



FY 2012 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 (ESA)
- Natural Resources Administration (NRA)
- Office of the Director



AGENCY WORKLOAD MEASURES

Measure	FY 2010 Actual	FY 2011 Actual
# of complaints received from tenants about presence of deteriorated paint	60	19
# of complaints received from residents about unsafe work practices	57	57
# of households receiving energy assistance	33,550	28,159
# of applications received for the Home Energy Rating System program	2025	2951
# of applications received for the Renewable Energy Incentive Program	294	394
# of chapter 2 permit applications received ¹	N/A	162
# of air quality complaints received	N/A	65
# of ambient air quality monitors operated and maintained	N/A	38
# of applications received for the RiverSmart Homes program	1,079	1,266
Measure	FY 2010 Actual	FY 2011 Actual
# of Freedom of Information Act Requests	289	405
# of Environmental Impact Screening Forms received	30	32
# of requests to respond to potential spills or releases	48	54
# of complaints of potentially unsafe pesticide use	12	4
# of new applications received for the Voluntary Cleanup Program (Brownfields)	2	2
# of registered pesticides in the District	6200	6811
Number of enforcement actions processed by the OEEJ	175	195

¹ Chapter 2 permits come in two main types: 1) preconstruction review permits where we evaluate applications to install air pollutant emitting equipment to ensure that the equipment will comply with regulations, and 2) operating permits for facilities to operate the equipment once it has been constructed.



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: Develop a comprehensive sustainability plan for the District.

Mayor Gray has called for an environmental sustainability plan that strengthens economic vitality and community equity to improve the lives of District residents. In coordination with the Office of Planning, DDOE will develop the Sustainable DC plan in FY 2012. The plan will include goals and initiatives in the areas of energy, climate, water, waste, land use, transportation, and food, and include a strong emphasis on using green programs to grow green businesses and jobs in the District.

INITIATIVE 1.2: Develop a green dashboard web portal for the District.

In FY 2011, DDOE worked with sister agencies and the Office of the Chief Technology Officer to gather data and develop a web portal that will provide public access to key indicators of environmental quality in the District. In FY 2012, DDOE will complete and release the public portal. As additional environmental metrics and performance indicators are developed under the Sustainable DC plan, the green dashboard will be revised and updated.

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

INITIATIVE 2.1: Reduce government CO2 emissions by 20% from 2006 levels.

In 2006, District Government operations contributed 700,000 metric tons of CO₂e emissions, approximately 6 percent of the District's total emissions. Government operations include the use of District Government buildings, police and waste collection vehicles, street lighting, water distribution and wastewater treatment, and disposal of solid waste from District Government facilities. District Government seeks to reduce emissions from its operations through bold strategies such as ensuring a large portion of the energy purchased by the government is renewable. In FY 2012, DDOE will strengthen its Climate Action Plan to enable the District to both mitigate and adapt to climate change. The adaptation component of the plan will focus on strategies to ensure the safety of District residents in the face of more frequent and more intense storms, more frequent heat waves, increased risk of flooding, and other effects of climate change.

OBJECTIVE 3: Encourage property owners to implement green building and energy conservation practices.



INITIATIVE 3.1: Implement building energy and water benchmarking for public and private buildings.

Pursuant to the Clean and Affordable Energy Act, DDOE will implement a nation-leading energy benchmarking initiative for private buildings. Beginning in early calendar year 2012, large buildings will be required to report on their energy and water usage through the US EPA Energy Star Portfolio Manager platform. DDOE will develop a public website to report the second year and subsequent benchmarking data and will release reports that summarize the results for private building data and, in coordination with the Department of General Services, energy benchmarking data for the District's public buildings.

PROPOSED KEY PERFORMANCE INDICATORS - Office of Policy and Sustainability

Measure	FY2009 Actual	FY2010 Actual	FY2011 Target	FY 2011 Actual	FY2012 Projection	FY 2013 Projection	FY 2014 Projection
% of sustainability indicators updated on time ²	N/A	N/A	N/A	N/A	90%	95%	95%
# of buildings reporting ENERGY STAR benchmarking data to DDOE	N/A	N/A	N/A	N/A	250	1158	1907

² This measure tracks the % of sustainability indicators showcased in the greendashboard.dc.gov website that are updated on time according to the schedule.



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: Complete the development of DDOE's enforcement strategy.

By December 2011, DDOE will develop an agency-wide environmental enforcement strategy. The strategy will include a documentation of DDOE's current enforcement capacity (scope and volume of enforcement actions, range of entities within DDOE's enforcement purview, compliance rates, and DDOE's track record of going after non-compliant entities) and proposals for strengthening the agency's enforcement capacity.

INITIATIVE 1.2: Improve enforcement efficiency.

