FY 2014 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

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual[1]
# of business licenses issued	20,128	8,171	34,835
# of civil infractions received by the Office of Civil Infractions	1,087	1,163	1,064
# of inspections resulted (all inspections, agency-wide)	44,450	40,355	67,649
# of permits issued (building, supplemental, postcard, etc.) (DC Sustainability WT3.1)	34,875	35,422	50,147
# of NOI's issued for "Failure to Register" Vacant Property	N/A	N/A	70

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[1] Actual as of October 15th, 2013.

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: Complete a review of regulatory reform options to make it easier to do business in the District. (DC Sustainability JE1.1)
In FY14 DCRA, as head of the Regulatory Task Force will identify existing laws and regulations impeding the progress of a new business, make recommendations for legislation to eliminate any inconsistent regulations, and monitor and track current and future proposals to reform regulations and identify their potential impact on a business**. Completion Date: September 30, 2014.**

INITIATIVE 1.2: Update our current online system to accept upload documents for BBL applications. (SEFL DETERMINATION)
In FY13, the Business Licensing Division (BLD) completed the first of several phases to complete this effort. Our online system has proven to be a success with our constituents and they can now apply for a myriad of licenses online. In FY14, we will identify a vital enhancement that will allow applicants to upload prerequisite documents giving our applicants full capacity to apply online. BLD will work with the Office of Information Systems (OIS) to implement the functionality in Accela to make all licensing categories available online. The new system design will allow applicants to upload documents for all BBL license categories, including those which require an investigation or inspection to be processed online. **Completion Date: September 30, 2014.**

INITIATIVE 1.3: Implement the new vending regulations. (PUBLIC SAFETY)
In FY13, the Business and Professional Licensing Administration (BPLA) division prepared for the new vending regulations. After several years, the new vending regulations were passed by City Council in June 2013. The Office of Vending held several Symposiums and created vending handbooks to impart the new process and regulation guidelines to the vending community prior to implementation. Within the Symposiums, DCRA partnered with DOH, DDOE, OTR, DDOT, and FEMS to have a cohesive approach to the agencies associated with this business activity. Full implementation of the changes goes into effect in FY14. Subsequently, the Agency wanted to denote each stage in this ongoing effort in the District. The new program will expand opportunities for vending in the District and allow for the licensing of new vendors, permitting of new vending locations, and greater enforcement authority by DCRA. In FY14, DCRA will develop outreach materials and continue outreach efforts to include stakeholder meetings, online communications, and the development of program materials. These regulations will also clarify many aspects of vending that the previous regulations did not address. BPLA will hold training sessions to ensure that current and prospective vendors

are aware of the new regulations and requirements. Due to dramatic changes, the new regulations will be implemented in phases with complete implementation by January 1, 2014. **Completion Date: January 1, 2014.**

INITIATIVE 1.4: Develop technology integration and data sharing between Business Licensing Division and Corporation Division and other components of DCRA.
As a new initiative in FY14, BLD has built a technology bridge between the Business License and Corporations Division. Currently, both divisions have two separate systems. We are seeking to construct a system tool that will connect with both systems for total data unity, which would be instrumental in the improvement of each division. This initiative is separate and apart from the BLD application enhancement. BLD will work with the Office of Information Systems (OIS) to enable data sharing between Accela and CorpOnline application systems to connect business and corporate information. BLD will assist in mapping out the process of identifying the common data points including handling of the initial information and information changes. **Completion Date: September 30, 2014.**

OBJECTIVE 2: Manage corporate registration and maintenance services.

INITIATIVE 2.1: Continue implementation of new corporate code that recognizes social and environmental performance standards. (DC Sustainability JE1.2)
In FY13, the division has been in the process of implementing the massive Business Organization Code. Two important pieces of legislation to supplement this law were enacted in mid to late FY13. The Technical Amendment Act was approved on March 6th, 2013 and the Benefit Corporations Act on May 1st, 2013. As such, the division had to assess the impact of both pieces of legislation and start the process of its implementation. Implementation of these statutes will continue in FY 2014. The division has also finalized its Regulations which went into effect on September 20th, 2013. The full implementation of corporate regulations will fall in FY 2014.
In accordance with the Business Organizations Code approved by the D.C. Council, the Corporations Division successfully modified back office and web systems. Other deliverables included adoption of final rules and regulations, modification of forms and procedures, an update of DCRA's website, and engaging in outreach plans. Currently, the Corporations Division is in the process of implementing the approved Technical Amendment and Benefit Corporation Acts. The Corporations Division will continue with its implementation plans and updates will reflect the adoption of both statutes by the legislature in FY14. The Division will also work with its vendor and other IT stakeholders to improve the application, offer all services online, and perform data cleanup efforts. Full integration of program changes dictated by the legislation will be a multi-year effort distributed throughout FY14 and FY15. **Completion Date: September 30, 2014.**

