRA’s vital documents and all targeted communications into Spanish and other languages as needed.

This effort is ongoing as outlined in the DCRA updated two-year Language Access Plan as submitted to the Office of Human Rights. We currently have 50 percent of vital documents translated and the remainder of the documents will be completed in FY 2011. Completion Date: April 30, 2011.

INITIATIVE 2.5: Promote street vending programs and work to expand outreach to potential entrepreneurs through innovative partnerships and co-branding initiatives.

Create an online contest, in partnership with District agencies, business improvement districts and private industry, for customers to vote on their favorite vendor to promote and expand the District’s entrepreneurial opportunities. Completion Date: April 30, 2011.

INITIATIVE 2.6: Develop and implement a campaign targeting the public, and real estate and mortgage industries on city regulations regarding vacant property and enhance online information.

DCRA is regularly asked to provide data on blighted and vacant properties. In order to communicate the properties that DCRA has classified, we will post a Google Map of “blighted” properties using a live data feed. Completion Date: December 31, 2010. Creating a web-based information campaign tied to OCFO tax bill distribution dates will minimize confusion among customers and provide an easy to use tool to view data. First-half FY2011 campaign begins in January 2011. Second-half FY 2011 campaign begins in June 2011. Completion Date: June 30, 2011.

INITIATIVE 2.7: Promote Building Code advisory process and the District’s shift toward industry standards.

Develop and distribute fact sheets, which describe the new standards, to both the public and building industry. Beginning November 1st, fact sheets will be distributed on a rolling basis and posted online – at least one per month. Completion Date: September 30, 2011

OBJECTIVE 3: Manage agency performance and integrity.

INITIATIVE 3.1: Lead process improvement efforts to ensure integrity in the Certificate of Occupancy review, approval, and issuance process.

The performance management team will guide meetings to revise the Certificate of Occupancy process from intake to issuance, streamlining the process for customers. Changes will include new intake and inspection requirements, information printed on a final issued certificate, communication to customers about application requirements, updating the website with information, and training staff on any newly developed policies or procedures. Completion Date: December 31, 2010.



INITIATIVE 3.2: Conduct targeted reviews of specific programs in each agency division.

Using the Mayor's CapStat accountability model, the Performance Management Office will conduct targeted reviews of specific processes and operations within revenue-generating programs and provide reports of findings and recommendations for increased revenue collection or improved processes. At least one review will be conducted in each agency division (Permitting, Zoning, Inspections, Enforcement and the Business and Professional License Administration). All initial reviews will be completed during Quarter 1 or Quarter 2. A follow up session to address the status of outcomes and deliverables will be conducted within six weeks of the initial review. A final report will be written and issued to the managers. Completion Date: July 31, 2011.

INITIATIVE 3.3: Assess program areas after the completion of internal investigations.

Allegations and complaints that result in internal investigations frequently reveal deficiencies in specific agency processes. The Office of Service Integrity (OSI) will include a "Deficiency Assessment and Recommendations" section or addendum to each completed case report. Staff will make their recommendations based on the results of the investigation, develop targeted processes improvements to remedy any identified deficiencies, provide the assessment and recommendations to the relevant program. Where applicable, OSI will work in conjunction with the Performance Management Office to assist in the final development and implementation of revised or new processes. Completion date: Each report will be completed within 6 weeks after the case is closed. September 30, 2011.

OBJECTIVE 4: Provide excellent customer service.

INITIATIVE 4.1: Reduce the number of incoming FOIA requests.

Increase the types of documents available on line to the public which will allow customers to retrieve the most commonly requested documents and data, such as inspection reports, notices of violations and lists of business entities, from the website rather than having to make formal requests to the FOIA Office. Completion Date: March 31, 2011

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

INITIATIVE 5.1: Conduct an analysis of fleet usage and work with DCRA managers to assess effectiveness of current capability.

IN FY10 DCRA issued a revised "Vehicle Policy" that allowed for fleet usage efficiencies throughout the agency. In FY 11, Support Services will complete a fleet usage analysis to determine the percentage of days per month vehicles in the fleet are being used. The office will provide recommendations regarding future fleet purchases and innovative scheduling to maximize fleet availability while minimizing agency expense. Completion date: April 30, 2011.



INITIATIVE 5.2: Create a records management policy for the agency.

This initiative involves reviewing and updating the agency retention schedule to compliment city regulations and the DC Record Management Schedule, creating a plan for storing, scanning and destroying agency documents and identifying storage both onsite and offsite for short term and long term storage. To guide the agency staff on the correct process for maintenance and storage of records, an administrative issuance will be issued in March 2011. If necessary, specific divisions may need to create additional operating procedures to compliment the agency policy, and this will be required to be completed by May 31, 2011.

OBJECTIVE 6: Expand and maintain technology infrastructure.

