



**FY 2011 PERFORMANCE PLAN
District Department of the Environment**

MISSION

The mission of the District Department of the Environment (DDOE) is to protect and enhance human health and the environment through preservation, conservation, restoration, education, enforcement, and energy efficient practices to improve the quality of life in the District of Columbia and build a world-class green city.

SUMMARY OF SERVICES

DDOE is the lead agency for creating, promulgating and enforcing District of Columbia environmental standards, in addition to implementing, through grant requirements and other mechanisms, federal environmental laws and regulations. The Department also provides certification, review and technical analysis services to both the District government and District residents through inspections, training programs, and permitting processes, in addition to providing energy-related policy, planning and direct services. Finally, the Department develops and implements innovative solutions and programs designed to improve environmental quality and sustainability in the District.

PERFORMANCE PLAN DIVISIONS

- Office of Policy and Sustainability (OPS)
- Office of Enforcement and Environmental Justice (OEEJ)
- Office of Community Relations (OCR)
- Energy Administration (EA)
- Environmental Services Administration (EPA)
- Natural Resources Administration (NRA)
- Office of the Director

AGENCY WORKLOAD MEASURES

Measure	FY2009 Actual	FY2010 YTD
# of complaints received from tenants about presence of deteriorated paint	N/A	60
# of complaints received from residents about unsafe lead work practices	N/A	57
# of applications received for the Low Income Home Energy Assistance Program (LIHEAP)	60,000	58,626
# of applications received for the Home Energy Rating System program	1701	2025
# of applications received for the Renewable Energy Incentive Program	329	294
# of indoor air quality complains	117	77
# of mold complaints	304	139
# of radon inquiries	46	105
# of outdoor odor complaints	32	20
# of applications received for the RiverSmart Homes program	745	822
# of Freedom of Information Act Requests	322	289
# of Environmental Impact Statement Forms received	18	30
# of requests to respond to potential spills or releases	N/A	74
# of complaints of potentially unsafe pesticide use	N/A	12
# of new applications received for the Voluntary Cleanup Program (Brownfields)	N/A	2
# of registered pesticides in the District	N/A	6200
Number of enforcement actions processed by the OEEJ	N/A	175



Office of Policy and Sustainability

SUMMARY OF SERVICES

The Office of Policy and Sustainability (OPS) develops innovative policy and programming solutions to address environmental challenges and increase sustainability in the District. OPS coordinates programs and communications with sister agencies, the Mayor's office, DC Council, and non-government stakeholders to promote widespread adoption of sustainable practices including green building, green infrastructure, sustainability planning, and greenhouse gas emission reductions.

OBJECTIVE 1: Track and report on government-wide sustainability initiatives.

INITIATIVE 1.1: Expand the GreenDC Agenda scope by updating and including new District agency sustainability actions.

In April 2009, Mayor Fenty announced the creation of the GreenDC Agenda, which defines sustainability action items to green the District, starting with government agency commitments. In FY10 and continuing into FY11, OPS will meet regularly with participating agencies to update, track, and analyze the status and outcomes of green "Action Items" from District agencies and to encourage the expansion of agency commitments. This effort will result in better coordination of sustainability efforts across the District, as well as a stronger push towards adopting sustainable policies.

INITIATIVE 1.2: Revise the GreenDC Agenda structure to improve tracking and analysis of District agency progress and contributions.

By June 2011, OPS will develop a public-facing system for tracking agency progress on GreenDC Agenda deliverables and a dashboard that reports the substantive progress on key environmental sustainability indicators, such as green roof square footage, LEED certified buildings, and number of bike and car share units.

INITIATIVE 1.3: Integrate outcomes of the Government Operations Climate Action Plan into the GreenDC Agenda.

By June 2011, OPS will revise the agenda to harmonize the final actions and initiatives of the Government Operations Climate Action Plan with the existing GreenDC Agenda items. Climate Action Plan targets and goals will also be integrated into the GreenDC tracking and reporting structure.

OBJECTIVE 2: Complete analysis and plan for climate change mitigation and adaptation.

INITIATIVE 2.1: Complete Government Operations Climate Action Plan.

In FY 2010, OPS completed a draft climate action plan to reduce emissions from government operations to achieve set targets of 20% emissions reduction (over 2006 baseline) by 2012, 30% reduction by 2020, and 80% reduction by 2050. In FY 2011, OPS will seek public comment on the proposed actions, timelines and targets. Following public comment, the final Government Operations Climate Action Plan will be released by January 2011.



INITIATIVE 2.2: Complete Community Climate Action Plan.