INITIATIVE 2.2: Develop technology integration and data sharing between Corporations Division and Business License Division and other components of DCRA. (SELF DETERMINATION)
Corporations Division will work with Office of Information Systems (OIS), DC Office of Chief Technology Officer, and various divisions within DCRA to enable corporate data sharing between different application systems. This project will involve both IT vendors – CCIS and Accela – and a detailed analysis identifying common data points, processing initial information,

and information changes. The Corporations Division, along with other stakeholders, will work to analyze common business regulatory processes to develop the roadmap for regulatory compliance. **Completion Date: September 30, 2014.**

OBJECTIVE 3: Ensure compliance with licensing requirements.

INITIATIVE 3.1: Develop and implement a Regulatory Compliance Inspection Program. (PUBLIC SAFETY)
In FY13, the Regulatory Investigations Division (RID) initially identified this effort due to the high value of the licensing community and the demand of an inter-agency involvement. RID has to modify this plan in order for it to be fully effective. Subsequently, in FY14 RID will aim for specific percentages and engage key stakeholders so the impact to the community and District will be both successful and meaningful. RID will develop a routine Proactive Inspection Program for businesses in the District. This program will allow the RID to proactively inspect one third (1/3) of the business license population annually. The goal of this program will be to promote and monitor compliance of business operators. The Proactive Compliance Inspection Program and the development of a broad publicity campaign will notify the public and business operators in the District that DCRA will be proactively monitoring compliance. A key factor to the Routine Proactive Inspection Program's success will be inter-agency coordination with other District agencies. To maximize the potential impact of this program, DCRA will work with DOH, OTR, MPD, ABRA, DDOE, and others to monitor compliance among all business operators. **Completion Date: September 30, 2014**.

INITIATIVE 3.2: Implement an octane quality testing program. (PUBLIC SAFTEY)
The Office of Weights and Measures (OWM) is required to test one hundred and fifteen (115) gas stations twice a year to verify octane levels posted on the gas station pumps. In FY13, OWM established a new quality octane testing program. The Gasoline and Fuel Pump Octane Measurement Amendment Act of 2012 law passed in 2012 allowing OWM to have further implementation and discussion for processes in place for the FY14 roll-out. In order to fully regulate this business community, the National Institute of Technology Handbook – American Standards Test Method (ASTM) principles have to be adapted into the District of Columbia law. The Attorney General is currently reviewing this information. In FY14, the new octane quality testing program for Weights and Measures will test a minimum of eighteen (18) gas stations a month. This will allow the city to ensure consumers are receiving the appropriate octane levels purchased. **Completion Date: September 30, 2014.**

OBJECTIVE 4: Protect the citizens of the District of Columbia from unfair and deceptive business practice (Consumer Protection Procedures Act).

INITIATIVE 4.1: Perform outreach based on the Consumer Protection Procedures Act. (PUBLIC SAFETY)
For FY14, the DCRA Office of Consumer Protections will conduct community outreach, perform targeted enforcement of high-volume, high-priority industries in the District, and spearhead interagency coordination efforts throughout the District of Columbia. DCRA's proactive approach will ensure that businesses are operating in a manner consistent with the requirements and provisions of the Consumer Protection Procedures Act. **Completion Date: September 30, 2014.**

OBJECTIVE 5: Manage and maintain an efficient Small Business Resource Center.

INITIATIVE 5.1: Plan and develop SmartStart for Small Business Program. (JOB CREATION)
The Small Business Resource Center (SBRC) is looking to effectively plan and develop a new program called *SmartStart for Small Business* program. The purpose of the program is to demonstrate the ease of opening a business in the District of Columbia. Program initiatives include proper regulatory compliance at the end of a license cycle and fostering a working relationship with businesses through educational workshops and educational materials. The *SmartStart for Small Business* program encompasses a 4 to 5 step program to obtain a business license (i.e. General Business, Delicatessen, Catering, and Restaurants that seats 1-10 customers only) for a specific fee. Further research and communication with DCRA's Office of the Chief Financial Officer is required to determine the fee amount. Additionally, the SBRC manager will work closely with the Business and Professional Licensing Administrator (BPLA), Office of the Director, and the DC Office of General Counsel (OGC). **Completion Date: September 30, 2014.**

INITIATIVE 5.2: Expand partnership opportunities with government agencies. (JOB CREATION)
It is the SBRC's mission to always seek out areas of additional technical assistance and small business education to DCRA's customers. Expanding partnerships with the District and Federal government agencies will enable the SBRC to grow. Several potential services provided to the customers include one-on-one sessions, trainings, and/or symposiums and expos. **Completion Date: September 30, 2014.**

