



Department of Consumer and Regulatory Affairs DCRA (CRO)

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.

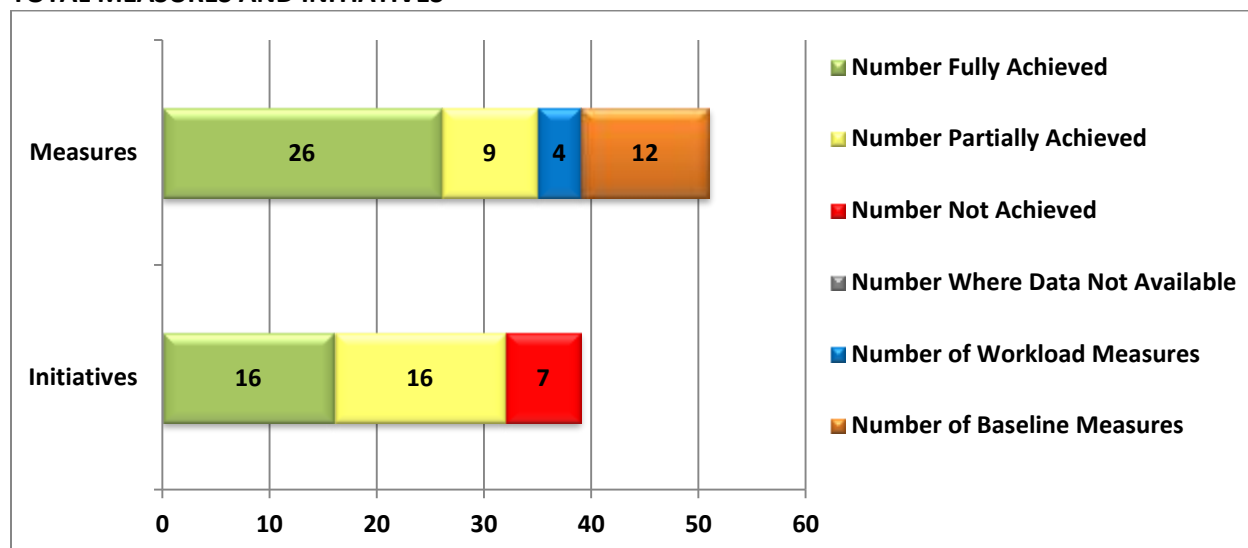
ACCOMPLISHMENTS

- ✓ Absorbed the process and function for Special Police Officers (SPO)
- ✓ Reestablished Consumer Protection as an agency function
- ✓ Created a Green Building Division