In FY 2012, DDOE will work with the Office of Administrative Hearings (OAH) to change the payment language in the OAH's Final Orders to direct respondents to pay DDOE directly for DDOE cases. This would eliminate lost checks and failures to properly credit payments.

OBJECTIVE 2: Improve data management systems.

OBJECTIVE 3: Help improve records management of enforcement programs.

PROPOSED KEY PERFORMANCE INDICATORS - Office of Enforcement and Environmental Justice

Measure	FY 2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Actual	FY12 Projection	FY2013 Projection	FY2014 Projection
Amount collected from fines and penalties	\$158,99	\$260,796	\$192,500	\$226,679	\$175,000	\$185,000	\$200,000
Compliance rate of enforcement actions processed. ¹	N/A	N/A	50%	65%	75%	75%	75%
Rate of return on infractions collections. ²	N/A	N/A	70%	45%	50%	50%	50%

- 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- DDOE will collect and measure data on returns on civil infractions by totaling the amount of fines issued from original tickets and settlements, and comparing those amounts to the amounts of respondents' payments.



Office of Community Relations

SUMMARY OF SERVICES

The Office of Community Relations (OCR) manages public affairs and community education programs for DDOE. OCR 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.

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

INITIATIVE 2.1: Produce educational videos on DDOE’s social media and websites.

In FY 2012, DDOE will produce and post educational and informational programming for YouTube and for the DDOE website at least once per quarter. The videos will showcase the agency’s actions and will help improve the environmental state of the District by teaching residents what they can do in their neighborhoods and homes.

PROPOSED KEY PERFORMANCE INDICATORS - Office of Community Relations

Measure	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 Projection
% of District residents reached by DDOE Outreach and Education Programs	55%	72%	75%	54%	75%	75%	75%
# of DDOE social media followers (Facebook and Twitter)	N/A	N/A	N/A	1,591	2,000	2,500	3,125



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.

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

INITIATIVE 2.1: Ensure that the Sustainable Energy Utility achieves annual benchmarks.

The DC Sustainable Energy Utility (DC SEU) will make millions of dollars available for investment in sustainable energy for difficult to serve market segments in the District. This additional flow of funds into sustainable energy will stimulate demand for renewable energy improvements, which will trigger demand for hiring additional employees. The potential for job creation is estimated at 300 jobs per year in the renewable energy and energy efficiency sectors. DDOE will oversee the DC SEU’s performance, including ensuring that it meets its annual benchmarks (see key performance indicators below).

INITIATIVE 2.2: Expand electric vehicle infrastructure in the District.

Partnering with DDOT, the Public Service Commission and key stakeholders, DDOE will advance the expansion of electric vehicle infrastructure in the District, focusing on the policy and legislative issues that must be addressed to allow expansion of this new industry in the District.

INITIATIVE 2.3: Facilitate greater solar deployment in the District.

DDOE will facilitate the installation of renewable systems on the DDOE headquarters building in coordination with the Department of General Services. DDOE will also work with DCPS and the U.S. Department of Energy to install significant solar resources on District schools, while coordinating with DCRA and OP on a U.S. Department of Energy “Sunshot” grant to reduce the costs of solar system installation and thus facilitate greater solar deployment in the District.



PROPOSED KEY PERFORMANCE INDICATORS - Energy Administration

Measure	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 Projection
# total units weatherized	2,250	482	550	1,528	295	250	TBD
% of average reduction in energy consumption per unit weatherized	15.5%	13%	5%	25%	5%	5%	TBD
# of Home Energy Rating System audits performed	1,384	93	1,250	1,269	1,250	500	TBD
Per-capita energy consumption (Sustainable Energy Utility metric)	N/A	N/A	Baseline	N/A	Baseline	1% reduction	TBD
Renewable energy generating capacity (Sustainable Energy Utility metric)	N/A	N/A	Baseline	N/A	Baseline	TBD	TBD
Peak energy demand in the District (Sustainable Energy Utility metric)	N/A	N/A	Baseline	N/A	Baseline	TBD	TBD
Energy efficiency of low-income housing (Sustainable Energy Utility metric)	N/A	N/A	Baseline	N/A	Baseline	TBD	TBD



Measure	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 Projection
Energy demand of District's largest energy users (Sustainable Energy Utility metric)	N/A	N/A	Baseline	N/A	Baseline	TBD	TBD
# of green-collar jobs in the District (Sustainable Energy Utility metric)	N/A	N/A	Baseline	27	66	77	88



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: Implement the District's first-ever healthy homes program.

FY 2012 marks the inception of the District's first-ever program to create healthy homes. Under this program, DDOE will work in partnership with other District agency programs (Department of Health's Healthy Start, Department of Human Services' Strong Families, Department of Consumer and Regulatory Affairs inspections staff, and Department of Health Care Finance's lead program staff) and with a private sector partner, Children's National Medical Center, to (1) identify homes of young children who are either at high risk of lead poisoning or who have serious cases of asthma; (2) conduct comprehensive environmental evaluations of those homes; (3) identify and work to eliminate any indoor environmental health threats that are known asthma triggers, as well as any lead-based paint hazards.