INITIATIVE 5.3: Implementation of FDIC's Money Smart for Small Business Program. (JOB CREATION)
On November 30, 2012 Mayor Vincent C. Gray and Director Nicholas Majett participated in an official collaboration agreement between DCRA's Small Business Resource Center (SBRC) and the Federal Deposit Insurance Corporation (FDIC) to publicize its *Money Smart for Small Businesses Program*. The program is a free service providing additional technical assistance to small business owners seeking to navigate the District of Columbia's regulatory environment. The instructor-led training curriculum developed by the FDIC and Small Business Administration (SBA), consists of 10 modules providing introductory training for new and aspiring entrepreneurs. Beta testing began in FY13 and the SBRC offered an 8 week series to gauge customer needs. DCRA successfully identified the best time of day to offer sessions and most importantly the appropriate modules. In FY14, the SBRC will officially roll-out the *Money Smart for Small Businesses Program*, providing two 6 to 8 week series. **Completion Date: September 30, 2014.**

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

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual[2]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Objective #1						
% of business license applications submitted online (new and renewal)	14.84%	25%	29.12%	30%	32%	35%
% of professional license applications submitted online (new and renewal)	96.85%	92%	99.99%	94%	96%	98%
% of occupational and professional license renewals processed in 3 days (when a complete application is submitted)	100%	98%	100%	98%	99%	99%
# of new vendors licensed pursuant to the new regulations	N/A	100	0	100	100	110
# of new business license applications. (DC Sustainability JE1.1)	N/A	N/A	N/A	2000	2500	3000
of % of regulatory investigations resulting in the issuance a notice of infraction[3]	34	30%	N/A	N/A	N/A	N/A
Objective #2						
% of corporate filings submitted online	66.02%	50%	46.84%	50%	52%	53%
Objective #3						
% of pre-license investigations conducted by regulatory investigations within 5 business days	93.22%	93%	94.17%	95%	95%	96%
% of weighing and measuring devices approved	97.16%	85%	98.97%	92%	93%	94%
% of gas stations compliant with octane rules	N/A	93%	0	93%	95%	97%

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[2] Actual as of October 15th, 2013.
[3] The issuance of licenses is not a function of RIS; therefore, we could not accurately capture the required KPI data. This KPI no longer tells the story of BPLA initiatives.

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Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual[4]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Objective #4						
Amount of monies obtained for complainants (refund, settlements, cost of services rendered) in dollars[5]	N/A	N/A	N/A	TBD	TBD	TBD
% of cases closed	N/A	N/A	N/A	30	40	50
Number of businesses brought into compliance with the District licensure rules[6]	N/A	N/A	N/A	Baseline	TBD	TBD
Objective #5						
Number of group workshops	N/A	N/A	N/A	7 Baseline	8	10
Number of educational and informational one-on-one sessions	N/A	N/A	N/A	4 Baseline	5	6
Average number of customers in attendance per workshop	N/A	N/A	N/A	15 Baseline	18	20

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[4] Actual as of October 15th, 2013.

[5] This is a new program in DCRA. We are unsure how much money will be obtained from complaints. Data will be presented at a later date.

[6] Business will be brought into compliance after a complaint is initiated. Currently, DCRA is unable to project numbers because the program is new.

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. (DC Sustainability BE2.1 and FD3.4)**
> In FY14, the division will review the DCRA Temporary Certificate of Occupancy guidelines and develop a plan to integrate the permitting of temporary arts, community and business uses into current processes and begin meeting the 2032 target of providing a variety of amenities and services within a 20-minute walk of all residents. The division will develop a transparent optimal permitting plan for solar electric and solar thermal applications. The division will review the Temporary Certificate of Occupancy guidelines to investigate the potential to use current processes to fulfill need for permitting of incidental sales of food from community gardens. **Completion Date: September 30, 2014**.

> **INITIATIVE 1.2: Integrate the requirements of the New Construction Code (DCMR 12) and the Green Construction Code into the permitting operations. (PUBLIC SAFETY)**
> In FY14, the division will work towards a smooth transition from the current 2008 DCMR 12 to the new construction and green construction codes, by reviewing, updating and developing permitting standard operating procedures. The division will offer and complete trainings and seminars to educate division staff, third party agency staff, sister agencies and the public on the new codes. The division will complete a Green Building Program Manual to assist in facilitating understanding of new requirements around the new green and energy codes. These changes are aimed at providing more transparency to avoid processing delays. **Completion Date: September 30, 2014.**

