



**FY 2013 PERFORMANCE PLAN
District Department of the Environment**

MISSION

The mission of the District Department of the Environment (DDOE) is to improve the quality of life for the residents and natural inhabitants of the nation’s capital by protecting and restoring the environment, conserving our natural resources, mitigating pollution, and educating the public on ways to secure a sustainable future.

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 the Director
- 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)

AGENCY WORKLOAD MEASURES

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual
# of complaints received about presence of deteriorated paint	60	19	40
# of complaints received about unsafe work practices	57	57	32
# of households receiving energy assistance	33,550	28,159	21,688
# of applications received for the Home Energy Rating System program	2025	2951	1000
# of applications received for the Renewable Energy Incentive Program ¹	294	394	762
# of solar installations incentivized through the Renewable Energy Incentive Program ²	NA	NA	NA
# of chapter 2 permit applications received ³	NA	162	152
# of air quality complaints received	NA	65	124

¹ This measure is also tracked in the One City Action Plan, Action 1.4.2.

² This measure is also tracked in the One City Action Plan, Action 1.4.2.

³ 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.



Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual
# of ambient air quality monitors operated and maintained	NA	38	35
# of applications received for the RiverSmart Homes program	1,079	1,266	1,268
# of Environmental Impact Screening Forms received	30	32	37
# of requests to respond to potential spills or releases	48	54	50
# of complaints of potentially unsafe pesticide use	12	4	50
# of new applications received for the Voluntary Cleanup Program (Brownfields)	2	2	2
# of registered pesticides in the District	6200	6811	7115
# of active underground storage tank (UST) facilities registered in the District	NA	NA	441
# of active hazardous waste generators registered in the District	NA	NA	NA



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 agency responsiveness.

INITIATIVE 1.1: Assess, develop and implement a document management system to improve efficiencies and agency responsiveness.

In an effort to support efficiencies within DDOE, and in coordination with OCTO, the Office of the Director is assessing options for a document management system that stores paper/electronic documents in electronic format for historical index referencing and retrieval. In FY13, the Office of Enforcement and Environmental Justice (OEEJ) will be the first division to engage in this endeavor, as it maintains the most document intensive process within DDOE. Electronic storage and retrieval of documents within OEEJ will increase efficiency and agency responsiveness, while reducing costs associated with document storage. Completion date: September 2013.

OBJECTIVE 2: Increase transparency of grant programs.

INITIATIVE 2.1: Improve the management and administration of federally funded grants and sub-grants within the agency.

In FY13, DDOE will enhance its grants management protocol and ensure compliance with grants management guidelines by creating an agency-wide grants database and by enhancing the existing policies and procedures to ensure that grants management is congruent with agency, District and Federal policies and procedures. Completion date: September 2013.

OBJECTIVE 3: Establish and continuously maintain regulations that protect and improve the environment for District residents.

INITIATIVE 3.1: Write and implement regulations pertaining to air pollution control, underground storage tanks, stormwater, and green building requirements.

This initiative is continuing into FY13, 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 FY13, DDOE expects to promulgate rules to: implement benchmarking and compliance standards of the Green Building Act; manage stormwater; allow property owners to earn a reduction on the stormwater fee by providing incentives to install stormwater management practices; implement provisions of various lead legislation; establish requirements for obtaining an opacity variance;



identify toxic air pollutants that pose a health threat in the largest number of urban areas and to regulate sufficient area source categories to ensure that the emissions of these air toxics are reduced (“proposed” rule only); and reorganize and update the regulations that define the various terms used in Chapter 43, but specifically to update the definition of “regulated medical waste”. Completion date: September 2013.

KEY PERFORMANCE INDICATORS – Office of the Director

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent of subgrantee’s budget spent on programmatic costs ⁴	42%	65%	93%	65%	65%	65%
Percent of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award ⁵	74%	100%	100%	100%	100%	100%

⁴ 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 subgrantees’ programmatic costs as a percentage of their overall costs. In FY12, this metric focused on ARRA subgrantees.

⁵ 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%.



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: Increase the understanding and adoption of innovative sustainability practices within DDOE, including climate change adaptation, the District Government, and the community (One City Action Plan Actions 1.4.1, 1.4.4, and 3.6.1).

INITIATIVE 1.1: Complete and implement a citywide sustainability plan that incorporates climate action planning goals (One City Action Plan Action 1.4.1).

Mayor Gray has called for development of a comprehensive sustainability plan to make the District the healthiest, greenest, and most livable city in the United States. OPS is coordinating community outreach, plan development, and related activities for DDOE and will then play a central role in intra- and inter-agency coordination for plan implementation, monitoring, and reporting. Following the release of A Vision for a Sustainable DC in April 2012, in FY13, OPS will continue the public process to gather input and finalize the implementation plan and then move on to coordinate outreach, marketing and implementation activities in coordination with the Office of Planning, Mayor's Office, sister agencies, and community stakeholders. This initiative is also included in the One City Action Plan (Action 1.4.1 and Action 3.6.1). Completion date: February 2013.