In FY 2011, OPS will seek public comment on a discussion draft and engage the private sector (non-District government) on a community climate action plan to reduce greenhouse gas emissions city-wide. OPS will seek input on the specific emissions-reduction actions, timelines and targets. Following a public engagement period, the final Community Climate Action Plan will be released by May 2011, providing the District with a clear roadmap to effectively combat climate change. As part of the public engagement process to develop the Community Climate Action Plan, OPS will engage key sectors of the city in specific “challenges” to promote greenhouse gas emissions reductions among, for example, universities, federal facilities, hotels, and neighborhoods. OPS will conduct sector specific outreach and coordination to identify contributions toward city-wide emissions reduction targets and to help promote best practices from environmental leaders.

OBJECTIVE 3: Encourage and educate property owners on the benefits and requirements for green building in the District.

INITIATIVE 3.1: Track and report on Green Building Act compliance.

In FY 2011, DDOE will complete and publish a report on the progress of implementing the Green Building Act. DDOE will post Energy Star benchmarking data for public buildings in Fall 2011, and will continually provide outreach to private sector owners on Energy Star requirements.

PROPOSED KEY PERFORMANCE INDICATORS - Office of Policy and Sustainability

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
% of District Cabinet agencies reporting Action Items for GreenDC Agenda	40%	75%	43%	80%	90%	100%
# of sustainability performance measures tracked on public web portal	Not Available	Not Available	Not Available	10	15	20
% of private buildings over 50,000 square feet that are registered in EnergyStar portfolio manager	Not Available	Not Available	Not Available	25%	35%	48%



Office of Enforcement and Environmental Justice

SUMMARY OF SERVICES

The Office of Enforcement and Environmental Justice (OEEJ) develops and implements effective practices in order to support DDOE enforcement efforts. OEEJ works directly with DDOE's environmental enforcement programs by providing training, developing standard procedures, maintaining records, and managing the civil infractions program. OEEJ serves as the lead agency contact for enforcement matters involving U.S. EPA Region 3. In addition, the Office implements DDOE's environmental justice initiatives through outreach to affected communities.

OBJECTIVE 1: Increase effectiveness of enforcement collections.

INITIATIVE 1.1: Increase the amount collected from fines and penalties by 10%.

In FY11, OEEJ plans to increase the amount collected by 10%. In FY 10, DDOE made internal efficiency improvements to tracking and collection processes and instituted a multi-penalty policy that enabled collection for each day that an entity is in violation. In FY 11, OEEJ will begin to place liens in order to collect unpaid debts.

OBJECTIVE 2: Improve data management systems.

INITIATIVE 2.1: Revise the central enforcement database.

This initiative was placed on hold in FY 10 due to lack of resources. In FY11, OEEJ will complete a revision of the central enforcement database. This revision will enable DDOE to eliminate 50% of the program-level compliance monitoring and enforcement databases. The remaining databases cannot be consolidated due to federal requirements. This consolidation will improve access to data, facilitate reporting on enforcement efforts, and enable programs to research the compliance and enforcement history of regulated entities by June 2011.

OBJECTIVE 3: Help improve records management of enforcement programs.

INITIATIVE 3.1: Provide incentive programs and staff education to improve records management.

In FY11 OEEJ will work with ten (10) environmental enforcement programs to develop individualized file management plans, create file databases, and archive 150 linear feet of closed files. OEEJ will use contests, positive reinforcement and cross-program working groups to achieve this objective. Improving records and file management will augment DDOE's capacity to bring solid enforcement actions and will ensure positive performance on the next U.S. EPA Region 3 State Review of operations in March 2011. File management plans for hard records are to be implemented beginning November 2010, and file management plans for electronic records are to be implemented beginning November 2011.



INITIATIVE 3.2: Test a digitizing project for one program's files.

In FY11 OEEJ will work with one enforcement program to begin scanning and indexing 10% of the program's records (5,000 pages by April 2011). This project will be used to develop protocols for electronic file sharing and electronic file management systems.

PROPOSED KEY PERFORMANCE INDICATORS - Office of Enforcement and Environmental Justice

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Amount collected from fines and penalties	\$158,99	\$174,997	\$208,167	\$192,500	\$200,000	\$200,000
Compliance rate of enforcement actions processed. ¹	Not Available	Not Available	Not Available	50%	50%	50%
Rate of return on infractions collections. ²	Not Available	Not Available	Not Available	100%	100%	100%

¹ Compliance rate of enforcement actions processed measures the success of enforcement actions. A high compliance rate means that once DDOE takes enforcement actions it is successful at getting the desired environmental results from the regulated industry. (This does not include payments of fines and penalties). A low compliance rate means that even after DDOE takes enforcement actions, it is still not getting the desired results. This measure can be influenced by several factors such as inability to locate the responsible party, being ignored by the responsible party, or the agency's failure to follow-up on enforcement actions.

² The rate of return on infraction collections is calculated as follows: collections from infractions minus expenditures on infractions, divided by expenditures on infractions. For example, \$2 in collections and \$1 in expenditures would yield a 100% rate of return.



Office of Community Relations

SUMMARY OF SERVICES

The Office of Community Relations (OCR) manages public affairs and community education programs for DDOE. OCR responds to all media requests, maintains and enhances the agency's online presence, and promotes agency programs and events.