> **INITIATIVE 1.3: Integrate permitting requirements for the DC Construction and Green Construction Codes into the Accela database.**
> In FY14, the division will begin to review and develop requirements for the online permit application and internal database to be able to track pertinent information related to the new green construction and energy conservation codes, the number of new construction for one and two family swellings, and the installation of fuel storage tanks in the District. **Completion Date: September 30, 2014.**

> **INITIATIVE 1.4: Create a unified inter-agency plan review and approval process.**
> In FY14, the agency will continue consolidation efforts by working to locate staff from the Department of Health and DDOE (Lead & Asbestos Abatement Brach) within the permit center. In FY14, the agency along with DDOE will coordinate review of the new zoning regulation, the Green Area Ratio, along with the new Green Construction Code. 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. Since FY12, DC Water and DC Fire Emergency Medical Services located at the DCRA site. **Completion Date: September 30, 2014.**

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

INITIATIVE 2.1: Analyze and develop more effective processes to expand the use of Project Dox.
In FY13, DCRA's POD began tracking the percentage of ProjectDox use vs. non-use as a Key Performance Indicator. Over the first three quarters ProjectDox has seen an increase in customer use. In FY14, POD will analyze first year data to develop appropriate practices and procedures to increase public awareness. As a vital service to District Residents and businesses, POD will begin tracking the timeliness and efficiency of ProjectDox to encourage greater use and increased transparency**. Completion Date: September 30, 2014.**

INITIATIVE 2.2: Develop a green website to share applicable green information with the District.
In FY14, the division will begin to review and edit the current green building information contained on the DCRA website, to provide greater transparency, up-to-date and accurate information on green resources and requirements. **Completion Date: September 30, 2014.**

INITIATIVE 2.3: Improve the permit application and review process. (PUBLIC SAFETY)
In FY14, 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 flat conversions and occupancy capacity placard applications. Guides will be available in the permit center and online and will be finalized and posted by **December 31, 2013.**

OBJECTIVE 3: Manage and maintain District land records.

INITIATIVE 3.1: Make the Surveyor's Office land records available on the internet for public viewing.
Currently, the Surveyor's Office maintains two centuries of land records accessible through the DCRA intranet. Customer feedback suggests the Surveyor's Office explore the option of transferring the records onto a publicly accessible website. In FY14, the division will work with the Office of Information Services to explore the possibility of transitioning the digital image database online to reduce customer needs to visit DCRA. **Completion Date: September 30, 2014.**

INITAITIVE 3.2: Online process of wall check authorization.
Each year, the Surveyor's Office processes 500 or more requests for wall check authorizations. In an effort to reduce customer traffic in the customer center, the Surveyor's Office will explore the option of an online service allowing for electronic request for wall check authorizations. Pending approval, DCRA plans to run a Beta Test at the end of March 2014. Following the Beta Test, the program will be integrated into the DCRA website as an online option. **Completion Date: September 30, 2014**.

KEY PERFORMANCE INDICATORS -- Permit Operations Division

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual[7]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Objective #1						
% of green building plan review completed within 30 days	80.39%	95%	100%	95%	97%	98%
% of TPR project reviews by DCRA Technical Review within 15 business days	87.32%	75%	66.17%	85%	85%	86%
% of all permit applications held for correction	8.92%	15%	7.96%	12%	11%	10%
Number of permits issued for temporary arts, community, and business use (DC Sustainability BE2.1)	N/A	N/A	N/A	10 Baseline	15	25
Number of permits issued for community gardens to sell food (DC Sustainability FD3.4)	N/A	N/A	N/A	5 Baseline	8	10
Objective #2						
Average length of customer wait in Permit Center (minutes)	10.47	16	15.45	15	15	12
% of walk through applications processed same day[8]	54.71%	55%	56.98%	60%	62%	63%
% of filed plan reviews completed on-time	94.90%	95%	94.88%	95%	95%	96%
% of permits issued online (postcard and supplemental)	29.33%	25%	28.22%	25%	30%	40%
% of Project Dox use vs. non-use	N/A	7%	5.92%	15%	20%	25%

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[7]Actual as of October 15th, 2013.

[8] 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.

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Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual[9]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
% of Project Dox reviewed timely	N/A	N/A	N/A	25% Baseline	35%	45%
Objective #3						
% of building plats utilizing expedited review service	27.82%	30%	31.01%	35%	37%	40%
% of building plats using online services	N/A	25%	31.15%	30%	35%	40%

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[9]Actual as of October 15th, 2013.

Office of Zoning Administrator

MISSION
The mission of the Office of the Zoning Administrator (OZA) is to administer, interpret, and enforce the Zoning Regulations, Title 11 of the District of Columbia Municipal Regulations [DCMR] in an efficient and transparent manner, providing applicants, citizens, and agency officials with clear and consistent information and accurate zoning determinations.

