



FY 2013 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, 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 Division
- Agency Management Division

AGENCY WORKLOAD MEASURES

Metric	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 YTD
# of business licenses issued	9,439	18,967	20,128	8,171
# of civil infractions received by the Office of Civil Infractions	514	1,114	1,087	1,163
# of inspections completed (all inspections, agency-wide)	10,064	45,575	44,450	40,355
# of permits issued (building, supplemental, postcard, etc.)	N/A	56,440	34,578	35,422



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: Update our current online system to accept complete BBL applications.

In FY12, the Business Licensing Division (BLD) launched the new business online license application implementing thirteen categories for Basic Business License (BBL) processing. In FY13, BLD will conclude its efforts and make all licensing categories available online. The new system design will allow all license categories, including those which require an investigation or inspection, to be processed, approved, paid for and issued online. Completion Date: September 30, 2013.

INITIATIVE 1.2: Reduce the number of basic business licensing categories.

DCRA's BLD began to implement changes to the number of BBL categories in FY12. Utilizing drafts of identified potential changes required through legislative and administrative review, BLD will analyze and reduce the number of current BBL categories in FY13. 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 31, 2012. Completion Date: September 30, 2013

INITIATIVE 1.3: Expand the availability of online application services for occupational and professional licensing.

DCRA's Occupational and Professional Licensing Division (OPLD) successfully expanded the online application services to five (5) additional programs in FY12. Building on this success, OPLA will continue to expand its online license submission process in FY13. At present, there are 20 total license programs encompassing over 130 licenses types; 12 license programs are online for new application submission. OPLA 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, 2013.

INITIATIVE 1.4: Implement the new vending regulations.

In FY12, DDOT and DCRA were charged by the City Administrator to cure any and all issues as it relates to the new regulations. 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. 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, 2013.

INITIATIVE 1.5: Expand “Train-the-Trainer” sessions for vending and develop workshop sessions for customers.

DCRA’s Small Business Resource Center (SBRC) began its “Train-the-Trainer” series in FY11 holding at least one workshop each quarter to expound on business and regulatory processes within the District of Columbia. The SBRC will continue providing in-depth overviews of business licensing and special events processes. In FY13 the SBRC will expand its services by providing workshops 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, 2013.

OBJECTIVE 2: Manage corporate registration and maintenance services.

INITIATIVE 2.1: Continue implementation of new corporate code.

In accordance with the Business Organizations Code approved by the D.C. Council, the Corporations Division successfully modified back office and web systems and other deliverables that include adopting of final rules and regulations, modification of forms and procedures, update of DCRA’s website and engaging in outreach plans. The Corporations division also prepares to implement approved Technical Amendment Bill and pending Benefit Corporation Act. The Corporations Division will continue with its implementation plans and update those plans to reflect the adoption of both statutes by the legislature in FY13. Division will also work with its vendor and other IT stakeholders to improve the application and perform data cleanup efforts. Full integration of program changes dictated by the legislation will be a multi-year effort distributed throughout FY13 and FY14. Completion Date: September 30, 2014.

OBJECTIVE 3: Ensure compliance with licensing requirements.

INITIATIVE 3.1: Conduct citywide business compliance efforts.

In FY2013, the Regulatory Investigation Section will begin to proactively inspect all businesses for compliance with licensing laws and regulations. The goal is to reduce the number of complaints based investigations and begin greater cooperation with other government regulatory agencies to minimize duplication of efforts and gain efficiencies by pooling of resources. Completion Date: September 30, 2013.



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: December 31, 2012.

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

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
% of business license applications submitted online (new and renewal)	17%	60%	16%	45%	65%	75%
% of professional license applications submitted online (new and renewal)	91%	60%	95%	90%	92%	95%
% of corporate filings submitted online	11%	65%	30%	50%	65%	80%
% of occupational and professional license renewals processed in 3 days (when a complete application is submitted)	N/A	97%	100%	98%	98%	99%
% of regulatory investigations resulting in the issuance of a notice of infraction	23%	60%	34%	30%	20%	15%
% of pre-license investigations conducted by regulatory investigations within 5 business days	96%	85%	93%	90%	95%	95%
% of weighing and measuring devices approved	96%	80%	97%	85%	90%	90%
% of gas stations compliant with octane rules	N/A	N/A	N/A	93%	95%	97%
# of new vendors licensed pursuant to the new regulations	N/A	N/A	N/A	Baseline	TBD	TBD



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: Support the Mayor's Green DC initiatives.