OBJECTIVE 1: Educate and encourage environmentally-friendly and energy efficient practices to District residents, businesses, institutions and government.

INITIATIVE 1.1: Increase scope of outreach and education programs by ramping up DDOE's presence within social media.

To support the agency's mission, OCR educates the general public about ways that they can contribute to environmental sustainability and increases awareness among all regulated entities of the District's environmental requirements. By February 2011, OCR will ramp up the agency's presence in the social networking arena to include placing the agency on Facebook, Twitter and list serves and revamping the agency web site. Increased awareness of requirements helps regulated constituencies avoid costly delays and enforcement actions. Through its general outreach and education efforts, OCR will reach 60% of District residents in FY11 to promote messages that encourage environmental protection and stewardship.

OBJECTIVE 2: Develop targeted public education campaigns around upcoming DDOE and District initiatives and programs.

INITIATIVE 2.1: Conduct a public education campaign about Environmental Stewardship/Energy Efficiency.

In FY11, OCR will conduct customized environmental/ energy efficiency campaigns in the community and in schools. We will coordinate at least five campaigns, targeting groups and geographic areas. Topics will include: vehicle idling, flood plain changes, bed bugs, appliance rebate programs, home energy audits, climate change, financing for energy efficiency retrofits in commercial buildings, "Skip the Bag Save the River" outreach, teacher training, and school yard conservation gardens. These campaigns will include: use of social media, a full advertising campaign, including TV, radio, newsprint, signage and bus spots; community workshops, direct mail, special events, media pressers, and school assemblies.

INITIATIVE 2.2: Develop a point-of-sale rebate campaign for the Appliance Rebate Program.

As part of an effort to increase participation in the Appliance Rebate Program, OCR will initiate a program by October 2010 by which consumers can claim their rebates at the point-of-sale, rather than via mail. In FY11, OCR will reach out to relevant appliance retailers, both within the District and in surrounding jurisdictions, to educate them about the program. In addition, OCR will launch an advertising campaign to promote the new method of collecting a rebate.



INITIATIVE 2.3: Implement the Energy Patrol program in all District elementary schools.

In FY11, OCR will visit every District elementary school, 62 in total, in order to conduct educational assemblies on the Energy Patrol program and energy efficiency practices. In FY 10 approximately 48 middle and elementary schools were visited. Ten Energy Patrols per school will be established, with students identifying and tracking energy waste within their buildings. Various energy wasting items were found, including items such as leaky water fountains, lights left on in unoccupied class rooms, blocked heating and cooling vents and windows that needed to be caulked. Once energy waste is identified, OCR will work with the Energy Office and the Office of Public Education Facilities Modernization, as well as with the relevant school, to improve efficiency.

PROPOSED KEY PERFORMANCE INDICATORS - Office of Community Relations

Measure	FY09 Actual	FY10 Target	FY10 YTD	FY11 Projection	FY12 Projection	FY13 Projection
% of District residents reached by DDOE Outreach and Education Programs	55%	55%	70%	75%	75%	75%
% of Appliance Rebate participants claiming their rebate at the point-of-sale	Not Available	Baseline	0	TBD	TBD	TBD



Energy Administration

SUMMARY OF SERVICES

The Energy Administration (EA) provides energy efficiency and renewable energy policies and services to a variety of end-use sectors (i.e., residential, commercial, institutional) in the District of Columbia to help them use less energy. The EA also provides direct financial assistance and discounts to low-income residents to help off-set their energy bills.

OBJECTIVE 1: Reduce the energy burden on the District's most vulnerable and low income populations.

INITIATIVE 1.1: Continue weatherization of low-income homes to increase energy savings for residents.

The Residential Conservation Assistance Program (RCAP) is a collection of local and federally funded energy efficiency programs that serve the low-income population of the District. Specifically, RCAP provides energy audits and installs audit-recommended measures to reduce energy costs for low-income households, while ensuring their health and safety. The priority population for RCAP is persons who are particularly vulnerable such as the elderly, persons with disabilities, families with children, high residential energy users, and households with high-energy burden. In FY 10, RCAP far exceeded its targeted goal of weatherizing 622 homes. DDOE utilized both ARRA-Stimulus and Sustainable Energy Trust Funds ("SETF") to provide weatherization services to 1,158 low-income households in the District. In FY 11 DDOE hopes to improve its air infiltration and seal-up processes by contracting three companies that will perform seal-up work at the time of the energy audit, thus providing a more accurate post blower door reading. Based on projected funding available for FY 11, DDOE has set a target of 550 homes weatherized.

OBJECTIVE 2: Facilitate market transformation by providing incentives for energy efficiency and conservation practices and renewable energy generation.

INITIATIVE 2.1: Increase energy efficiency audits to available to District home owners.