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: Prepare for the new zoning code by developing internal framework to guide transition from current zoning code to the new code.
- In FY14, DCRA will develop a plan to assist OZA staff in understanding the provisions of the new code and how to apply those provisions during the building permit plan review process. Just as staff does now, when individual provisions of the zoning code are revised or added by the Zoning Commission, staff is required to understand these changes and know how to apply them. Happening on a much larger scale, the transition from the current code to the new code will require significant retraining of staff to be able to competently and accurately apply it. This initiative would create a blueprint to assist staff in making the transition and in doing so, help inform the second initiative. **Completion Date: March 31, 2014.**

INITIATIVE 1.2: Develop education/training for internal and external customers.
As critical to OZA's mission, accurately administering and interpreting the zoning regulations is our responsibility to communicate the regulations to all customers in an accurate and timely fashion. Recognizing that our customers may not be aware of the new zoning code and related impact on their proposed plans, in FY14, OZA will develop educational material and/or training modules to enable customers understand the new changes and how they affect their proposed development plans. This material does not exist today and will be developed as the new code provisions are implemented through the plan review process. Staff expects that there will be a significant number of materials necessary to assist customers in understanding how the new code applies to their particular project. **Completion Date: September 30, 2014.**

KEY PERFORMANCE INDICATORS -- Office of Zoning Administrator

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual[10]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Objective #1						
% of Certificate of occupancy applications receiving OZA initial review from the application date, in compliance with timelines (30 business days)	88.87%	90%	89.23%	95%	95%	96%
% of HOPs issued within 10 business days of application submission	65.52%	15%	16.40%	35%	40%	45%
% of HOPs that could have been issued as EHOPs	Not available	50%	69.32%	60%	55%	50%
% of successful defenses of appeals of Zoning Administrator decisions before the BZA	100%	90%	100%	85%	88%	90%
% of complaint-initiated enforcement actions occurring within 60 days of receipt of concern	38.89%	75%	83.33%	65%	70%	75%

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[10]Actual as of October 15th, 2013.

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: Integrate inspection requirements for green construction and energy conservation codes into inspections protocols. (PUBLIC SAFETY)
The new 2013 construction codes integrate green construction and energy efficiency requirement into all facets of the construction codes as never before. In order to enforce these new codes, the Inspection and Compliance Administration (ICA) will begin to review and develop inspection processes and requirements for the adoption of the new green construction and energy conservation codes. **Completion Date: September 30, 2014.**

INITIATIVE 1.2: Develop online scheduling of inspections.
Using DCRA's comprehensive database program, Accela Citizen, or comparable program, 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, 2014.

INITIATIVE 1.3: Improve the illegal construction hearing process. (PUBLIC SAFETY)
Illegal construction hearings are currently conducted by inspection managers. In order to better utilize construction supervisor, the Inspections Division will hire a contractor to function as the full time hearing officer for illegal construction cases. **Completion Date: March 31, 2014.**

OBJECTIVE 2: Manage an efficient housing inspection program.

INITIATIVE 2.1: Develop a standard operating procedure for advancement. (JOB CREATION)
Currently Housing Code Specialists are required to only obtain the IPMC certification to maintain a Grade 7 ranking. The highest grade achievable is a Grade 11 with no opportunity for advancement to a Grade 13 Lead Inspector position. Developing and creating a standard operating procedure which outlines the certification requirements, the type and length of training necessary at each grade level will enable inspectors to see the step by step progression and opportunity for professional growth.
Completion Date: September 30, 2014.

INITIATIVE 2.2: Develop a comprehensive program to ease the transition across inspection specialties. (JOB CREATION)
Housing Code Specialists interested in transitioning to Commercial Inspectors can obtain the necessary certifications required. However, a Housing Code Inspector lacks the on-hands

trainings or on-site exposure to new construction buildings to grasp a well-rounded understanding of how a commercial inspection should be conducted. Develop procedures and processes for arranging multiple on-site visits at new construction sites and creating an outline of required certifications and necessary training will allow Housing Inspectors to feel confident in conducting commercial inspections once the transition happens.
Completion Date: September 30, 2014.

INITIATIVE 2.3: Develop and implement a more robust Proactive Inspections program. (JOB CREATION)
Since its creation, the Proactive inspections program has used contract inspectors. In order to provide a more stable and cost-effective workforce we will transition the five (5) contractor proactive inspector positions into FTE position in FY14. **Completion Date: September 30, 2014.**

OBJECTIVE 3:   Develop a premier specialty inspections program.