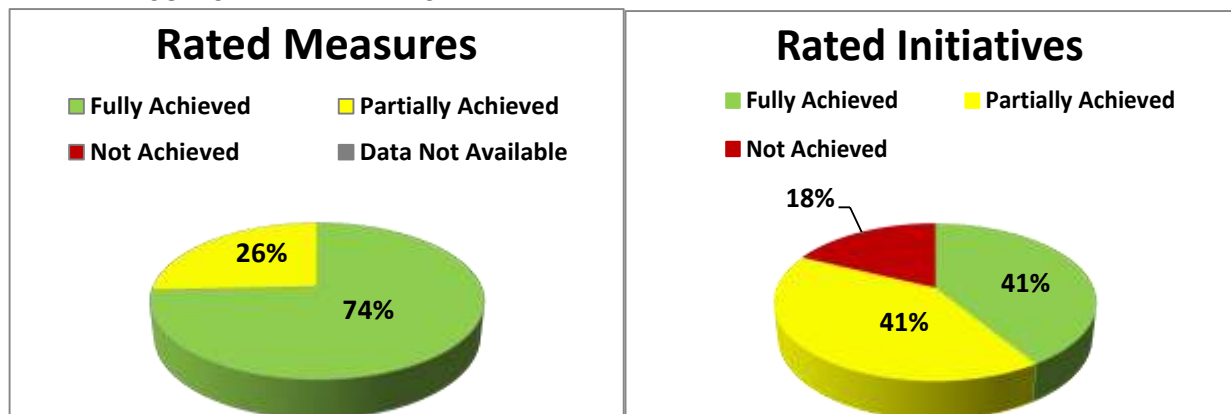


OVERVIEW AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



Performance Initiatives – Assessment Details


Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

Agency Management


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


-  **Partially Achieved.** DCRA has revised current and newly established Standard Operating Procedures (SOP) throughout all Divisions. Additionally, a new training coordinator was hired to assist the transition of new employees into their position. Final completion of employee orientation handbooks to include division SOPs is expected in FY14.

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

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


-  **Partially Achieved.** DCRA hired a Chief of Staff as well as a Deputy Chief of Staff and was able to analyze its current stance on numerous issues affecting our daily operations. The analysis completed during FY13 will be used to update current practices and procedures and create greater consistency throughout the agency divisions.

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

-  **Fully Achieved.** DCRA has successfully reviewed the Collective Bargaining Agreements of each union and is able to make negotiation suggestions and analyses under the existing contracts. Labor management relations are ongoing and DCRA managers have been re-educated on current practices and procedures. DCRA has a dedicated management liaison constantly working to achieve proper education for management.


OBJECTIVE 3: Increase public awareness of DCRA programs and services

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

-  **Fully Achieved.** DCRA successfully expanded the use of social media to increase customer knowledge of DCRA regulatory authority, rulemaking, relevant pending legislation, and outreach events and initiatives. Furthermore, DCRA has fully incorporated the media outlet Grade.DC.Gov to improve upon its customer service practices. DCRA will continue to utilize social media as a means of communication with citizens of the District of Columbia.

OBJECTIVE 4: Manage agency performance and integrity

INITIATIVE 4.1: Information Policy Clarification

-  **Partially Achieved.** DCRA's Freedom of Information Act (FOIA) team reorganized and changed FOIA Officers mid-fiscal year. Under the new management, initiatives and the direction of FOIA changed slightly; however, FOIA did successfully release documents, some in whole and some in part, in collaboration with various agency programs. While the FOIA Office was unable to meet with one agency program per quarter, FOIA was able to collaborate with various agency programs to make publicly available a few frequently requested documents usually obtained through a FOIA request successfully reducing the annual number of requests from the previous fiscal year.



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)

- **Fully Achieved.** DCRA successfully completed the mandatory yearly preventative 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 preventative maintenance and annual safety inspections are very critical to maintaining an aging fleet.

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

- **Partially Achieved.** DCRA's Records Room has successfully archived the approved building permit applications for FY2005 and FY2010. FY2006 will be archived along with FY2011 during FY2014.

OBJECTIVE 6: Expand and maintain technology infrastructure

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

- **Not Achieved.** DCRA's Office of Information Systems (OIS) and the Office of Contracting and Procurement (OCP) were unable to procure a new agency-wide copier lease in FY13 due to litigations between Xerox and the District of Columbia Government. District law prohibits procurement with businesses during periods of litigation. DCRA will continue to pursue this initiative in FY14 since the litigations have been resolved. A new copier lease is expected to commence in December of FY14 pending the current government shutdown.

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

- **Not Achieved.** The Office of Unified Communications (OUC) has put DCRA on hold to improve their business process. DCRA has access to the 311 system to understand their business flows but OUC hasn't approved integration with DCRA systems yet. Until DCRA is given approval we are unable to complete this initiative.

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

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

- **Fully Achieved.** The Construction Codes Coordinating Board (CCCB) voted in FY12 to approve the 3rd and final proposed rulemaking for the 2013 DC Construction Codes Supplement. The proposed rule was published in the DC Register on Friday, October 4, 2013. The comment period expires October 18, 2013, at which time the Codes will be forwarded to the Mayor for transmittal to the DC Council for approval.