After meeting with the US Green Building Council, DCRA conducted a well-attended and successful Green Symposium held in September of 2012 to highlight and convey the Mayor's Green Initiatives. Using the Mayor's Green DC initiative as a guide, DCRA will continue to build upon the relationship with the US Green Building Council, obtain green building and sustainable building systems training for staff, and supports the Department of the Environment's solar panel installation program by expediting reviews for program participants. In accordance with the Mayor's Initiative, DCRA will work with the DC Department of Energy to increase and expedite the number of Photo Voltaic Permits for Solar Energy Systems. Completion Date: September 30, 2013.

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

In January of 2012, DC Water successfully moved to DCRA's site. In FY 2013, the agency will continue consolidation efforts by working to locate staff from the Department of Health and DDOE (Lead & Asbestos Abatement Branch) 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, 2013.

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

INITIATIVE 2.1: Improve the permit application and review processes.

DCRA's POD created a number of handouts including, but not limited to: Permit Guide, Plans Submittal Guide, and How to Obtain a Construction Permit in FY12. In FY13, 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 June 30, 2013.

INITIATIVE 2.2: Expand the usage of Project Dox.

The division will develop a marketing strategy, including training sessions, intended to promote the use of Project Dox by exposing this online service to District Residents and businesses. Guides/handouts will be made available in the permit center and online, and the strategy is expected to be finalized and implemented by September 30, 2013.



OBJECTIVE 3: Manage and maintain District land records.

INITIATIVE 3.1: Develop an online building plat application process.

This initiative is a continuation from FY12, delayed due to the arrival of the updated version of Accela 7.0.5 in October 2012. 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. DCRA plans to run a Beta Test at the end of December 2012. Completion Date: March 31, 2013.



KEY PERFORMANCE INDICATORS -- Permit Operations Division

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Average length of customer wait in Permit Center (min.)	14.35	16	10.13	12	12	12
% of walk through applications processed same day ¹	61%	70%	54%	70%	70%	75%
% of green building plan review completed within 30 days	100%	97%	75%	95%	95%	97%
% of filed plan reviews completed on-time	94%	95%	94%	95%	95%	95%
% of TPR project reviews by DCRA Technical Review within 15 business days	78%	85%	89%	85%	85%	85%
% of building plats utilizing expedited review service	22%	20%	27%	30%	35%	37%
% of all permit applications held for correction	26%	N/A	27%	50%	45%	40%
% of permits issued online (postcard and supplemental)	15.6%	35%	15.9%	20%	25%	30%
% of building plats using online services	N/A	N/A	N/A	25%	35%	50%
% of Project Dox use vs. non-use	N/A	N/A	N/A	25%	35%	50%

*This does not reflect the actual performance since the customers visit the Permit Center all day and choose to complete the process the same day. This is true of projects that are held for corrections.

*Please note that the KPI for “% of Permits held for corrections” may not reflect the accurate data. We are currently running a report to verify this information and will update the numbers if necessary.

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 Office of the Zoning Administrator (OZA) has primary responsibility for reviewing various applications for conformance with the Zoning Regulations, DCMR Title 11, including applications for Building Permits, Certificates of Occupancy (C of O), Subdivisions and Home Occupation Permits (HOPs); and also provides information and determinations of the application of the zoning regulations to proposed uses and construction; and represents DCRA in appeals made to the Board of Zoning Adjustment [BZA].

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

INITIATIVE 1.1: Develop and Publish Application Example Information Materials.