INITIATIVE 3.1: Develop online report submission system for Third Party Inspection agencies.
Currently, Third Party Inspections Agencies (TPIA) send their inspection reports to DCRA by email. DCRA staff must then update the permit with the TPIA's inspection results. By leveraging the Accela citizen access system, we would like to allow the TPIAs to enter their own inspection results by developing an online inspection report submission portal for use by the Third Party Inspection Agencies. **Completion Date: September 30, 2014.**

INITIATIVE 3.2: Develop a process that would allow special inspection agencies to upload engineer's reports to DCRA.
Special Inspections are required by Chapter 30 of the International Building Code. These inspections often involve long term monitoring of a construction progress. Because of this, there are often hundreds of pages of inspection reports that need to be maintained. The Special Inspection Agencies maintain these records and DCRA must request them as needed. By using the ProjectDox system to append the reports to the permit case along with the building plans DCRA could access the reports as needed. Additionally, DCRA will develop processes and procedure for using the ProjectDox system to allow the Special Inspection Companies to upload their reports to a DCRA managed database. **Completion Date: September 30, 2014.**

INITIATIVE 3.3: Re-develop workflow for Boiler and Elevator inspection submittal.
Most Boiler and Elevator inspections are performed by Third Party Inspection companies. They submit their reports by email. There needs to be a re-engineering of the procedures used to process these reports. The new process would allow easier oversight of the inspection agencies and would simplify the issuance of the annual inspection certificates for both boilers and elevators. In FY14, DCRA will develop an online report submission system for use by the Elevator Inspection Agencies and Boiler Inspection Companies. **Completion Date: September 30, 2014.**

KEY PERFORMANCE INDICATORS -- Inspections Division

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual[11]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Objective #1						
% of complaint-related inspections completed within 5 days of the scheduled date	87.23%	85%	86.92%	86%	88%	89%
% of permit-related inspections completed within 48 hours of scheduled date	93.24%	93%	91.26%	93%	95%	95%
% of illegal construction cases dismissed at the initial DCRA appeal hearing	12.94%	10%	8.33%	10%	10%	9%
Objective #2						
# of units inspected by Proactive Inspections Team	3029	2,500	3070	2,500	2,500	2,500
% of inspections completed as scheduled	93.07%	93%	93.80%	95%	95%	96%
Objective #3						
# of Quality Control inspections performed on Third Party Inspections	96	150	231	175	200	210
% of Third Party Inspection agencies with quality control audits that result in a disciplinary action.	19.61%	8%	7.69%	10%	10%	11%

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[11]Actual as of October 15th, 2013.

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: Create efficiencies with scheduling all inspections (service requests) in the program. (PUBLIC SAFETY)
In FY14, the Enforcement Division will utilize Accela to assign inspections daily using ward-based process by inspector and plan a 15-day re-inspection cycle that allows efficient and timely re-inspect of properties. Additionally, revisions to the inspection scheduling process will combine the four (4) different CAPS (i.e. – Nuisance CAP) used in Accela and require that all tall grass, trash/debris, open and accessible, and vacant building inspections be scheduled under one CAP. **Completion Date: September 30, 2014.**

INITIATIVE 1.2: Initiate new project estimating guidelines and procedures for abatement and rehab departments. (PUBLIC SAFETY)
The time frame for addressing abatement projects is short and the expectations are high. Precious time is lost as jobs transfer from one clerk to another or from one office to another. A grass case that normally would be cut after two weeks can take up to a month. This initiative will streamline the estimating and Statement of Work (SOW) process such that abatement jobs can be addressed sooner.
    1.   Re-define process and adjust forms templates where necessary
    2.   Test out with surveyor staff for October
    3.   Implement in Spring 2014
Completion Date: September 30, 2014.

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

INITIATIVE 2.1: Implementation of full computerization of the Board of Condemnation processes. (SELF DETERMINATION)
In FY13, the Enforcement Division analyzed its current Board of Condemnation processes and developed an action plan to implement necessary changes in FY14. The division goal is complete utilization of Accela for all BCIB cases. 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.

4. Adjusting BCIB process cap in Accela so that it communicates the status on the dashboard and in reports.

Completion Date: September 30, 2014.

INITIATIVE 2.2: Evaluate and improve upon the Blight Appeal Process. (PUBLIC SAFETY)

In FY13, the Enforcement Division dedicated one staff member as the main POC for blight appeals. In FY14, the division will strive for 95% of all blight appeals to be prepared within 14 calendar days of receipt of appeal. A checklist will be developed and used by staff to ensure that the appeal packages are complete and concise prior to transmission to the appeal body. **Completion Date: September 30, 2014.**

INITIATIVE 2.3: Establish a systemic process for maintenance of vacant building and grounds. (PUBLIC SAFETY)

In FY 13, The Enforcement Division began to implement an established SOP and MOU/contract to routinely keep vacant and blighted buildings secure and free from excessive trash/grass. Due to division reorganization, progress was halted mid-year and focus shifted. In FY14, the Enforcement Division will complete this initiative with the following steps:

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, 2014.