BPLA (Business and Professional Licensing Administration)

OBJECTIVE 1: Maintain efficient licensing operations

INITIATIVE 1.1: Update our current online system to accept complete BBL applications)

- **Partially Achieved.** DCRA's Business License Professional Administration (BPLA) successfully completed the first of several phases in FY13. With over two hundred and fifty (250) walk-ins a week and an average of fifty (50) applicants a day, the transition to the online systems allow us to provide better customer services to our face-to-face customers with pertinent questions. Our online system has proven to be a success with our constituents and they can now apply for a myriad of licenses online. BPLA will continue to work with our Office of Information Systems (OIS) to enhance the online licensing processes.



INITIATIVE 1.2: Reduce the number of basic business licensing categories

Fully Achieved. BPLA's Business License Division (BLD) effectively reduced the number of basic business licensing categories in FY13. Evidence is shown through reduced customer processing times in the license center from twenty (20) minutes to under seven (7), more licenses available online and 88% license renewals and applications issued within ten (10) days. In FY13, BLD took proactive steps to increase customer service, provide redesigned fact sheets and website information, improve informational outreach on the licensing process and improved interagency relationships. Completion of this initiative will allow BLD to work with the Corporations Division to develop technology integration and data sharing between the two divisions in FY14.

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

Fully Achieved. The Occupational and Professional Licensing Administration (OPLA) successfully expanded the availability of online application services to five (5) additional programs, which provide customers with a more efficient and streamlined license application, supplemental documentation and payment submission process. One noted implementation was a computerized testing system for tour guide candidate. This system has allowed for great success in the tour guide industry allowing candidates to take examinations more frequently. Additionally, due to the online services, OPLA continues to process 100% of all occupational and professional license renewals within three (3) business days. OPLA will continue its success of expanded availability of online application services in FY14.

INITIATIVE 1.4: Implement the new vending regulations

Partially Achieved. In FY13, DCRA's BPLA 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. Partnered with DOH, DDOE, OTR, DDOT and FEMS, DCRA presented a cohesive approach to vendors in the District. Although the regulations wouldn't be implemented until October 1, 2013, the Office of Vending consolidated vending into our Accela system, created better licenses for enforcement purposes, hired a new vending manager and implemented the Inaugural Temporary Vending Program in preparation for the new regulations.

INITIATIVE 1.5: Expand "Train-the-Trainer" sessions for vending and develop workshop sessions for customers

Fully Achieved. DCRA's Small Business Resource Center (SBRC) has held at least one workshop each quarter to increase knowledge on business and regulatory process within the District of Columbia. On June 17th, 2013 the SBRC held the Small Business Restaurant Symposium and Expo during small business week as a major outreach event in the District. The SBRC, now in its third year, is expanding opportunities for small businesses and looking to implement several new programs in FY14.

OBJECTIVE 2: Manage corporate registration and maintenance services

INITIATIVE 2.1: Continue implementation of new corporate code

Fully Achieved. In FY13, BPLA's Corporation Division fully implemented the Business Organization Code. The implementation included the effort to create all new corporate forms, update corporate computer system, train staff in new procedures and actively engage in outreach effort with outside stakeholders to educate about the new Business Organizations Code.



OBJECTIVE 3: Ensure compliance with licensing requirements

INITIATIVE 3.1: Conduct citywide business compliance efforts

Partially Achieved. BPLA's 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 had to modify this plan in order for it to be fully effective. While the goal is still to reduce the number of complaint based investigations, RID will work closely with other government regulatory agencies – i.e. DOH, OTR, MPD, ABRA, DDOE – to develop a routine Proactive Inspection Program for the business in the District in FY14.

INITIATIVE 3.2: Establish an octane quality testing program

Fully Achieved. BPLA's 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. 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. In FY13, OWM successfully established a new quality octane testing program. The new program will align the District with surrounding jurisdictions and play an integral role in generating revenue through potential civil infractions from businesses found to have violated regulations. The program is expected to be operational in FY14.