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

The current Interactive Voice Routing - IVR system only provides customers with information about scheduling Commercial or permit related inspections. DCRA will extend the IVR functionality to allow customers who do not have computers or are not connected to the internet, to retrieve status information related to their Building Permit application. Once complete, they will be able to retrieve the information, 24 hours a day 7 days a week using their telephone without need to contact a staff person. Completion Date: January 31, 2011.

INITIATIVE 6.2: Extend Integration of CPMS with Citywide Call Center CIRM System.

The Comprehensive Property Management System (CPMS) will be integrated into the Mayor's Citywide 311 operations to allow customers to submit requests and obtain status information. We have targeted the most common DCRA service requests for the initial launch: illegal construction, reports of vacant properties, accumulated trash and overgrowth of weeds, and unsecured properties. This integration enhances the types of services and information available to citizens that call 311 regarding DCRA services. This initiative is dependent on OCTO and EOM's successful implementation of EOM/OUC new system. DCRA's integration with CIRM /311 is currently scheduled for December 31, 2010.

INITIATIVE 6.3: Implement new system to process business license renewal online.

DCRA will launch a new feature on the website that will allow simple license renewals (those which don't require an investigation or inspection) to be processed and approved online. The system will also include new business license categories such as General Business Licenses - GBL, as well as online application submission for the non-simple renewal license types. The system will be fully integrated with CPMS. Completion Date: October 15, 2010.

INITIATIVE 6.4: Implement new Corporations system.

Implement web based system that will allow applicants to submit registration information and required application paperwork via the internet. Completion Date: October 15, 2010.



INITIATIVE 6.5: Develop online systems to facilitate easy communication with Third Party companies.

Implement a web based application that will allow third party companies to submit applications for providing plan review and inspection services, as well as construction inspection reports and approvals online. The system would integrate with the CPMS system to ensure only valid companies, permits and work is performed, and that approval is granted by DCRA in a timely manner upon receipt of documents and reports. Completion Date: January 31, 2011.

OBJECTIVE 7: Manage the Construction Codes Coordinating Board (CCCB).

INITIATIVE 7.1: Bring the DCMR 12 into line with the International Property Maintenance Code (IPMC).

Portions of the District's Housing Code (DCMR 14) will be proposed as a consolidated Construction Code (DCMR 12) in the form of proposals to the Construction Code Coordinating Board (CCCB). The CCCB established the Property Maintenance Technical Advisory Group (TAG) subcommittee and will introduce proposals to: (1) Incorporate all relevant Title 14 provisions both codified as interpretative and amended into the 2009 Edition of the International Property Maintenance Code that are duplicitous (2) the proposals will also include a Civil Infraction Fine Schedule amended into the IPMC as Appendix A. Completion date: Upon passage of the DCMR 12 revisions, these "replacement" provisions will be an ongoing work from the TAG for amendments to the code (FY 2010 carry-over) and will be submitted as completed to the CCCB.

INITIATIVE 7.2: Increase green building provisions in the District's building codes.

The Green Building Act of 2006, known here as the "Green Act", mandates of DCRA to submit Construction Code revisions to the Council that incorporate as many green building practices as are practicable. The Construction Code Coordinating Board (CCCB) has established a standing Green Technical Advisory Group (TAG) subcommittee to analyze the Construction Code and provide green building practices in accordance with the Green Act. The TAG is now considering for code adoption the International Green Construction Code (IGCC) is now being considered for code adoption with the ASHRAE 189.1 green standard included as an adopted performance alternative to the IGCC. There are currently 12 feasible green building practices that the Green TAG has identified from the IGCC; from these the TAG will provide code language recommendation guidelines for design, planning, and also inspections related to green building practices and promotion to the CCCB. The Green Act mandates implementation of LEED certifications requirements for new construction. The Green TAG subcommittee will recommend green code language applicable to new construction not covered under the "Green Act" such as buildings with areas under 50,000 square feet, additions to buildings, and major renovations. The IGCC Version 1 was released in March 2010 and has been under CCCB and Green TAG review since the publication release. The IGCC will give the District options to provide a green construction code that is both comprehensive and compliant with the green provisions of this Act. Completion date: Upon passage of the DCMR 12 revisions (FY 2010 carry-over).



PROPOSED KEY PERFORMANCE INDICATORS-Agency Management

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
% of calls received by IVR	Not Available	35%	TBD	40%	45%	50%
% reduction of calls received by ACD system	Not Available	Not Available	Baseline	10%	10%	10%
% of staff with only a government issued cellular phones (No landline)	Not Available	Baseline	10%	30%	35%	40%
% of OIG inquiries completed timely	100%	100%	95%	100%	100%	100%
% of FOIA requests completed within 15 days	Not Available	85%	71.5%	90%	95%	95%