INITIATIVE 1.2: Enhance community and business sector engagement in adoption of green and sustainable practices (One City Action Plan Action 1.4.1).

In FY12, OPS made a concerted effort to reach out to develop partnerships with key sectors of the community to establish pledges and challenges that engage businesses, institutions, and individuals in efforts to improve the sustainability of their facilities, practices and programs. In FY13, OPS will continue to support existing challenges for universities and the diplomatic communities and expand programs to new community and business sectors. In addition to organized pledges and challenges, OPS will continue a regular schedule of direct community outreach to public meetings and community events, and to partner organizations and educational institutions. This initiative is also included in the One City Action Plan (Action 1.4.4). Completion date: September 2013.

INITIATIVE 1.3: Minimize and offset greenhouse gas emissions (One City Action Plan Action 3.6.1).

DDOE will lead the District's efforts to minimize and offset its greenhouse gas emissions while adapting to climate change in ways that protect the most vulnerable residents and



create economic opportunity for all. DDOE will adopt a climate action plan that establishes emissions reduction for each emission source and sector of the economy.

INITIATIVE 1.4: Advance Sustainability in the District through local university collaboration (One City Action Plan Action 1.4.4).

DDOE will monitor the participation of the nine District colleges and universities that signed the Mayor’s College and University Sustainability Pledge (CUSP). The pledge invited the District’s institutions of higher education to commit to the pursuit of sustainability and to fully engaging the Mayor’s ambitious goal of making the District the most sustainable city in America. By signing the CUSP these colleges and universities committed to creating environmental goals that impact energy and building, job, water, education and training, transportation, waster, research, purchasing, and management. Each participating university in the CUSP will produce a sustainability plan by the end of 2012.

KEY PERFORMANCE INDICATORS - Office of Policy and Sustainability

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent of sustainability indicators updated on time ⁶	N/A	90%	90%	95%	95%	95%
Number of businesses and institutions participating in sustainability pledges or challenges ⁷	N/A	50	NA	150	250	500
Number of LEED certified projects in the District (cumulative)	214	250	NA	350	450	550
Greenhouse gas emissions reductions from the 2006 baseline year to meet 2050 goal ⁸	10.5%	11.7%	12.5%	13.8%	14.8%	16%

⁶ This measure tracks the percent of sustainability indicators showcased in the greendashboard.dc.gov website that are updated on time according to the schedule.

⁷ This measure tracks the number of businesses and organizations in the Green Business Challenge, as well as the number of institutions that sign a sustainability pledge (e.g. the existing College and University Sustainability Pledge).

⁸ In 2006, the District produced 10.2 million metric tons of greenhouse gas emissions. The District is committed to reducing its annual emissions by 20% by 2020, 50% by 2032 and 80% by 2050 (from the 2006 baseline total). This translates into a 1.2% reduction per year in the near future and graduates to a 1.8% reduction closer to 2050. For each fiscal year, these reduction targets will be reported for the previous calendar year due to the time required to collect and process data.



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 enforcement quality and activities in order to bring polluters into compliance with the District's environmental laws.

INITIATIVE 1.1: Implement a comprehensive enforcement strategy in order to increase enforcement capacity.

Full implementation of a comprehensive enforcement strategy will help inspectors more effectively enforce the District's environmental laws. In FY13, OEEJ will coordinate an agency-wide effort to make increased compliance and enforcement a top priority for the agency. To this end, OEEJ will work with Human Resources and other DDOE programs to use employee performance plans and activity measurement as a way to improve accountability. OEEJ will also work with Human Resources to improve the depth and availability of technical training to ensure inspector knowledge and competency in relevant regulatory programs. Fit tests and medical monitoring will be implemented; sampling capacity will be increased; and support databases will be improved. OEEJ will revise and strengthen the enforcement guidelines, and will develop an environmental crimes protocol. OEEJ will work with DDOE programs to better inform the public about its policies and procedures, activities that trigger regulatory scrutiny, and its enforcement actions in order to deter violations. Lastly, OEEJ will support the agency's changes to statutes and regulations to strengthen key regulatory tools and allow for proper enforcement against violators. Completion date: December 2013.



KEY PERFORMANCE INDICATORS - Office of Enforcement and Environmental Justice

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Amount collected from fines and penalties	\$226,679	\$175,000	\$260,806	\$180,250	\$183,750	\$187,250
Compliance rate of enforcement actions processed. ⁹	65%	75%	69%	80%	85%	90%
Number of Notices of Infraction processed by OEEJ	195	NA	145	170	173	177

⁹ 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.



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 through targeted public education campaigns.

INITIATIVE 1.1: Promote environmental campaigns.

In FY13, DDOE will use social media and paid advertising outlets to promote different campaigns including reducing “plug-load” and general energy efficiency techniques for residential and commercial buildings. Completion date: September 30, 2013.

