



FY12 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.

PERFORMANCE PLAN DIVISIONS

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

AGENCY WORKLOAD MEASURES

Metric	FY 2008 YE	FY 2009 YE	FY 2010 YE	FY 2011 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 an online system for new BBL applications.

The Business Licensing Division (BLD) will initiate a soft launch of its online system in October 2011. The new system design will allow a select group license categories (those which don't require an investigation or inspection) to be processed, approved, paid for and issued online. DCRA will begin its testing of the new online system October 2011. Completion Date: June 30, 2012.

INITIATIVE 1.2: Enhance the basic business license renewal process.

The Business License Division (BLD) will enhance its renewal process by increasing the categories available for online renewals. 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 enhancements require DCRA's Office of Information Systems (OIS) for completion. DCRA will begin its outreach efforts beginning October 2011. Completion Date: June 30, 2012.

INITIATIVE 1.3: 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, 2011. Completion Date: September 30, 2012.

INITIATIVE 1.4: Expand the availability of online application services for occupational and professional licensing.

The Occupational and Professional Licensing Division (OPLD) will expand its online license submission process. At present, there are 19 total license programs encompassing over 130 licenses types; 7 license programs are online for new application submission. OPLD will expand the availability of online new and renewal license application services to five (5) additional programs, which will provide customers with a more efficient and streamlined license application, supplemental documentation and payment submission process. Completion Date: September 30, 2012.



INITIATIVE 1.5: 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: September 30, 2012.

INITIATIVE 1.6: Expand “Train-the-Trainer” sessions for facilitators and develop workshop sessions for customers.

In FY 2011, DCRA Small Business Resource Center (SBRC) began its “Train-the-Trainer” series that provided in-depth overviews of business licensing and special events processes. In FY 2012, the SBRC will expand its series of “Train-the-Trainer” sessions with subject matters centered on corporate registration and assist the Corporations Division with outreach of its new regulations through the SBRC. Additionally, the SBRC will develop educational workshops on business compliance topics to educate future and current business owners looking to do business in the District of Columbia. Completion Date: September 30, 2012.

OBJECTIVE 2: Manage corporate registration and maintenance services.

INITIATIVE 2.1: Implement the new Business Organization Code.

In accordance with the new corporation code approved by the D.C. Council, the Corporations Division will move forward with implementation plans. Deliverables include a statement of work for IT application upgrades and a vendor contract award; revised rules and regulations, modified forms and procedures, updates to DCRA’s website; and outreach plans. Full integration of program changes dictated by the legislation will be a multi-year effort distributed throughout FY 2012 and FY 2013. Completion Date: September 30, 2012.

OBJECTIVE 3: Ensure compliance with licensing requirements.

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

In FY2012, the GBL licenses issued in the fall of 2010 will expire. The Regulatory Investigations Division (RID) will conduct quarterly investigations targeting the GBL category. First RID will ensure that the businesses still in operation will renew their licenses. RID will also coordinate 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, 2012

INITIATIVE 3.2: Establish an octane quality testing program.



Implementing a gasoline octane program will not only align the District with the surrounding jurisdictions but will play an integral role in generating revenue via civil infractions from businesses found to have violated regulations. Potential revenue will be generated from this program as this will be a base year for program. Completion Date: September 30, 2012.

PROPOSED KEY PERFORMANCE INDICATORS -- Business and Professional License Administration (BPLA)

Measure	FY2010 Actual	FY2011 Target	FY2011 YTD	FY2012 Projection	FY2013 Projection	FY14 Projection
% of business license applications submitted online (new and renewal)	7%	60%		80%	90%	92%
% of business licenses issued within 45 business days	Baseline year	50%		70%	85%	87%
% of professional license applications submitted online (new and renewal)	68%	60%		80%	90%	92%
% of corporate filings submitted online	0%	10%		65%	70%	75%
% of occupational and professional license renewals processed in 3 days (when a complete application is submitted)	95%	100%		97%	98%	98%
% of regulatory investigations resulting in the issuance of a notice of infraction	99%	90%		87%	85%	85%
% of businesses that have obtained a business license after being issued a notice of infraction	Baseline year	60%		70%	80%	80%
% of pre-license investigations conducted by regulatory investigations within 5 business days	95%	85%		90%	95%	95%
% of weighing and measuring devices approved	98%	80%		85%	90%	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.

I INITIATIVE 1.1: Implement Online Construction Permit Intake (OCPI) to enhance the permitting process and to reduce paper applications.

In FY2011 the permitting division created system requirements for the OCPI intake application. In FY2012, the 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 December 2011, when the new forms will be issued in the center. Outreach and training will continue until March 31, 2011.