INITIATIVE 1.2: Execute proactive lead enforcement strategy.

In FY 2012, DDOE anticipates having a full complement of lead inspectors on staff, enabling the Lead and Healthy Housing Division to embark on a new proactive enforcement program. This program will focus on areas of the District shown by the Division's data to contain the housing stock at highest risk of containing lead-based paint hazards. Inspectors will conduct proactive inspections in housing that they suspect contain lead-based paint hazards. If hazards are found, enforcement follow-up will occur, resulting in lead-safe housing.

INITIATIVE 1.3: Continue building effective partnerships with other agencies.

In FY 2012, DDOE will continue to work diligently with other District agencies to (1) identify opportunities for those agencies to eliminate environmental health hazards in the District's housing stock, and (2) assist those agencies to carry out these initiatives. Agencies involved in this collaboration with DDOE's Lead and Healthy Housing Division include: the DC Housing Authority, the Department of Consumer and Regulatory Affairs, the Department of General Services, the Department of Health Care Finance, the Department of Human Services, the Office of the State Superintendent of Education, and the Child & Family Services Agency.



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

INITIATIVE 2.1: Improve the Number and Timeliness of Air Quality Permits and Compliance and Enforcement Actions

Both the permitting function and the compliance and enforcement function are currently performed by one branch within the Air Quality Division. Given the number of these activities and the size of the resulting documentation, this is too much work for one branch chief to manage. Therefore, in FY 12, the Air Quality Division will split the Permitting and Enforcement Branch into two separate branches: (1) Permitting and (2) Compliance and Enforcement. This will allow each branch chief to focus more closely on and devote more time to activities, staff, thus enhancing productivity.

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

INITIATIVE 3.1: Initiate focused hazardous waste inspection.

In FY 2012, DDOE will begin focused inspections on small quantity and conditionally exempt quantity hazardous waste generators to reach more businesses and improve compliance record.

INITIATIVE 3.2: Establish team to oversee cleanup at Anacostia River toxic sites.

In FY 2012, DDOE will continue its efforts to cleanup and restore the Anacostia River to a fishable and swimmable river. DDOE will establish a team to negotiate and oversee cleanup work at toxic sites along the Anacostia, using CSX settlements funds. Funding will also be available for contract support for emergency response capacity, expert consultants, field work, laboratory fees, and assistance with community involvement.

PROPOSED KEY PERFORMANCE INDICATORS - Environmental Services Administration

Measure	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 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%	62%	60%	90%	85%	90%	95%
% of children under 36 months of age that are being screened for lead poisoning	34%	41%	36%	52%	38%	55%	60%

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.



Measure	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 Projection
# 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	89	75	49	50	50	45
Confirmed EBLLs as % of District children tested, as compared to national average ⁴	0.57	0.94	0.72	0.3	0.75	0.75	0.65
# of days in which ozone levels exceed the National Ambient Air Quality Standards ⁵	2	18	25	10	12	10	8
# of diesel-powered vehicles or engines replaced or retrofitted	60	0	20	7	4	5	5
# of Brownfield assessments completed	7	0	10	0	12	15	15
# of Significant Operational Compliance (SOC) inspections of underground storage tanks completed	40	55	60	70	60	50	50
# of full-compliance evaluations of Title V facilities ⁶	13	10	17	19	20	17	19
Compliance rate of gas stations and drycleaners inspected (%)	78%	TBD	75%	57%	65%	70%	75%
# of pesticide marketplace inspections	N/A	51	56	60	62	68	70

⁴ This industry standard is an annual measure that will be compared to the national average reported by the Center for Disease Control. The current 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.

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: Launch the Stormwater Fee Discount Program

DDOE will provide property owners a discount on the District's and DC Water's stormwater utility fees for installing practices that retain stormwater. This program should stimulate new stormwater retrofit projects (such as tree planting, rain gardens, bioretention plots), creating low-skill jobs for installations and on-going maintenance.

INITIATIVE 1.2: Institute a Sustainable Design Competition.

In FY 2012, DDOE will coordinate with the Environmental Protection Agency and work with area property owners to institute a Sustainable Design Competition to identify development projects that incorporate the most innovative, cost-effective approaches to on-site stormwater management.

INITIATIVE 1.3: Launch RiverSmart Communities.

RiverSmart Communities is the next step of DDOE's RiverSmart programs and will be aimed at retrofitting larger buildings such as apartments, condos, churches, and business properties with facilities to infiltrate stormwater.

INITIATIVE 1.4: Pilot a Downspout Disconnection Program.