Many applications for permits that are presently submitted are incomplete and deficient. Some applicants are not familiar with the minimum application requirements for the submission of complete forms, plats and plans, that allow for a sufficient zoning review. A set of model examples will be published on DCRA's website, and available, for hard copy print-out, to give applicants [particularly homeowners and small business applicants who are not using architects or other development professionals] how to adequately prepare complete submissions. Completion Date: December 31, 2012.

INITIATIVE 1.2: Online Submission of Certificate of Occupancy (C of O) Applications.

Applicants may currently apply online for building permits, business licenses and Expedited Home Occupation Permits [EHOPs] but not for C of Os. This initiative would reduce in-person visits to DCRA and promote online services which will improve submissions and facilitate a more efficient review by the Office of the Zoning Administrator. This initiative will require the participation of the Office of Information Services and may involve new programming to initiate and complete. Completion Date: April 30, 2013.

INITIATIVE 1.3: OZA Staffing and Skill Requirements related to the revised Zoning Regulations (JOB CREATION).

The Office of Planning is rewriting the District's zoning regulations and expects that the regulations will become effective by the summer of 2013. The revised regulations add several new and complicated provisions to zoning, including a "Green Area Ratio", impervious surface limits, tree regulations and many other new standards. To administer and enforce these regulations, existing OZA staff will need several sessions of orientation, preparation and training. It is likely that new staff may be needed to assist in the application and enforcement of the new regulations. Additionally new materials will need to be produced and subsequently posted to DCRA's website to help applicants understand how the new regulations apply to their particular projects. An "OZA Training and Staffing Study" will be completed to identify the needed instruction and staffing. Completion Date: April 30, 2013.



KEY PERFORMANCE INDICATORS -- Office of Zoning Administrator

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 TYD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
% of Certificate of occupancy applications receiving OZA initial review from the application date, in compliance with timelines (30 business days)	93%	95%	90%	95%	95%	95%
% of HOPs issued within 10 business days of application submission	84%	90%	75%	70%	75%	80%
% of HOPs that could have been issued as EHOPs	Not available	Not available	Not available	50%	40%	35%
% of successful defenses of appeals of Zoning Administrator decisions before the BZA	78%	75%	100%	75%	78%	79%
% of complaint-initiated enforcement actions occurring within 60 days of receipt of concern	74%	80%	43%	60%	65%	70%



Inspections Division

SUMMARY OF SERVICES

The Inspections Division protects District residents and visitors safety through its three programs. The Construction Inspections Program promotes safety by inspecting construction sites for code compliance and proper permits. The Housing Inspections Program ensures habitable housing by answering tenant's requests for residential inspections and managing the Proactive Inspection unit. And the Specialty Inspections Program manages the third party inspection program and monitors elevators and boilers in District buildings.

OBJECTIVE 1: Manage an efficient construction inspection program.

INITIATIVE 1.1: Increase the use of DCRA inspectors in District managed construction projects.

Currently the District Department of General Services (DGS) uses Third Party Inspection Companies to perform a majority of the inspections on District managed construction projects. This is an extra expense for DGS that is eventually passed onto the District taxpayer. DCRA has experienced and certified inspectors that are more than capable of performing these inspections. DCRA will actively reach out to DGS to perform the inspections on these projects. Completion Date: September 30, 2013.

INITIATIVE 1.2: Develop a preferred inspection program for Green Construction jobs.

The District's Green Building Act of 2006 provided for expedited permit plan review. ICA plans to extend this incentive to scheduling of inspections. Currently, developers tend to use Third Party Inspection Companies for their inspections because they do not want to wait the two – three days for an inspection. By promising next day inspections for "Green Projects," DCRA hopes to incentivize more green construction in the District. Completion Date: September 30, 2013.

INITIATIVE 1.3: Develop online Scheduling of inspections.

DCRA's comprehensive database program ACCELA will be undergoing an update in August 2012. This update will bring with it a new function called "Citizen Access." ICA will work with OCTO to develop an inspection scheduling system that will allow customers to schedule permit inspections and rental inspections online. Completion Date: September 30, 2013.

OBJECTIVE 2: Manage an efficient housing inspection program.

INITIATIVE 2.1: Begin changeover of code citations from DCMR 14 (Housing Code) to the International Property Maintenance Code.