Enforcement

OBJECTIVE 1: Provide efficient and effective regulatory and compliance processes

INITIATIVE 1.1: Consolidation of abatement and vacant building inspections

Partially Achieved. DCRA's Enforcement Division has redesigned the survey templates and paperwork and the two teams are partners in the inspection and abatement process. However, we have not eliminated the use of multiple caps due to the way our online scheduling addresses the type of violation. Without continuing to use the different "CAP" types we are unable to prioritize the inspections. The division will continue its efforts in FY14.

INITIATIVE 1.2: Develop alternative collection process for Nuisance Abatement Assessments

Not Achieved. DCRA's Enforcement Division, in conjunction with the Office of Tax and Revenue (OTR) and the Office of Contracts and Procurement (OCP), determined that in the best interest of all parties involved to abandon this initiative. The Office of the City Administrator (OCA) may be initiating a new debt collection process that should address outstanding debts for DCRA and other Executive Agencies. DCRA will not revisit this initiative in the future.

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

Fully Achieved. The Enforcement Division has eliminated all hard copy files of the Board for the Condemnation of Insanitary Buildings (BCIB) records, having now placed everything into Accela. This includes old and new documentation. The only use of the spreadsheet is for creating and publishing the BCIB Meetings (twice monthly) and for distributing to the board members.

INITIATIVE 2.2: Refinement of the Blight Appeal Process

Partially Achieved. The Enforcement Division has successfully decreased the processing time in preparing appeal cases and submitting them to the Office of the Director for review. There is a dedicated staff person who receives each case, contacts the customers, facilitates the hearing (if necessary) and works with the Vacant Building Team to send a letter of final determination as



well as closes out the case. The division will continue to evaluate and improve upon this process In FY14, striving for 95% of all blight appeals to be prepared within fourteen (14) calendar days of receipt of the appeal.

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

Partially Achieved. In FY13, DCRA was unable to fully implement the strategy of completing only one inspection of a property, with reported tall grass during grass season, after the first abatement. Due to the nature of “nuisance” property violations – both occupied and vacant– an examination of recidivist properties is performed at the start of each fiscal year. This examination allows the division to identify specific properties habitually needing the most attention. In FY14, the Enforcement Division anticipates implementing and acquiring the necessary contracts for the maintenance efforts – i.e. grass cutting –of “nuisance” properties by April 1, 2014. Traditionally the grass season begins in May.



Inspections

OBJECTIVE 1: Manage an efficient construction inspection program

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

Partially Achieved. DCRA’s Inspection Division has reached out to the Department of General Services (DGS) and has performed inspections on several projects. The Blue Plains project is the largest District owned project and DCRA will be performing a majority of the ongoing inspections.



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

Not Achieved. DCRA has hired a green Program Coordinator and this process needs more technical resources than anticipated. DCRA will continue this initiative in FY14 by integrating inspections requirements for green construction and energy conservation codes into inspection protocols.



INITIATIVE 1.3: Develop online Scheduling of inspections

Not Achieved. The Citizen Access portion of the upgrade did not meet our expectations and we are looking at other vendors and options. In FY14, the Inspection and Compliance Administration (ICA) will work with the Office of the Chief Technology Officer (OCTO) To develop an inspection scheduling system allowing customers to schedule permit and rental inspections online.



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

Partially Achieved. The 2013 code changes have not yet been approved by the DC Council. However, we have amended the violations and we are prepared to implement the new violations as soon as the new code is passed.



INITIATIVE 2.2: Increase Housing Inspection Capacity

Partially Achieved. The Inspections Division has mitigated some of the data input from inspectors and now utilizes administrative staff to generate Notices of Violation (NOV) for the inspectors. However, the division continues to run into problems with staffing levels to be able to fully implement this initiative. The division will continue to explore other opportunities to allow inspectors more time to perform their duties.





OBJECTIVE 3: Develop a premier specialty inspections program

INITIATIVE 3.1: Implement a Special Inspections Program

- **Fully Achieved.** The Special Inspection program has been meeting with developers and verifying special inspections prior to the issuance of Certificates of Occupancy (C of O).