In FY10, the Energy Administration utilized funding from the Energy Efficiency and Conservation Block Grant Program to provide a Home Energy Rating System (HERS) audit to non-low-income District residents. Approximately 300 homes received an energy audit that pinpoints specific cost-effective energy efficiency upgrades that need to be installed to help reduce the energy consumption of the home. DDOE anticipates that the HERS Program will be able to provide home energy audits to approximately 1,100 District homes in FY 11.

INITIATIVE 2.2: Expand and more efficiently administer rebates for energy efficient appliances.

The DC Energy Efficient Appliance Rebate Program provides financial rebates to District residents (i.e., homeowners, renters, and landlords) that purchase and install energy



efficient appliances such as such as furnaces, boilers, clothes dryers, refrigerators, clothes washers, dishwashers, heat pumps, and weatherization materials such as insulation, weather-stripping, low-emissivity (low-e) windows, and programmable thermostats. Both single and multi-family homeowners, landlords and renters are eligible for a rebate under this program. DDOE is in the process of selecting a Rebate Fulfillment Contractor and anticipates that this program will be fully operational by October 1, 2010. The program plans to issue over 200 rebates per year in FY 11 and FY 12. To effectively manage the rebate fulfillment process, the Energy Administration will require an average rebate processing time of 4 to 6 weeks.

INITIATIVE 2.3: Implement the Sustainable Energy Utility.

The Sustainable Energy Utility (SEU) is a private Contractor selected by and through DDOE to develop, coordinate, and provide direct energy efficiency and renewable energy programs to a variety of end-use sectors (i.e., residential, commercial, institutional) for the purpose of promoting the use of sustainable energy while creating “green jobs” for District residents. In FY 10, DDOE issued a Request for Proposals (RFP) and conducted a pre-proposal conference to discuss the requirements of the RFP. DDOE has put together an independent team of evaluators to evaluate all proposals received and the selection of a winning bidder is expected to be completed by mid October 2010. DDOE anticipates that the SEU will be fully operational at the beginning of FY 11 (November 8, 2010). At a minimum, the SEU is expected to meet or exceed the following six performance benchmarks: (1) improve the energy efficiency of low-income housing; (2) reduce per-capita energy consumption; (3) reduce the growth rate of peak electricity demand; (4) increase renewable energy generating capacity; (5) reduce the growth rate of demand of the District’s largest energy users; and (6) increase the number of green-collar jobs.



PROPOSED KEY PERFORMANCE INDICATORS - Energy Administration

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
# total units weatherized	2,250	622	1,158	550	295	250
% of average reduction in energy consumption per unit weatherized	15.5%	5%	10%	5%	5%	5%
# of households receiving energy assistance	33,844	31,000	31,598	31,598	31,000	30,000
# of Home Energy Rating System audits performed	1,384	1,200	300	1,250	1,250	500
Average rebate processing time for energy efficient appliances	7 weeks	6 weeks	0	5 weeks	4 weeks	4 weeks
Per-capita energy consumption (Sustainable Energy Utility metric)	Not Available	Not Available	Not Available	Baseline	1% reduction	1% reduction
Renewable energy generating capacity (Sustainable Energy Utility metric)	Not Available	Not Available	Not Available	Baseline	TBD	TBD
Peak energy demand in the District (Sustainable Energy Utility metric)	Not Available	Not Available	Not Available	Baseline	TBD	TBD
Energy efficiency of low-income housing (Sustainable Energy Utility metric)	Not Available	Not Available	Not Available	Baseline	TBD	TBD
Energy demand of District's largest energy users (Sustainable Energy Utility metric)	Not Available	Not Available	Not Available	Baseline	TBD	TBD
# of green-collar jobs in the District (Sustainable Energy Utility metric)	Not Available	Not Available	Not Available	Baseline	TBD	TBD



Environmental Services Administration

SUMMARY OF SERVICES

The Environmental Services Administration (ESA) works to reduce hazards and contaminants in District land, air, water and homes by certifying facilities and professional service providers, reviewing plans, issuing permits, conducting inspections, and recommending new policy directions. Specific programs within ESA include Lead Poisoning Prevention, Healthy Homes, Air Quality, Pesticides, Hazardous Waste and Underground Storage Tanks.

OBJECTIVE 1: Transform DC residential housing into homes that do not contain environmental health hazards.

INITIATIVE 1.1: Eliminate most lead hazards in highest-risk housing through proactive inspections.