INITIATIVE 1.2: Support the Mayor's Green DC initiatives.

Using the yet to be completed Mayor's GreenDC initiative as a guide, DCRA will work to build a relationship with the US Green Building Council, obtain green building and sustainable building systems training for staff, or support a Department of the Environment's solar panel installation program by expediting reviews for program participants. Final green effort will be determined after review of the Mayor's initiative. Completion Date: September 30, 2011.

INITIATIVE 1.3: Create a unified inter-agency plan review and approval process.

The permit center is intended to be a single point of entry for permit applications to DCRA, DDOE, OP, DC Water and DDOT. In FY11, DCRA co-located staff from the Department of Fire and EMS and expanded the presence of the Department of the Environment staff within the permit center. In FY 2012, the agency will continue consolidation efforts by working to locate staff from the Department of Health and DC Water within 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: September 30, 2012.

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, DC Water and DDOE). Completion Date: December 31, 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.

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 except for raze applications, rather than having to submit the application as a long-term job. This initiative will require input and cooperation from the Permit Operations Division, Zoning Division and Business and Professional License Division. Completion Date: December 31, 2011.

INITIATIVE 2.2: Improve the permit application and review processes.

The division will streamline the permit application process for simple jobs by generating visual, user friendly handouts for decks, single family dwellings and 2-unit flats conversions, and occupancy capacity placard applications. Guides will be available in the permit center and online, and will be finalized and posted by January 31, 2012.

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, 2011 (FY 2011 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, 2012 (FY 2011 Initiative) .



PROPOSED KEY PERFORMANCE INDICATORS -- Permit Operations Division

Measure	FY10 Actual	FY11 Target	FY11 YTD	FY12 Projection	FY13 Projection	FY14 Projection
Average length of customer wait in Permit Center (minutes)	17	16		15	15	15
% of walk through applications processed same day	Not Available	70%		75%	80%	82%
% of green building plan review completed within 30 days	Not Available	95%		97%	99%	99%
% of filed plan reviews completed on-time	91.7%	94%		95%	96%	97%
% of TPR project reviews by DCRA Technical Review within 15 business days	Not Available	80%		85%	90%	92%
% of building plats utilizing expedited review service	11%	20%		30%	35%	37%
% of applications submitted online	Not Available	Baseline		TBD	TBD	TBD
% of all permit applications held for correction	Not Available	TBD		TBD	TBD	TBD
% of permits issued online (postcard, supplemental, eHOP)	Not Available	TBD		TBD	TBD	TBD
% of permits issued on the same day as application ¹		Baseline		TBD	TBD	TBD

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.



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.

OBJECTIVE 1: Enhance applicant and general citizen satisfaction through timely, efficient and accurate application zoning conformance review processes.

INITIATIVE 1.1: Revise Home Occupation Permit process as the new EHOP starts.

As low impact business offices operated out of a home are approved as an Expedited Home Occupation Permit or EHOP through immediate on-line permits, the volume of the remaining Home Occupation Permits [HOP] is set to decrease. This HOP form needs to be revised, the process monitored as more resources can be devoted to process the HOPs in a faster manner. The present ten day time frame is proposed to be reduced to five business days. Completion Date: December 31, 2011.

INITIATIVE 1.2: Improve OZA's Public Information Materials.

In order to provide clearer Zoning information the Zoning Administrator will identify materials that can be placed on OZA's webpage or put into PDF handouts for emailing. General zoning information that is requested by email or phone calls will be identified so as to develop the information that should go into these resources. Completion Date: June 30, 2012.

OBJECTIVE 2: Pursue enforcement of verified zoning violations through timely and forceful action to achieve compliance.

INITIATIVE 2.1: 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 on-line payment by PayPal or other on-line 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 2011, but due to the limitation of online payment systems, the implementation was delayed. Completion Date: March 30, 2012.



PROPOSED KEY PERFORMANCE INDICATORS -- Office of Zoning Administrator

Measure	FY 2010 Actual	FY 2011 Target	FY 2011 TYD	FY 2012 Projection	FY 2013 Projection	FY 2014 Projection
% of Certificate of occupancy applications receiving OZA initial review from the application date, in compliance with timelines (30 business days)	86%	95%		95%	95%	95%
% of HOPs issued within 10 business days of application submission	Not available	80%		90%	95%	95%
% of successful defenses of appeals of Zoning Administrator decisions before the BZA	86%	70%		75%	78%	79%
% of complaint-initiated enforcement actions occurring within 60 days of receipt of concern	49%	70%		80%	90%	92%



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 and implement inspection checklists for each type of inspection.