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

- **Fully Achieved.** DCRA has successfully implemented a mandatory training program for Third Party Inspection (TPI) Agencies. TPI Agencies are now required to attend the Green Building and Energy trainings provided by DCRA.

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

- **Partially Achieved.** DCRA has assigned a full time administrative support person to organize and develop the paperless system. In FY14, DCRA will continue to develop their systems to properly log elevator inspections as well as boiler inspections.

Permits

OBJECTIVE 1: Ensure building plans comply with construction codes

INITIATIVE 1.1: Support the Mayor's Green DC initiatives

- **Fully Achieved.** DCRA's Permitting Operations Division (POD) successfully created a Green Building Division focused on the adoption, implementation, enforcement and education of the District's green building and energy construction codes and regulations. The new division hosted twenty-one (21) full-day energy code and building science trainings for DCRA and third-party inspectors/plan reviewers, worked with DDOE and the solar industry stakeholders to draft a new "Solar PV and Thermal Permitting Process" as well as a solar thermal-specific building permit for the public and DCRA employees and held meetings with the US Green Building Council (USGBC) national and local chapters to discuss project compliance issues, trainings and events. Additionally, the Green Building Division planned and hosted the 2nd Annual Green Building Symposium with nationally recognized keynote speaker Jonathan F.P. Rose along with ten (10) educational sessions for customers, citizens and businesses in the District.

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

- **Not Achieved.** DCRA's POD has made significant efforts to complete this initiative with other District agencies; however the full consolidation has not yet been achieved. POD will continue to explore possible solutions working to fully achieving the unified inter-agency plan review and approval process in FY14.

OBJECTIVE 2: Provide superior customer service in the Permit Center

INITIATIVE 2.1: Improve the permit application and review processes

- **Partially Achieved.** DCRA's POD successfully created several user friendly guide books and handouts to streamline and simplify the application process as well as elaborate on the permitting process for decks, single family dwellings, capacity placards, after hour permits, raze permits, supplemental permits and general building permits. While the visuals, handouts and submission guides for the various permits have been created they have not yet been made public both online and in the Permit Center. Pending final approval from management, POD will supply the guides containing frequently asked questions, online visuals and other imperative permit information to ease the submission process in FY14.



INITIATIVE 2.2: Expand the usage of Project Dox

Fully Achieved. DCRA's POD fully implemented and made public both online and in the Permit Center the Project Dox platform. To date, several training sessions have taken place for companies, organizations and businesses throughout the city and neighboring localities to inform the process and benefits of utilizing the new submission system. Additionally, user friendly applicant guides for Project Dox have been created and are readily available online and in the Permit Center.



OBJECTIVE 3: Manage and maintain District land records

INITIATIVE 3.1: Develop an online building plat application process

Fully Achieved. In March 2013, DCRA's POD fully integrated the online process for submitting a building plat application. Since its release, on average 30% of all building plat requests are now completed online. An update to the program is scheduled to occur in October 2013 to make the platform a more user friendly process. The success from this program has prompted a pilot program for FY14 to allow on-line authorization request for conducting wall checks and surveys by registered DC Surveyors.



Zoning

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

Not Achieved. DCRA's Office of the Zoning Administrator (OZA) was unable to complete this initiative due to staffing issues and heavy permit application workload. OZA is dedicated to excellent customer service and understands the importance of accurate materials and will revisit this initiative with renewed force in FY14.



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

Partially Achieved. OZA has worked with the Office of Information Systems (OIS) to implement online submission of Certificate of Occupancy (C of O) applications with significant progress made on the Acella Citizen Access (ACA) module structure; however redirected staffing issues within OIS have delayed completion of the ACA module launch. OZA will continue to work with OIS to complete the online process and look to implement this in FY14.