In FY10, the Lead and Healthy Housing Division (LHHD) executed a proactive inspection process to identify and require remediation of lead-based paint hazards in DC residential housing. Due to the widespread presence of lead paint in DC's housing stock, this is an ongoing multi-year process that will span 3 fiscal years. The cost is shared by local funds, grant funds, and reimbursement of inspection costs by property owners. By strategically planning the inspection process, based on factors such as focusing primarily on neighborhoods known to have high concentrations of children with elevated blood lead levels, this initiative will prioritize the elimination of lead hazards in those parts of the District that need it the most. In FY 11, DDOE will partner with DCRA to include requirements for lead safe work practices in all relevant license and permit applications for pre-1978 residential renovation work. DDOE will also assist DCRA to identify and enforce lead-based paint hazards during DCRA-initiated inspections of pre-1978 housing, by providing training to DCRA inspectors and accepting referrals from them of cases that pose potentially imminent health and safety threats to children under the age of 6. These new steps will result in additional elimination of lead hazards in pre-1978 District housing and will minimize the generation of potential new lead hazards through unsafe work practices during renovation work.

INITIATIVE 1.2: Increase compliance rate with District lead screening requirements.

District law requires all children who reside in the District to be screened twice for lead, first at age one, and again at age two. Annually, about 40% - 50% of DC's one and two year olds are screened. In FY11, the Lead and Healthy Housing Division (LHHD) will take aggressive steps to increase the screening rate to 55% - 60% for these children by providing outreach to pediatricians (through the DC Chapter of the American Academy of Pediatrics), health clinics and parents of young children. LHHD will also reach out to target audiences by pursuing partnerships with DC Public Schools (primarily through the Head Start and pre-school programs), the Department of Health Care Finance (the District's Medicaid agency) and the District Department of Health (through its Women, Infants and Children program, among others).



INITIATIVE 1.3: Broaden the Healthy Homes program to address additional hazards.

The Lead and Healthy Housing Division (LHHD) will accelerate efforts to develop the fledgling Healthy Homes program by adding new components to its lead poisoning prevention efforts. This is an ongoing multi-year process, and LHHD will work to identify resources in order to implement major new steps. Currently, LHHD provides radon test kits, ensures that family counseling is given to residents whose elevated radon results are reported to DDOE's Air Quality Division, and ensures that carbon monoxide detectors are installed in homes visited by lead staff. In FY11, LHHD will also integrate a tool kit to provide Healthy Homes education and intervention to the public focusing on identifying toxic pesticides and household cleaners in the homes of children with elevated blood lead levels. This new measure will identify hazardous products already in use, trigger counseling on safer product alternatives and the use of Integrated Pest Management techniques, and will detect housing conditions that may be involved in causing pest infiltration.

INITIATIVE 1.4: Seek federal funding and develop community partnerships to expand the Healthy Homes program.

In FY11, the Lead and Healthy Housing Division (LHHD) will apply for significant federal grants from the US Centers for Disease Control and Prevention and the US Department of Housing and Urban Development. If these funds are secured, LHHD will undertake new educational initiatives and also fund mitigation of a wide assortment of environmental health threats, such as mold, allergens and dust mites, as well as physical safety hazards in housing, such as structural problems and trip-and-fall hazards. Initial focus will center on the homes of children with asthma that are either sub-standard housing or contain asthma triggers that can be reduced or eliminated. LHHP will also pursue community partnerships with health clinics and organizations like the DC Asthma Partnership to enable a pipeline of referrals leading to the identification of specific at-risk homes.

OBJECTIVE 2: Improve the Design, Implementation, and Enforcement of Emission Control Programs to Reduce Air Pollution.

INITIATIVE 2.1: Improve timeliness of issuance of Chapter 2 air quality construction and operation permits.

By establishing templates and standardizing procedures, the Air Quality Division will reduce the time to issue air quality permits (20 DCMR Chapter 2) to under 90 days for 90% of complete applications received after October 1, 2010. Efforts will be made to further reduce this timeframe where possible as the year proceeds. This will help to provide predictability to the owners of new or modified stationary sources of air pollution (e.g., generators, coating operators, heaters, boilers) for their planning purposes.

INITIATIVE 2.2: Continue to reduce diesel emissions within the District.

Through federal grants (both stimulus and non-stimulus), the Air Quality Division will work with District agencies and private sector partners to decrease the number of diesel-powered vehicles and engines and thus the amount of particulate emissions from diesel-



powered vehicles operating in the District. In FY11, we will replace approximately 20 diesel engines or vehicles for approximately 4 tons of NO_x reduction. The exact numbers replaced will depend on the grants awarded by the U.S. Environmental Protection Agency and the tons per year of emissions prevented will be dependent on the number, type, and age of vehicles or engines replaced.

OBJECTIVE 3: Return District lands to productive use by effectively managing brownfields and underground storage tanks.

INITIATIVE 3.1: Facilitate Brownfields redevelopment.

As an urban environment with little unused land, the District must facilitate the cleanup and redevelopment of previously contaminated sites, known as Brownfields, to make productive use of limited space. DDOE has initiated the Voluntary Cleanup Program, a comprehensive program to reduce sources of pollutants from previously contaminated sites through voluntary cleanup agreements which may include redeveloping sites into productive use and commerce. DDOE has over 300 sites in its database of potential Brownfields sites. A critical first step is assessing the contamination at these potential sites. To accomplish this task, DDOE secured federal funding from the U.S. EPA in FY 2008 and FY 2009. Unfortunately, EPA reduced our funding in FY 2010, curtailing our ability to conduct environmental assessments. In FY 2011, DDOE will fund ten Phase I assessments. In addition, DDOE will focus on developing regulations and procedures to implement the tax incentive provisions of the Brownfields Revitalization Act, with the purpose of attracting more developers into the Voluntary Cleanup Program.