Institute criteria and create checklists that provide a roadmap of how to conduct each type of inspection. Training of staff in the use of these checklists will help to increase the quality and consistency of ICA. Completion Date: March 31, 2012.

INITIATIVE 1.2: 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. The division will reassign the Illegal Construction Unit (ICU) function from Specialty Inspections Program to the Construction Inspection Program. This will allow for cross-training of construction inspectors to recognize and cite instances of illegal construction. In addition the ICU inspectors will be assigned to a geographical area of responsibility to better respond to complaints of illegal construction. Completion Date: December 31, 2011.

INITIATIVE 1.3: Increase inspector knowledge of sustainable construction and energy efficient building materials and methods.

The District's Green Building Act of 2006 establishes high-performance building standards for the planning, design, construction, operation and maintenance of building projects. We will establish criteria for ICA inspectors to become certified in Green construction methods to include, but not limited to, US Green Building Council's LEED certification or International Code Council's International Green Construction Code. ICA will develop a standard operating procedure to implement inspection requirements of the Green Building Act. Inspectors will receive training in Green Building plan review and inspection procedures. Completion Date: September 30, 2012.

OBJECTIVE 2: Manage an efficient housing inspection program.

INITIATIVE 2.1: Increase the role of the Proactive Inspection Unit

The Proactive Inspections Unit conducts regularly scheduled housing code inspections on rental units throughout the District. The capabilities of the Proactive Inspection Unit makes it ideal to take on the responsibility of performing Capital Improvement inspections, tenant requested building wide inspections, and inspections requested by the District Rent Administrator. The



Proactive Inspection Unit will take over the responsibility of performing these large scale residential inspection tasks. Completion Date: December 31, 2011.

INITIATIVE 2.2: Increase Housing Inspection Capacity

One of ICA's primary responsibilities is to respond to requests for inspection of substandard housing conditions. We will increase the capacity of inspections by using processes developed in the Proactive Inspection Unit (shifting data input duties from inspectors to administrative staff). 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. Completion Date: September 30, 2012.

OBJECTIVE 3: Develop a premier specialty inspections program.

INITIATIVE 3.1: Create, revise and implement procedures for all steps of Third Party inspections process.

To expedite the inspection process, DCRA offers permit applicants an option to hire non-government inspectors (third party inspectors) to inspect their work. By implementing certification and auditing functions, DCRA has improved the quality and raised the industry standard of third party inspectors' performance. In the past this was done unilaterally, and met with much resistance from the Third Party Inspection agencies.

- Facilitate the creation of Third Party Inspection Agency Advisory Board (TPIAAB), an informal board comprised of nine (9) approved third party inspection agencies that will provide feedback and a different perspective to the Inspections Division with relation to the Third Party Inspection Program. Completion Date: October 31, 2011.
- Create and implement, with the recommendations from the TPIAAB, a step-by-step method for DCRA to administer discipline to Third Party Inspection Agencies that violate provisions of the Third Party Inspections Procedures Manual. Completion Date: November 30, 2011.
- Create and implement a procedure to establish the process and documentation for third party inspection oversight and review. This will also involve procedures for auditing the Notice of Intent to use third party inspections. This process will also require the creation of forms to record all review activities. Completion Date: March 31, 2011.
- Revise, with the recommendations from the TPIAAB, with the Third Party Inspections Procedures Manual. Completion Date: September 30, 2012.

INITIATIVE 3.2: Develop a Special Inspections Program.

There are several critical areas of construction regulated by the International Building Code (IBC) where special inspections are required. These include: steel construction, concrete construction, soils, sprayed fire-resistant materials, etc. Develop, in accordance with the requirements of Chapter 17 of the IBC, a Special Inspection Program Guide to help all parties involved in the program to understand the requirements and provide an efficient process that will allow Building Code Requirements to be satisfied without causing delays in the construction process. Completion Date: March 31, 2012.



INITIATIVE 3.3: Increase the inspection capacity of the Boiler and Elevator Inspectors.

The elevator and boiler inspectors have a single administrative support person to assist with the scheduling of their inspections. By hiring at one more administrative support person to assist with the scheduling and data entry the inspectors will be able to spend additional time in the field performing inspections and ensuring the safe operation of these critical systems. Completion Date: September 30, 2012.