The current Housing Code (DCMR 14) was last updated in December 2004. The DCMR 14 is currently used to cite property owners who fail to maintain their property. All of the Housing Inspectors currently employed by DCRA are certified in the International Property Maintenance Code (IPMC). The Construction Code Coordinating Board has worked to transition code citations that are unique to the DCMR 14 to be included in the March 2013 adoption of the latest IPMC. This will allow the Housing Inspectors more flexibility in issuing



notices for violations of the code. We will begin training all inspectors in the updated codes, paying particular attention to differences between the DCMR 14 and IPMC. We will also begin the update of our inspections database, ACCELA, to include the updated citations. Completion Date: September 30, 2013.

INITIATIVE 2.2: Increase Housing Inspection Capacity.

One of the Inspections Division's primary responsibilities is to respond to requests for inspection of substandard housing conditions. At present, the inspectors perform much of their own data input for each inspection and spend more than half of their day on administrative tasks. By shifting more data input duties from inspectors to administrative staff, the inspector should see an increase in the amount of time available to him or her to perform inspections. Completion Date: Ongoing.

OBJECTIVE 3: Develop a premier specialty inspections program.

INITIATIVE 3.1: Implement 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. Implement, in accordance with the requirements of Chapter 17 of the IBC and the newly created Special Inspections Program manual, a Special Inspection Program 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, 2013.

INITIATIVE 3.2: Develop and implement a mandatory training program for Third Party Inspection Agencies.

Using criteria found during audits of third party agencies and inspectors, develop and implement a mandatory training program to address areas of concern to include accessibility and energy conservation. Completion Date: September 30, 2013.

INITIATIVE 3.3: Develop a system to properly log elevator inspections for annual and periodic inspections into Accela.

There is currently no way to properly log into Accela inspections performed by 3rd party elevator inspection agencies. Proper documentation will accelerate the elevator license process and create a paperless system of inspection data. Completion Date: September 30, 2013.



KEY PERFORMANCE INDICATORS -- Inspections Division

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
# of units inspected by Proactive Inspections Team	2075	2,500	2252	2,500	2,500	2,500
% of complaint-related inspections completed within 5 days of the scheduled date	78.8%	80%	85%	85%	86%	88%
% of permit-related inspections completed within 48 hours of scheduled date	93.5%	87%	92%	93%	93%	95%
# of inspections performed of "green projects."	NA	NA	NA	BASELINE	TBD	TBD
# of Quality Control inspections performed on Third Party Inspections	165	TBD	73	125	TBD	TBD
% of Third Party Inspection agencies with quality control audits that result in a disciplinary action.	69.7%	TBD	21%	TBD	TBD	TBD
% of illegal construction cases dismissed at the initial DCRA appeal hearing	17.4%	10%	12%	10%	10%	10%
% of inspections completed as scheduled	92.1%	82%	93%	93%	95%	95%
Average number of Housing inspections per inspector daily	Not Available	Not Available	Not Available	5.00	5.25	5.35
Average number of Construction inspections per inspector daily	Not Available	Not Available	Not Available	6.00	6.50	6.80



Enforcement Division

SUMMARY OF SERVICES

The Enforcement Division is made up of the Office of Vacant Building Enforcement and the Office of Civil Infractions. 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: Consolidation of abatement and vacant building inspections.

For 2013, we plan to combine the abatement and vacant building inspection teams into one, creating a streamlined process that eliminates duplication of efforts. One inspection will eventually cover whether or not a building is vacant, there is excessive vegetative growth, there is trash & debris, or if the building is open & accessible. The steps to achieve this are as follows:

- 1) Revise the inspection scheduling process to combine the 4 different caps (CWD, CTB, COA, and SVP) and require that all excessive grass and trash, open and accessible, and vacant building inspections be scheduled under one cap.
- 2) Reorganize the two teams (abatement and VBE) into one department that handles nuisance property inspections.
- 3) Redesign survey templates and associated paperwork.

Completion Date: Ongoing until September 30, 2013.