INITIATIVE 3.2: Structure the Brownfield Tax Credit.

In FY 2011, DDOE will structure the tax credit program, authorized by the DC Council in 2001, whereby a tax credit provides up to 100% of all remediation costs and 25% of redevelopment costs to incentivize private owners to redevelop and clean up existing Brownfield sites. In coordination with OCFO and the DDOE Toxics Division, the Office of the Director will structure the tax credit so that it can be included in the DDOE Voluntary Cleanup Program for Brownfields.

INITIATIVE 3.3: Reduce Releases from Underground Storage Tanks and Cleanup Existing Contaminated Sites.

It is estimated that there are approximately 9 active hazardous substance Underground Storage Tanks (USTs) and 701 active petroleum USTs in the District. The District also has over 263 petroleum contaminated sites, resulting from prior releases of underground storage tanks. In FY 11, DDOE will enhance its inspection efforts through the hiring of two additional inspector staff and increased training and improving timely inspection and enforcement against identified violations at active tank systems. With additional Federal Stimulus funds in FY10-11, DDOE is proactively preventing releases through direct site assessments and remediation. One site will be cleaned in FY11; additional sites will be cleaned pending any fund balance.



INITIATIVE 3.4: Reduce Exposures to Hazardous Materials (Hazardous Wastes and Pesticides)

DDOE regulates all large, small, and conditionally exempt generators of hazardous waste in the District and maintains an inspection and enforcement program to ensure compliance. DDOE also reviews, approves, and registers thousands of regulated pesticides used in the District, and licenses all pesticide applicators. Beyond enforcement activities, DDOE works to inform the community and industry groups on current regulatory and/or informational topics of interest. In FY 11, DDOE plans to hold Ward-specific bedbug forums, and will rollout a pilot program for chemical cleanouts in DC public schools.



PROPOSED KEY PERFORMANCE INDICATORS - Environmental Protection Administration

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
% of elevated blood level cases and other properties with identified hazards that are issued an Order to Eliminate Lead-Based Paint Hazards within 21 days of the property's risk assessment ³	46%	55%	48%	60%	65%	70%
% of children under 36 months of age that are being screened for lead poisoning	34%	34%	-	36%	38%	55%
# of cases of children under age six identified with a blood lead level at or above CDC's threshold of concern of 10 micrograms of lead per deciliter of blood	68	80	64	75	50	50
Confirmed EBLs as % of District children tested, as compared to national average ⁴	0.57	0.70	0.94	0.72	0.75	0.75
# of days in which ozone levels exceed the National Ambient Air Quality Standards ⁵	2	12	4	25	25	25
# of diesel-powered vehicles or engines replaced or retrofitted	60	20	0	20	20	5
# of Brownfield assessments completed	7	30	0	10	12	15
# of Significant Operational Compliance (SOC) inspections of underground storage tanks completed	40	50	55	60	60	50
# of full-compliance evaluations of Title V facilities ⁶	13	18	10	17	19	19
Compliance rate of gas stations and drycleaners inspected (%)	78%	70%	TBD	75%	75%	75%
# of pesticide marketplace	N/A	N/A	51	56 (10% increase)	62 (10% increase)	68 (10% increase)

³ This involves sending samples to lab for analysis; writing comprehensive report after sample results are delivered to DDOE; a second inspector reviewing the report for quality assurance; a supervisor reviewing and approving the report; and writing a notice of violation and an order to relocate, if necessary.

⁴ This industry standard is an annual measure that will be compared to the national average reported by the Center for Disease Control. Although CDC states that state-to-state comparisons are difficult and recommends that jurisdictions examine their data within a local context, the current national average hovers around 1%.

⁵ This industry standard measure can only be compared to jurisdictions with the same ozone nonattainment status as the District. In addition, ozone formation is highly dependent on heat and sunlight; 2009 was an abnormal year, with low ozone levels due to the relatively cool summer, while 2010 had abnormally high ozone levels due to the relatively hot summer. Finally, the District's classification may change when the revised ozone standard is issued in late 2010. U.S. EPA will be issuing a new, lower ozone standard, so the number of exceedances is expected to increase even though ozone levels do not change.

⁶ A Title V facility is one that is considered a major source of one or more air pollutants and so receives a facilitywide permit.



Natural Resources Administration

SUMMARY OF SERVICES

The Natural Resources Administration oversees fisheries and wildlife, water quality, watershed protection, and stormwater management in the District. The division provides certification, review and technical analysis services to businesses, Federal and District governments, and District residents through licensing, inspections, monitoring, permitting, and technical assistance. It also provides natural resources education and outreach and demonstrates new technologies to protect natural resources.