PROPOSED KEY PERFORMANCE INDICATORS -- Inspections Division

Measure	FY2010 Actual	FY2011 Target	FY11 YTD (July)	FY2012 Projection	FY2013 Projection	FY2014 Projection
# of units inspected by Proactive Inspections Team	606	2,500	1351	2,500	2,500	2,500
% of complaint-related inspections conducted within 3-5 days of the request	Not Available	75%	78.6%	80%	85%	85%
% of permit-related inspections completed within 48 hours of request	94%	85%	93.7%	87%	90%	90%
# of Quality Control inspections performed on Third Party Inspections	Not Available	Baseline	104	TBD	TBD	TBD
% of Third Party Inspection agencies with quality control audits found to be in compliance	Not Available	Baseline	80.8%	TBD	TBD	TBD
% reduction in the number of illegal construction cases dismissed at the initial DCRA appeal hearing	Not Available	10%	16.8%	10%	10%	10%
% of inspections completed as scheduled	81%	80%	92.0%	82%	85%	85%
Average number of inspections per inspector daily	Not Available	TBD	6.46	TBD	TBD	TBD
Average number of Housing inspections per inspector daily	Not Available	TBD	Not Available	TBD	TBD	TBD
Average number of Construction inspections per inspector daily	Not Available	TBD	Not Available	TBD	TBD	TBD



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: Continue implementation of the revised vacant property registration and appeal process.

The vacant property classification system has been established and DCRA has ongoing responsibilities in FY 2012. 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. For FY12, we plan to institute a pilot program in Ward 8 to incorporate Ward ANC Commissioners to assist in identifying more vacant buildings. Completion Date: Ongoing until September 30, 2012.

INITIATIVE 1.2: Enhance lien placement and collection processes.

Utilize Accela to run 30-60-90-120 day delinquency 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 accurate data can be utilized by the still to be formed D.C. Centralized Collection Bureau. Completion Date: September 30, 2012.

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 began a pilot program with a new unified NOV/NOI in conjunction with the legislative elimination of the need for the issuance of a second NOI. The pilot began with a unified trash and grass notice and citation. In FY12, DCRA will explore other notices that could result in more timely case adjudication and voluntary compliance, as well looking at the schedule of fines to determine whether current fines are appropriate for the violation. Completion Date: September 30, 2012.



INITIATIVE 1.4: Enhance agency transparency with expanded use of social media.

Expand the use of social media such as Twitter and Facebook to increase customer knowledge of DCRA regulatory authority, rulemaking, relevant pending legislation, and outreach events and initiatives. Completion Date: September 30, 2012.

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). For FY12, our goals are: to get properties from "new case" to "condemned", through the BCIB process within 6 months time; to increase the number of cases before the Board by 30% and; to utilize the web more effectively to inform the public of pending BCIB reviews, ongoing cases, etc. Completion Date: September 30, 2012.

INITIATIVE 2.2: Enhance the system to administer and manage blighted properties.

Enhance the blighted property identification process and fully incorporate it into the vacant property registration and appeal system. For FY12, this entails tweaking the current blight system in Accela and creating a separate "blight" cap and process in Accela that runs parallel to the "vacant" process. In addition, we plan to get all blight appeals before the deputy director within 10 days of receipt of appeal. Completion Date: September 30, 2012.

INITIATIVE 2.3: Utilize alternative abatement processes.

This was a FY11 initiative that had to be shifted to FY12. 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 September 30, 2012.



KEY PERFORMANCE INDICATORS

Measure	FY2010 Actual	FY2011 Target	FY 2011 YTD	FY2012 Projection	FY2013 Projection	FY2014 Projection
Total number of vacant properties.	2,896	3,400		3,200	3,000	
% of registered vacant properties (includes properties that are registered and exempt)	45%	75%		80%	85%	
% of rate of return on special assessments filed	Not Available	Baseline		TBD	TBD	
Total dollar amount of Special Assessments collected	\$597,555	\$1,600,000		\$1,900,000	\$2,000,000	
% of cases "won" with OAH finding of liability ("upheld").	44%	80%		85%	90%	
Total dollar amount of tax liens collected	Not Available	Baseline		TBD	TBD	
Number of blighted properties reported to OTR.	139	220		210	200	
% of DCRA abatements completed within 30 days	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 to managers on referring employees to COPE and having difficult conversations with employees.

DCRA will ensure that each manager has a copy of the COPE referral form and accompanying documents. The Human Resources team will host three (3) sessions specifically walking managers through the process of having difficult conversations with employees including COPE referrals. Completion date: June 30, 2012.

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

INITIATIVE 2.1: 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. By holding public events to provide information about the permitting process and ensuring all services are clearly explained. Completion Date: August 31, 2012.