In FY 2012, DDOE will test a new downspout disconnection program with the idea of using it to develop a city-wide downspout disconnection program. DDOE will disconnect a minimum of 200 downspouts through the demonstration effort.

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

INITIATIVE 2.1: Deploy laptops and services such as databases for inspectors to increase the performance of water quality inspections.

In FY 2012, DDOE will work with OCTO to equip field employees who inspect outfalls, facilities, and respond to illicit discharge and emergency response situations, with ruggedized tablet computers. Inspectors will have instant access to detailed databases containing historic spill and inspection information, as well as city maps, drainage areas, and photographs. These tablets will also allow inspectors to enter all field data at the time of collection through site specific forms and note taking capabilities. The field



inspection software will reduce the amount of time spent entering data in the office as well as clerical errors made while transcribing data. Inspectors will be able to create inspection schedules quickly, and be aware of problem areas and facilities without needing to be in the office. Because all inspection data will be geospatially located, it will be possible for inspectors to better assess potential impacts to District waters, and utilize inspection data in both discovering, and preventing illicit discharges.

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

INITIATIVE 3.1: Restore streams across the city.

In FY 2012, DDOE will design and implement stream restoration projects across the city, in coordination with DC Water, the National Park Service, and the U.S. Fish and Wildlife Service, including restoration activities in both Anacostia and Rock Creek tributaries to prevent erosion, improve water quality and habitat, and reduce trash in the waterways.

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

INITIATIVE 4.1: Complete the Environmental Literacy Plan.

The Healthy Schools Act calls for the development and adoption of an Environmental Literacy Plan for the District. DDOE has established a framework and the necessary committees to develop this plan. In FY 2012, DDOE will lead this process towards ultimate completion and adoption by all implementing educational agencies in the District, including as DCPS, OSSE, and OPEFM.

PROPOSED KEY PERFORMANCE INDICATORS – Office of Natural Resources

Measure	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 Projection
# Participants in RiverSmart Homes Program	359	1079	1,200	1,266	1,250	1,300	1,300
% of construction plans approved that contain a low impact design component.	39.79%	52%	50%	41%	50%	50%	70%
# of inspections for stormwater management erosion/sediment control	3,411	7,009	8,000	9,364	8,000	8,250	8,250
% of drainage complaints responded to within 2 business days	62%	100%	95%	100%	95%	100%	100%
% of illicit discharge complaints investigated within 5 business days	N/A	N/A	Baseline	95%	95%	95%	100%



Measure	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 Projection
# of wildlife surveys	11	12	12	12	12	15	20
# of Aquatic Resources Education Center visitors	790	5,430	1,440	3,479	1,728	2,500	3,000
# of Bag Law inspections	N/A	N/A	Baseline	335	450	550	600
# of coal tar inspections	N/A	N/A	Baseline	46	60	70	70
# of water quality samples collected and analyzed	2504	2398	2500	2516	2740	2740	2740



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.

INITIATIVE 1.1: Initiate an Inspection and Permit Reform Process.

DDOE will pursue efficiencies in a couple of our inspections and permitting programs in FY 2012. Efficiencies should yield savings not only for DDOE, but also for the regulated community, which will be an integral part of our reform effort.

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

INITIATIVE 2.1: Write and implement regulations pertaining to air pollution control, underground storage tanks, stormwater, and green building requirements.

This initiative is continuing into FY 2012, 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 2012, DDOE expects to promulgate air pollution control rules pertaining to clean cars; rules to help implement the Bag Bill and the coal tar ban; an amended schedule of infractions for underground storage tank regulations; and rules to help implement benchmarking and compliance standards within the Green Building Act. By the end of calendar year 2011, DDOE expects to propose rules pertaining to air toxics, opacity, and new source review, and updated storm water management requirements to complement the District's forthcoming Municipal Separate Storm Sewer System (MS4 Permit) requirements.

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

INITIATIVE 3.1: Complete the pilot of the Property Assessed Clean Energy (PACE) Program.

DDOE will complete the pilot for an energy finance program for commercial (office and multi-family residential) building energy efficiency retrofits, where private financing solutions are not readily available. DDOE is using \$700,000 in ARRA funding to award a contract for the project design phase. Creating a financing option targeted at energy reduction is important because: 70% of the District's electrical usage is from commercial buildings; 75% of the District's greenhouse gas emissions is from buildings (commercial and residential); and private demand for energy retrofit work in the District is high, but financing is not currently available. If the District can provide financing, an industry around energy efficiency can be catalyzed.



PROPOSED KEY PERFORMANCE INDICATORS – Office of the Director

Measure	FY2009 Actual	FY2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Projection	FY2013 Projection	FY2014 Projection
% of subgrantee's budget spent on programmatic costs ⁷	Not Available	Not Available	65%	42%	65%	65%	65%
% of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award ⁸	Not Available	Not Available	100%	74%	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%.