OBJECTIVE 1: Manage nonpoint source pollution / stormwater runoff by promoting Low Impact Development throughout the District of Columbia.

INITIATIVE 1.1: Develop a unified green roof incentive program.

In 2011, the Watershed Protection Division will evaluate three current green roof subsidy/assistance programs for their effectiveness and develop a unified green roof incentive program that will serve homeowners, businesses, and municipal agencies. Taking the lessons learned and refining the program will result in a clearer and more efficient delivery of incentive funds to stimulate green roof adoption in the District. DDOE anticipates having the new program in place by March 2011.

INITIATIVE 1.2: Automate the stormwater and erosion and sediment control plan review process.

DDOE will implement ProjectDox to improve the processing time of plan review as well as reporting and tracking capabilities. In FY10, DDOE signed an MOU with DCRA for ProjectDox software licenses. In FY11, DDOE will upgrade computers to accommodate the software, conduct training for staff, change to online processing for plan review and track the number of reviews conducted using this software. Complete integration of ProjectDox with DCRA is anticipated to be completed by January 2011; however, completion will be dependent upon DCRA's launching of ProjectDox.

INITIATIVE 1.3: Draft TMDL Implementation Plans for the Anacostia River, Potomac River and Rock Creek.

DDOE will develop draft Total Maximum Daily Load (TMDL) implementation plans that will define the District's stormwater pollution reduction goals over the next five years and will project an estimated date of final compliance with pollution loading. In FY11 DDOE will prepare draft implementation plans for these three watersheds. It is anticipated that the plans will be finalized in 2012.

OBJECTIVE 2: Improve regulatory compliance through increased enforcement and more efficient customer service.

INITIATIVE 2.1: Increase resolution of illicit discharge detections in the municipal separate storm sewer system (MS4).

DDOE shares responsibility with other agencies for resolving illicit discharge complaints. These complaints can range from dumping of materials down a storm drain to sewage



line breaks. During FY10, DDOE enhanced the training of the Water Quality Division inspectors. In FY11, DDOE will increase the number of enforcement actions related to illicit discharge complaints by 10% to 88.

INITIATIVE 2.2: Implement enforcement program for Bag Bill Legislation.

DDOE is responsible for ensuring compliance with the Anacostia River Clean up and Protection Act of 2009 (“Bag Bill”). DDOE will hire an inspector to review/ respond to complaints about non-compliance with the Bag Bill, work with businesses and stakeholders to become compliant and issue fines as necessary. DDOE will also develop standard operating procedures and a tracking database for Bag Bill enforcement activities. DDOE anticipates hiring the inspector by October 2010 and having the inspection Standard Operating Procedures and database completed by January 2011.

INITIATIVE 2.3: Implement enforcement program for District’s ban on coal tar.

DDOE is responsible for ensuring compliance with the District’s ban on coal tar which became effective in 2009. In the fourth quarter of FY10, DDOE will hire an inspector to monitor new pavement construction to assure that coal tar is not being applied and will assist businesses, contractors and stakeholders to become compliant and issue fines as necessary. In FY11, DDOE will distribute outreach materials to over 30,000 stakeholders and will inspect 50 of the largest parking lots in the District.

OBJECTIVE 3: Monitor the health of the District’s natural resources.

INITIATIVE 3.1: Expand wildlife and plant surveys to adequately assess District habitats.

In FY11, DDOE will expand the use of water quality data, specifically, turbidity and macro-invertebrate data, to predict sport fish distribution, habitat preferences and overall species health. DDOE will also employ new technologies to expand submerged aquatic vegetation surveys throughout the Potomac and Anacostia River watersheds. These data will be used to predict sport fish distribution, habitat preferences and overall aquatic ecosystem health, as well as restore areas that are distressed or depleted.

OBJECTIVE 4: Encourage the public to protect natural resources through education and outreach.

INITIATIVE 4.1: Conduct an outreach campaign to increase visitors to the Aquatic Resources Education Center.

In FY10, DDOE implemented an Aquatic Resources Education Center (AREC) Marketing Campaign designed to increase visitation and usership over the next three years. The AREC is located at 1900 Anacostia Drive, SE, and serves as the premier destination for students and teachers to learn about the District’s living aquatic resources through educational programs designed to introduce youth to watershed concepts and experiences. In FY 11, DDOE will renovate the Aquatic Resource Education center by adding twenty new live animal displays.



INITIATIVE 4.2: Expand Recreational Angling Opportunities.

In FY 11, DDOE will implement the District's first recreational angling records program. Until now, official records for the lengths and weights fish caught by District anglers have never been recorded. This program promises to increase recreational angling interest in the District, motivate anglers to spend more time at the water's edge, raise the District's standing and credibility among neighboring jurisdictions, and raise awareness of fishing regulations in the District.