INITIATIVE 2.2: 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: December 31, 2011.

INITIATIVE 2.3: Promote DCMR 12 edits upon Council approval.

Develop and distribute fact sheets, which describe the new standards, to both the public and building industry. Beginning January 1st, fact sheets will be distributed on a rolling basis and posted online – at least one per month. Completion Date: September 30, 2012.

OBJECTIVE 3: Manage agency performance and integrity.

INITIATIVE 3.1: Create Standard Operating Procedures for each division.



DCRA will create standard operating procedures for every division within DCRA. The documents will have a standard format (template) to include an Administrative Issuance and Process Flow as part of the package. Training will be provided for any new or revised procedures launched during the fiscal year. Completion Date: June 30, 2012

OBJECTIVE 4: Provide excellent customer service.

INITIATIVE 4.1: Develop Freedom of Information Act (FOIA) process in DCRA's enterprise system, Accela.

This initiative will require a transfer of all processing and data/documentation retention from current manual process – which uses a mix of Outlook, share drive folders (Word), and a standalone Access database – to Accela. The benefits of a centralized system include searchability, open access to FOIA request files for more employees, automated numbering of new requests, and vastly improved and easier performance data reporting. Anticipated completion date: December 31, 2012.

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

INITIATIVE 5.1: Conduct an analysis of the condition of all fleet vehicles. In FY 12, Support Services will complete an analysis of all fleet vehicles currently in use to determine their age, mileage and condition. Support Services will also review fleet maintenance records and make a determination of the expected remaining life of the vehicles in DCRA's aging fleet in conjunction with DPW. The office will provide its analysis to the agency with recommendations on vehicle replacement and acquisition needs for FY 12 and beyond. Completion Date: July 30, 2012.

INITIATIVE 5.2: Create a records accession policy and plan for the agency.

This initiative involves Increasing efficiencies associated with managing the location and ability to locate approved building permits by developing and implementing a plan to archive boxed approved building permit applications for the years 2005, 2006, 2007, 2008 and 2009. Improve cost efficiencies by removing the remaining DCRA documents stored in private facilities and process those documents to either be destroyed or sent to the Federal Records Center. Completion Date: September 30, 2012.

OBJECTIVE 6: Expand and maintain technology infrastructure.

INITIATIVE 6.1: Implement new system to accept online plan submission and reviews.

DCRA will launch a new system that will allow customers to submit their construction permit related drawings and supporting documentation through the internet. The system will allow customer to submit their documents 24 / 7, and will provide real time communication with the customer and discipline review team members. This system will be fully integrated with DCRA's enterprise application CPMS (Comprehensive Property Management System). Targeted Completion Date: October 31, 2011.



INITIATIVE 6.2: Implement new system to fully process business license issuance online.

DCRA will launch a new system that will allow the complete processing of a select group license categories (those which don't require an investigation or inspection) to be processed, approved paid for and issued 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. Phase I will be completed January 1, 2012, Phase II completion date is May 31, 2012.

INITIATIVE 6.3: Implement Upgraded Corporations system.

Implement upgrades and new functionality to the agency's Corporations web based system that will allow applicants to submit registration information and all required application paperwork via the internet. These upgrades will include functionality to work with all major web browsers. The system will also incorporate improvements that address the changes to corporation code that was recently approved by DC Council. Completion Date: February 29, 2012.

INITIATIVE 6.4: Develop online systems to facilitate communication with Third Party Review companies.

Implement a web based application that will allow approved third party review companies to submit plan review to construction permit application 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: May 31, 2012.

INITIATIVE 6.5: Implement integration of CPMS with Citywide Call Center CIRM System.

Finalize and deploy the integration of the Citywide 311 operations to allow customers to automatically submit requests and obtain status information for DCRA related services: 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. DCRA's integration with CIRM /311 is currently scheduled to go into production December 31, 2011.

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

INITIATIVE 7.1: Publish and finalize the 2009 DC Construction Code Supplement

With assistance from the CCCB and Technical Advisory Groups, DCRA will submit the 2009 supplement to the DC Construction Code (DCMR 12). One approved by Council, this code will align the District's building requirements with the International Code Council standards used in most major cities. Completion date: July 31, 2012.



PROPOSED KEY PERFORMANCE INDICATORS -- Agency Management

Measure	FY2010 Actual	FY2011 Target	FY2011 YTD	FY2012 Projection	FY2013 Projection	FY2014 Projection
% of OIG inquiries completed timely	N/A	100%	N/A	100%	100%	N/A
% of FOIA requests completed timely	N/A	90%	N/A	95%	95%	N/A