KEY PERFORMANCE INDICATORS – Enforcement Division

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual[12]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Objective #1						
Total number of vacant properties.	2483.8	3,200	2,529.75	3,000	2,800	2,600
% of rate of return on special assessments filed	146.45%	55%	56.74%	65%	68%	70%
Total dollar amount of Special Assessments collected	$1,062,257	$700,000	$1,072,547	$800,000	$825,000	$850,000
Total dollar amount of tax liens collected	$203,648.78	$125,000	$116,155	$145,000	$150,000	$150,000
Number of blighted properties reported to OTR.	405.5	375	352.5	250	200	200
Objective #2						
% of registered vacant properties (includes properties that are registered and exempt)	44.57%	60%	55.94%	65%	68%	70%
% of cases "won" with OAH finding of liability ("upheld").	68.30%	60%	57.76%	68%	70%	72%
% of DCRA abatements completed within 30 days	91.57%	85%	86.43%	85%	87%	90%
% of all blight appeals processed within 14 days of receipt of appeal	N/A	N/A	N/A	95%	96%	97%
% reduction of appeals and appeals granted sent to Deputy Director/Director	N/A	N/A	N/A	5%	7%	8%

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[12]Actual as of October 15th, 2013.

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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: Finalize new employee orientation handbook specific to DCRA and the different Divisions within the agency.
In FY13, DCRA revised current and established new standard operating procedures and pertinent process information throughout all Divisions. In FY14, DCRA will ensure each Division will include these materials in a new DCRA employee orientation handbook. The Human Resources team will meet with all Divisions to ensure each new employee receives an orientation handbook within the first 30 days of employment. **Completion Date: September 30, 2104.**

INITIATIVE 1.2: Provide training and education on the new green construction and energy efficiency codes. (PUBLIC SAFETY)
In FY14, DCRA will review and develop training processes and requirements to keep DCRA staff and sister agency staff current on the technologies and building science as related to the adoption of the new green construction and energy conservation codes. **Completion Date: September 30, 2014.**

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

INITIATIVE 2.1: Expand upon DCRA analysis of Automated Issuance System (AIS) releases and evaluate daily operations throughout the Agency. (SELF DETERMINATION)
In FY13, DCRA analyzed its current AIS releases and created two new AIS's allowing better guidance to staff. In FY14, DCRA will utilize the analysis to properly evaluate its daily operations and create a minimum of three new AIS's to create consistency throughout the agency divisions. **Completion Date: September 30, 2104.**

INITIATIVE 2.2: Develop standard operating procedures for green review and inspections.
As a new program, DCRA will review and develop procedures and requirements to ensure building compliance through plan reviews and inspection with the new green construction and energy conservation codes. **Completion Date: March 31, 2014.**

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

    INITIATIVE 3.1: Update public FOIA availability.
DCRA's FOIA team will work closely with the Office of Information Systems to ensure the public is aware of items available online not needing an official FOIA request. Currently, unnecessary FOIA requests create a backlog and delay prompt response time. **Completion Date: September 30, 2014.**

OBJECTIVE 4: Manage agency performance and integrity.

    INITIATIVE 4.1: Reduce the response time for FOIA Requests.
DCRA's FOIA team will analyze current practices to improve internal processes providing a quicker turnaround time for FOIA requests. Development will begin with requests requiring no documentation and requests that should be processed by another agency. The proposed time frame will be within five to seven business days. **Completion Date: September 30, 2014.**

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

    INITIATIVE 5.1: Continue to accession documents to the Federal Records Center and remove remaining documents from private facilities.
In FY13, the Records Room archived approved building permit applications for the years 2005, 2008, and 2010. In FY14, the Records Room plans to archive boxed approved building permit applications for the years 2006, 2007, and 2011. 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, 2014.**

    INITIATIVE 5.2: Interagency collaboration with DPW and DMV ensuring proper preventive maintenance and annual safety inspection are completed timely on all fleet vehicles (PUBLIC SAFETY).
In FY13, DCRA began preventive maintenance and annual safety inspections on its vehicles. Presently DCRA has (67) sixty seven vehicles in its fleet. The majority of the fleet (61 out of 67) vehicles are model year 2008 or older. The fleet as a whole is becoming dated. The preventative maintenance and the annual safety inspection are very critical to maintaining an aging fleet. In FY14, DCRA (Fleet Coordinator) 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, DCRA (Fleet Coordinator) will work with DMV to ensure that all vehicles have a safety inspection completed. **Completion Date: September 30, 2014.**

OBJECTIVE 6: Expand and maintain technology infrastructure.