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

Fully Achieved. OZA successfully accomplished a staffing analysis and secured three (3) new staffing positions for FY14. The new employees will go through several sessions of orientation, preparation and training to assist DCRA and its customers in the transition from the current code to the new Zoning Code. The new code is anticipated to be passed by the Zoning Commission in mid FY14. Furthermore, the new staff will allow OZA to refocus its efforts on developing informative materials for DCRA customers.





Performance Initiatives – Assessment Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported
 ● Workload Measure

	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
Agency Management								
●	4.1	% of OIG inquiries completed timely	78.85%	100%	100%	100%	100%	ADMINISTRATIVE SERVICES
●	4.2	% of FOIA request completed timely	87.98%	95%	95%	97.05%	102.15%	ADMINISTRATIVE SERVICES
●	4.3	% reduction in number of FOIA requests	Not Applicable	5%	5%	54.55%	Baseline Measure Not Rated	ADMINISTRATIVE SERVICES
●	4.4	# of business licenses issued	8,171	No Target Required		34,835	Workload Measure Not Rated	AGENCY FINANCIAL OPERATIONS
●	4.5	# of civil infractions received by the Office of Civil Infractions	1,163	No Target Required		1,064	Workload Measure Not Rated	AGENCY FINANCIAL OPERATIONS
●	4.6	# of inspections resulted (all inspections, agency-wide)	40,355	No Target Required		67,649	Workload Measure Not Rated	AGENCY FINANCIAL OPERATIONS
●	4.7	# of permits issued (building, supplemental, postcard, etc) (DC Sustainability WT3.1)	35,422	No Target Required		50,147	Workload Measure Not Rated	AGENCY FINANCIAL OPERATIONS
●	6.1	Total cost per copier	Not Applicable	\$9,200	\$10,000	\$10,668	Baseline Measure Not Rated	ADMINISTRATIVE SERVICES
●	6.2	% of customers utilizing online payments	Not Applicable	35%		32.77%	Baseline Measure Not Rated	ADMINISTRATIVE SERVICES



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
BPLA (Business and Professional Licensing Administration)								
●	1.1	% of business license applications submitted online (New and Renewal)	14.84%	45%	25%	29,12%	116.48%	LICENSING
●	1.2	% of professional license applications submitted online (New and Renewal)	96.85%	90%	92%	99.99%	108.69%	LICENSING
●	1.3	% of occupational and professional license renewal processed in 3 days (when a complete application is submitted)	100%	98%	98%	100%	100%	LICENSING
●	1.4	# of new vendors licensed pursuant to the new regulations	Not Applicable	100		0	Baseline Measure Not Rated	LICENSING
●	2.1	% of (NEW) corporate filings submitted online	66.2%	50%		46.84%	93.69%	LICENSING
●	3.1	% of pre-license investigations conducted by regulatory investigation within 5 business days	93.22%	90%		94.17%	101.18%	LICENSING
●	3.2	% of weighing and measuring devices approved	97.16%	85%	95%	98.97%	104.18%	LICENSING
●	3.3	% of gas stations compliant with octane rules	Not Applicable	93%		0%	Baseline Measure Not Rated	LICENSING



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
Permits Operations Division								
●	1.1	% of green building plan reviews completed within 30 days	80.39%	95%	95%	100%	105.26%	PERMITTING
●	1.2	% of TPR project reviews by DCRA Technical Review within 15 business days	87.32%	85%	75%	66.17%	88.23%	PERMITTING
●	1.3	% of all permit applications held for correction	8.92%	50%	15%	7.96%	188.54%	PERMITTING
●	2.1	Average length of customer wait in Permit Center (minutes)	10.47	12	16	15.45	103.56%	PERMITTING
●	2.2	% of walk through applications processed same day	54.71%	70%	55%	56.98%	103.59%	PERMITTING
●	2.3	% of filed plan reviews completed on time	94.9%	95%	95%	94.88%	99.88%	PERMITTING
●	2.4	% of permits issued online (postcard and supplemental)	29.33%	20%	25%	28.22%	112.87%	PERMITTING
●	2.5	Ratio of Project Dox use vs. non-use	Not Applicable	25%	7%	5.92%	Baseline Measure Not Rated	PERMITTING
●	3.1	% of building plats utilizing expedited review service	27.82	30%		31.01%	103.35%	PERMITTING
●	3.2	% of building plats using online services	Not Applicable	25%		31.15%	Baseline Measure Not Rated	PERMITTING
Inspections								
●	1.1	% of complaint-related inspections completed within 5 days of the scheduled date	87.23%	85%	85%	86.92%	102.26%	INSPECTION