PROPOSED KEY PERFORMANCE INDICATORS – Office of Natural Resources

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
# Participants in RiverSmart Homes Program	359	160	895	1,200	1,250	1,300
% of construction plans approved that contain a low impact design component.	39.79%	25%	55.26%	50%	50%	50%
# of inspections for stormwater management erosion/sediment control	3,411	7,900	5,438	8,000	8,000	8,000
% of drainage complaints responded to within 2 business days	62%	90%	100%	95%	95%	100%
% of illicit discharge complaints investigated within 5 business days	Not Available	Not Available	Not Available	Baseline	TBD	TBD
# of wildlife surveys	11	12	12	12	12	15
# of Aquatic Resources Education Center visitors	790	1,200	1,946	1,440	1,728	2,500



Office of the Director

SUMMARY OF SERVICES

The Office of the Director oversees overall agency operations in order to effectively meet the environmental goals of the District. In addition to agency-wide priorities, the Office of the Director includes initiatives focused on internal agency management; coordination of the agency's roles and responsibilities in economic development projects; and legal and regulatory issues.

OBJECTIVE 1: Increase customer satisfaction through efficient business practices.

OBJECTIVE 2: Establish and continuously maintain regulations that protect and improve the environment for District residents.

INITIATIVE 2.1: Write and implement additional air pollution control, voluntary cleanup, lead and underground storage tank regulations.

This initiative is continuing into FY 11, as DDOE is required to continuously update and improve regulations that protect public health and the environment. DDOE is also required to develop new regulations as mandated by newly enacted laws, and/or wishes to develop regulations that were not heretofore developed. Accordingly, priorities shift in the course of the year. By the end of FY 11, DDOE expects to promulgate several air pollution control rules pertaining to air toxics, opacity, and new source review; an amended schedule of infractions for underground storage tank regulations; and updated storm water management requirements, to complement the District's forthcoming Municipal Separate Storm Sewer System (MS4 Permit) requirements. By the end of calendar FY 10, DDOE expects to promulgate rules implementing the voluntary cleanup program, new lead laws, an updated floodplain management regulation, and rules implementing a storm water fee rebate program.

OBJECTIVE 3: Develop new tools to meet the District's environmental goals.

INITIATIVE 3.1: Develop Eco-District solutions.

An "eco-district" is a boundary area within which multiple property owners share a common environmental asset (such as a shared storm water management facility where several property owners plug into a single cistern and develop shared maintenance requirements, or a co-generation facility, where multiple property owners receive power from an off-grid power solution). Shared environmental systems can lower the cost for individual property owners, which leads to faster implementation of renewable energy solutions and storm water management technology. DDOE will research and advance solutions to overcome existing regulatory obstacles and enable the implementation of eco-districts. By August 2011, DDOE will have researched best practices for implementing eco-districts.

INITIATIVE 3.2: Launch the PACE Program.

In FY 2011, DDOE will complete program design and launch a pilot project for the Property Assessed Clean Energy (PACE) financing initiative for the District, or another



alternative energy efficiency retrofit financing program that will evolve from PACE. PACE is a District special tax assessment program available to commercial and residential property owners who desire to borrow funds to install energy efficient retrofits. This is an energy financing concept that is being developed at a national scale and exact program design is currently in flux. The District has the opportunity to be a national leader in developing a viable finance solution. DDOE will work with Deputy Mayor for Planning and Economic Development, national energy and finance stakeholders, and local property owners to design and launch the PACE program. If successfully designed, this initiative would be a multi-year program and could potentially deploy up to \$250 million in energy efficient retrofit loans and achieve a 25% energy reduction in 7 million square feet of building space in 3 years.

INITIATIVE 3.3: Structure the Brownfield Tax Credit.

In FY 2011, DDOE will structure the tax credit program, authorized by the DC Council in 2001, whereby a tax credit provides up to 100% of all remediation costs and 25% of redevelopment costs to incentivize private owners to redevelop and clean up existing Brownfield sites. In coordination with OCFO and the DDOE Toxics Division, the Office of the Director will structure the tax credit so that it can be included in the DDOE Voluntary Cleanup Program for Brownfields.

PROPOSED KEY PERFORMANCE INDICATORS – Office of the Director

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
% of subgrantee’s budget spent on programmatic costs ⁷	Not Available	Not Available	Not Available	65%	65%	65%
% of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award ⁸	Not Available	Not Available	Not Available	100%	100%	100%

⁷ The Wise Giving Alliance of the Better Business Bureau identifies 65% to be an industry standard for this measure <http://www.bbb.org/us/Charity-Standards/>. This metric measures all subgrantees’ programmatic costs as a percentage of their overall costs.

⁸ Pursuant to 11.4 of the Grants Manual and Source Book all District agencies must complete monitoring reports. All District agencies should be in compliance with this standard. The standard is 100%.