    INITIATIVE 6.1: Create a comprehensive Key Performance Indicator (KPI) report.
In conjunction with the Performance Management Division, the Office of Information Systems (OIS) will work to create comprehensive KPI SQL Service Report Services reports to include all possible Accela based KPIs. The reports will allow for timely completion of all agency KPIs and reduce the potential for data error. Current procedures require the Performance

Management Analyst to request data from multiple program managers. The goal is to allow the Performance Management Analyst to run reports for KPI data directly from Accela in the SQL Service Report Services platform**. Completion Date: September 30, 2014.**

INITIATIVE 6.2: Upgrade DCRA enterprise document management repository Filenet.
The current DCRA Filenet system is on obsolete platform and the backend database is currently unsupported by Oracle. DCRA's OIS will upgrade this infrastructure and ensure all document records are migrated to this new and improved environment. **Completion Date: September 30, 2014.**

INITIATIVE 6.3: Create additional data search and review capabilities on DCRA website. (PUBLIC SAFETY)
DCRA's OIS will expand PIVS and BBLV and add additional search capabilities to enable public users to query and obtain data easily. The purpose of this initiative is directly aligned with the DCRA mission to ensure public safety and regulatory functions**. Completion Date: September 30, 2014.**

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

INITIATIVE 7.1: Publish and finalize the 2012 DC Construction Code Supplement. (DC Sustainability WS2.2 and WS2.3)
In FY14, agencies will enforce that the proposed DC Construction Codes require that 50% of construction waste be recycled. DCRA will lead the permitting and enforcement of this initiative. **Completion Date: September 30, 2014.**

INITIATIVE 7.2: Revise building codes to allow the use of alternative water systems. (DC Sustainability WT3.2)
DCRA, in collaboration with DDOE, will ensure the 2013 DC Construction Codes are introduced to DC Council. The new codes will allow the use of alternative water systems clarifying ambiguities in the 2008 Construction Codes**. Completion Date: September 30, 2014.**

INITIATIVE 7.3: Update water-efficiency standards in the District building codes. (DC Sustainability WT3.1)
In FY14, DCRA, in collaboration with DDOE, will ensure the 2013 DC Construction Codes are introduced to DC Council. The new codes, as proposed, will update water efficiency standards to more stringent standards, thus lowering the amount of water used per fixture. **Completion Date: September 30, 2014.**

INITIATIVE 7.4: Adopt the latest green and energy construction codes. (DC Sustainability BE4.4)
In FY14, DCRA, in collaboration with DDOE, will ensure the 2013 DC Construction Codes are introduced to DC Council. The new codes, which include the 2012 International Energy Conservation Code and the 2012 International Green Construction Code as amended, will ensure that a high level of green building design to keep the District on track to meeting the current target of net-zero energy use standards by 2032**. Completion Date: September 30, 2014.**

INITIATIVE 7.5: Enforce the new 2013 DC Construction Codes. (DC Sustainability BE4.4, WT3.1, WT3.2, WS2.2, and WS2.3)

DCRA will develop and build capacity around their green building permit and inspection program. DCRA will write and publish a public Green Building Program Manual that provides detailed guidance to the green building inspections and permitting process. Additionally, permit intake and the inspections IT platform as well as the standard operating procedures will be updated. Finally, new approved FTE positions for a green inspector and green plan reviewer will be created and hired to focus on the implementation of the new green building codes. **Completion Date: September 30, 2014**.

KEY PERFORMANCE INDICATORS -- Agency Management

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 Actual[13]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Objective #4						
% of OIG inquiries completed timely	78.85%	100%	100%	100%	100%	100%
% of FOIA requests completed timely	87.98%	95%	97.05%	97%	97%	98%
% reduction in number of FOIA requests	N/A	5%	54.55%	5%	8%	10%
Objective #6						
Total cost per copier	N/A	$9,200	$10,668	$10,500	$10,250	$10,000
% of customers utilizing online payment	N/A	35%	32.77%	40%	45%	50%
Objective #7						
% of Green Code projects in compliance with construction waste management (DC Sustainability WS2.2)	N/A	N/A	N/A	90% Baseline	95%	98%
% of Green Codes projects in compliance with sustainable material selection (DC Sustainability WS2.3)	N/A	N/A	N/A	90% Baseline	95%	98%
% of alternative water system permits reviewed timely (DC Sustainability WT3.2)	N/A	N/A	N/A	75% Baseline	78%	80%

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[13]Actual as of October 15th, 2013.

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