INITIATIVE 1.2: Develop alternative collection process for Nuisance Abatement Assessments.

Over the life of DCRA's Nuisance Abatement program, DCRA has amassed many liens on properties throughout the District of Columbia that fail to sell at the Office of Tax and Revenue's annual property tax sale. As a result, funding for nuisance abatement activities is limited because the agency cannot recoup the costs of abating these properties. DCRA will attempt to sell debt 3 years and older to a private buyer, while still utilizing the tax sale process for all other nuisance abatement costs.

- 1) Conduct market feasibility study for DCRA Assessment liens.
- 2) Implement any legislative or regulatory changes to the nuisance abatement statute.
- 3) Sell debt on the private market.

Completion Date: Sept 30, 2013.



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

INITIATIVE 2.1: Full computerization of the Board of Condemnation processes.

For 2013 our goal is to move away from tracking BCIB files and info on spreadsheets and move staff to utilizing Accela 100 percent. The steps to achieve this are as follows:

1. Reviewing all hard copy files and discarding any closed files older than 3 years.
2. Transferring all open hard copy files to Accela by creating BCIB caps and scanning documentation.
3. Transferring associated open file info from BCIB tracking spreadsheet to Accela.

Completion Date: September 30, 2013.

INITIATIVE 2.2: Refinement of the Blight Appeal Process.

For 2013, we plan to have 95% of all blight appeals before the Deputy Director within 10 days of receipt of appeal. The steps to achieve this are as follows:

1. Review all blight determinations prior to sending blight notices to the property owners.
2. Dedicate one staff as the main POC for blight appeals.

Completion Date: September 30, 2013.

INITIATIVE 2.3: Establish a systemic process for maintenance of vacant buildings and grounds.

The enforcement division will establish SOP's and MOU/contract to routinely keep vacant and blighted buildings secure and free from excessive trash/grass. The steps to achieve this are as follows:

1. A thorough maintenance needs assessment of the entire vacant property universe.
2. A review and revision of the legal requirements for addressing maintenance (i.e. grass, trash, open) of vacant properties.
3. The creation of new contracts/agreements for the maintenance of certain notorious vacant buildings and grounds. Completion Date April 1, 2013.



KEY PERFORMANCE INDICATORS – Enforcement Division

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Total number of vacant properties.	2,288	3,400	2,423	3,200	3,000	2,800
% of registered vacant properties (includes properties that are registered and exempt)	47%	75%	46%	80%	82%	85%
% of rate of return on special assessments filed	68%	100%	189%	100%	100%	100%
Total dollar amount of Special Assessments collected	\$2,404,486.14	\$900,000	\$439,772	\$700,000	\$500,000	\$500,000
% of cases "won" with OAH finding of liability (“upheld”).	42%	80%	61%	85%	90%	90%
Total dollar amount of tax liens collected	\$203,648.78	\$200,000	\$199,498	\$200,000	\$200,000	\$100,000
Number of blighted properties reported to OTR.	243	300	326	275	250	200
% of DCRA abatements completed within 30 days	82%	85%	94%	85%	85%	85%
% of all blight appeals before the Deputy Director within 10 days of receipt of appeal	N/A	N/A	N/A	95%	TBD	TBD



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: Create a new employee orientation handbook specific to DCRA and the different Divisions within the agency.

DCRA will coordinate with each Division to ensure they include appropriate standard operating procedures and pertinent process information. The Human Resources team will meet with all Divisions and ensure each new employee receives an orientation handbook within the first 30 days of employment. Completion date: September 30, 2013.

OBJECTIVE 2: Review DCRA internal policies and create uniformity amongst all agency Divisions.

INITIATIVE 2.1: Analyze current Automated Issuance System releases (AIS) to create more effective policy throughout the Agency.

Update at least 5 AIS's throughout the agency and create no less than 5 new AIS's to provide better guidance to staff. These AIS's will help to give clarity on numerous agency wide issues and practices. This will enable the agency to evaluate its current stance on numerous issues affecting our daily operations. Completion Date: September 30, 2013.