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	1.2	% of permit-related inspections completed within 48 hours of scheduled date	93.24%	93%		91.26%	98.13%	INSPECTION
●	1.3	% of illegal construction cases dismissed at the initial DCRA appeal hearing	12.94%	10%		8.33%	120%	INSPECTION
●	1.4	Average number of construction inspection per inspector daily	Not Applicable	6	Not Applicable	5.24	Baseline Measure Not Rated	INSPECTION
●	2.1	Number of units inspected by Proactive Inspections Team	3,029	2,500	2,500	3,070	122.80%	INSPECTION
●	2.2	% of inspections completed as scheduled	93.07%	94%	93%	93.80%	100.86%	INSPECTION
●	2.3	Average number of housing inspections per inspector daily	Not Applicable	4	Not Applicable	2.33	Baseline Measure Not Rated	INSPECTION
●	3.1	Number of quality control inspections performed on Third Party Inspections	96	125	150	231	154%	INSPECTION
●	3.2	% of Third Party Inspection agencies with quality control audits that result in a disciplinary action	19.61%	10%	8%	7.69%	96.15%	INSPECTION
●		# of inspections performed of "green projects."	Not Applicable	150	Not Applicable	0	Baseline Measure Not Rated	INSPECTION



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
Enforcement Division								
●	1.1	Total number of vacant properties	2,484	3,200	3,200	2,529.75	126.49%	ENFORCEMENT
●	1.2	% of rate of return on special assessments filed	146.45%	100%	55%	56.74%	103.17%	ENFORCEMENT
●	1.3	Total dollar amount of Special Assessments collected	1,062,257	\$700,000	\$700,000	\$1,072,547	153.22%	ENFORCEMENT
●	1.4	Total dollar amount of tax liens collected	245171	200000	125000	\$116,155	92.92%	ENFORCEMENT
●	1.5	Number of blighted properties reported to OTR	406	275	375	352.5	106.38%	ENFORCEMENT
●	2.1	% of registered vacant properties (includes properties that are registered and exempt)	44.57%	80%	60%	55.94%	93.24%	ENFORCEMENT
●	2.2	% of cases "won" with OAH finding of liability ("upheld")	68.3%	85%	60%	57.76%	96.27%	ENFORCEMENT
●	2.3	% of DCRA abatements completed within 30 days	91.54%	85%	85%	86.43%	101.69%	ENFORCEMENT
●	2.4	% of all blight appeals before the Deputy Director within 10 days of receipt of appeal	Not Applicable	95%		0%	Baseline Measure Not Rated	ENFORCEMENT



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
Office of Zoning Administration								
●	1.1	% of Certificate of occupancy applications receiving OZA initial review from the application date, in compliance with timelines (30 business days)	88.87%	95%	90%	89.23%	99.14%	Zoning and construction compliance
●	1.2	% of HOPs issued within 10 business days of application submission	65.52%	70%	15%	16.4%	109.35%	Zoning and construction compliance
●	1.3	% of successful defenses of appeals of Zoning Administrator decisions before the BZA	100%	75%	90%	100%	111.11%	Zoning and construction compliance
●	1.4	% of complaint-initiated enforcement actions occurring within 60 days of receipt of concern	43%	60%	75%	83.33%	111.11%	Zoning and construction compliance
●	1.5	% of HOPs that could have been issued as EHOPs	Not Applicable	50%		69.32%	Baseline Measure Not Rated	Zoning and construction compliance