INITIATIVE 2.2: Review the Collective Bargaining Agreements of each union to ensure all steps and requirements are being met by management.

This effort is ongoing and will enable DCRA to attempt to educate management of best practices while operating under the two DCRA Collective Bargaining Agreements. In addition, DCRA will be able to make negotiation suggestions and analysis of the DPM to more effectively function under the existing contracts. Completion Date: September 30, 2013.

OBJECTIVE 3: Increase public awareness of DCRA programs and services.

INITIATIVE 3.1: Increase agency transparency with expanded use of social media.

Expand the use of social media, such as Twitter and DCRA's now 4,500 followers, to increase customer knowledge of DCRA regulatory authority, rulemaking, relevant pending legislation, and outreach events and initiatives. Completion Date: September 30, 2013.



OBJECTIVE 4: Manage agency performance and integrity.

INITIATIVE 4.1: Information Policy Clarification.

Identify documents pertinent to agency programs that can be released to the public as-is, and help develop a broader policy for document release and availability. Achievement of this initiative will be contingent upon working with one agency program per quarter. Once established, current program documents and policies will be maintained. Completion Date: September 30, 2013.

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

INITIATIVE 5.1: Work with DCRA, DPW and DMV to ensure proper preventive maintenance and annual safety inspections are completed in a timely manner on all fleet vehicles (PUBLIC SAFETY).

Presently DCRA has (62) sixty two vehicles in its fleet. The majority of the fleet (61 out of 62) vehicles are model year 2008 or older. The fleet as a whole is becoming dated. The preventive maintenance and the annual safety inspection are very critical to maintaining an aging fleet. Support Services will provide notification to all DCRA drivers of maintenance requirements, and coordinate with DPW to ensure that preventive maintenance is completed on all vehicles. Also Support Services will work with DMV to ensure that all vehicles have a safety inspection completed in a timely manner. Completion date: September 30, 2013.

INITIATIVE 5.2: Work to accession documents to the Federal Records Center and remove remaining documents from private facilities.

For fiscal year 2013 the Records Room plans to archive boxed approved building permit applications for the years 2005, 2006, 2010. The Records Room will also work to remove 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, 2013.

OBJECTIVE 6: Expand and maintain technology infrastructure.

INITIATIVE 6.1: Implement procurement of new agency-wide copier lease (FISCAL STABILITY).

DCRA will procure a new agency-wide copier lease to replace the existing 5 year copier lease that expired 9/30/2011. The new copier lease will also include the copiers from an additional copier lease that was used for our previous satellite sites. The new copier lease will decrease and possibly eliminate the additional cost of monthly excess copy charges by modifying the billing from monthly volumes per copier to aggregate copier monthly billing. DCRA incurred excess copy charges in FY11 of \$13,725.38 and FY12 to date \$8,179.87. It is also expected that the new copier lease will decrease the total yearly lease cost by approximately 15%, thus another cost savings to the agency. Completion Date: October 1, 2012.

INITIATIVE 6.2: Integrate CPMS with Citywide Call Center 311 System (PUBLIC SAFETY).



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

INITIATIVE 7.1: Publish and finalize the 2012 DC Construction Code Supplement.

The CCCB is managing the Technical Advisory Groups (TAGs) in their review of the International Code Council's (ICC) 2012 Construction Codes and the submission of provisions for the publication of proposed revisions for adoption of the 2012 D.C. Construction Codes. The first proposed rulemaking should be published in the fall of 2012, with the revised proposed 2012 D.C. Construction Codes ready for the Mayor to transmit to the D.C. Council by March of 2013. Completion Date: June 30, 2013.

KEY PERFORMANCE INDICATORS -- Agency Management

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
% of OIG inquiries completed timely	92%	95%	100%	100%	TBD	TBD
% of FOIA requests completed timely	56%	95%	100%	95%	TBD	TBD
Total cost per copier	N/A	N/A	N/A	Baseline	TBD	TBD
% of customers utilizing online payment	N/A	N/A	N/A	Baseline	TBD	TBD
% reduction in number of FOIA requests	N/A	N/A	N/A	Baseline	TBD	TBD