INITIATIVE 1.2: Develop targeted outreach materials.

In FY13, DDOE will design and print promotional materials and produce videos on specific energy efficiency and environmental topics to influence behavior to reduce energy consumption and protect/preserve the District’s environment. Completion date: September 30, 2013.

KEY PERFORMANCE INDICATORS - Office of Community Relations

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent of District residents reached by DDOE Outreach and Education Programs	75%	75%	79%	75%	75%	75%



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: Enhance the reach of assistance provided by the Energy Centers.

DDOE's Energy Centers provide personalized assistance to low-income and vulnerable residents, helping them access energy assistance services (described below) and energy conservation education. In FY13, DDOE will undertake a number of efforts to improve integration amongst energy programs that target this population, thereby increasing the number of households assisted and reducing the District's energy footprint. First, DDOE will review the methods used to determine the current support levels for energy assistance programs, including the Low Income Household Energy Assistance Program (LIHEAP), the Unified Discount Program, and the Weatherization Assistance Program (WAP). Energy efficiency retrofits can reduce the energy bills of households in need of LIHEAP assistance. DDOE will also consider a reasonable reduction of the LIHEAP benefit amount to households that have previously received WAP assistance, thus potentially increasing the number of households that can be reached with LIHEAP funds.

Second, in collaboration with other DDOE programs (such as Healthy Homes) and other District agencies and partners (such as the DC Sustainable Energy Utility-DCSEU), the agency will develop and start implementing a communication plan to enhance the effectiveness of outreach efforts to low-income residents. One such effort will involve enhancing the energy conservation education provided to Energy Center customers, thus making the LIHEAP benefit more meaningful to the household's bottom line. Third, DDOE will evaluate cross-cutting programs such as Weatherization Plus Healthy Homes, in order to determine if the programs should be fully integrated. Finally, in FY13, the agency will create internal performance indicators and a baseline to measure the above described efforts. Completion date: September 2013.

INITIATIVE 1.2: Implement service and process improvements in the Energy Centers and for management of the Weatherization Assistance Program.

In FY13, DDOE will continue implementing the current human resources improvement plan, which includes training opportunities and improved working conditions for Energy Center staff. In FY12, DDOE commissioned a contract for new software for the LIHEAP and WAP programs. In FY13, the software will be customized to meet the District's needs, resulting in multiple improvements to customer service: enhanced process quality control, increasingly paperless application operations, faster trouble shooting and access to records, and increased number of customers who receive multiple



services (e.g. more customers who are automatically matched for WAP and LIHEAP). Prior to the implementation of the software, DDOE will create internal performance indicators and a baseline to measure the above described improvements. Completion date: September 2013.

OBJECTIVE 2: Facilitate the implementation of the District’s sustainable energy vision with detailed energy planning, market transformation and legislative actions (including One City Action Plan Actions 1.4.2 and 1.4.3 and Indicator 1E).

INITIATIVE 2.1: Complete the Comprehensive Energy Plan (One City Action Plan Indicator 1E).

The District’s Comprehensive Energy Plan (CEP) was prepared in 2003 and spans the period of 2003 to 2008. In FY13, DDOE will develop an updated CEP which will provide an energy vision for the District as a national leader. The CEP will include specific short- (1 to 5 years) and long-term energy goals, as well as strategies and initiatives for accomplishing these energy goals within the next 10 years. The CEP will provide strategies which align with the Mayor’s Sustainable DC Plan and the Climate Action Plan. The CEP’s energy efficiency and renewable energy goals and recommendations will put the city on a path to reducing energy consumption, increasing local generation and clean power usage, ensuring energy reliability and affordability, and creating green jobs for District residents. Completion date: September 2013.

INITIATIVE 2.3: Ensure the DC SEU reaches a level of maturity (One City Action Plan Action 1.4.3 and Indicator 1E).

The DC Sustainable Energy Utility (DC SEU) contract started in March 2011 and the first Evaluation, Measurements and Verification (EM&V) report for the DC SEU’s energy efficiency and renewable energy programs will take place in FY13. The total funding allocated to the DC SEU in FY13 is \$17.5 million. Since the start of operations, DC SEU has been in ramp-up mode, implementing mostly low-hanging fruit type programs that utilized a direct install approach. DC SEU is slowly transitioning to a market-based approach to program delivery that focuses on the difficult-to-serve market segments and lost opportunities. To reach maturity, DC SEU must have on-going and new programs that respond quickly to the market place, produce demonstrated energy savings by meeting or exceeding set benchmarks, a capable staff, and effective overhead vs. program delivery cost ratios. In FY13, DDOE will target its monitoring and oversight activities on ensuring that the DC SEU becomes a robust entity. DDOE will also explore ways in which the DC SEU can have an active role in supporting the vision of the Sustainable DC Plan and the more detailed energy-specific Comprehensive Energy Plan. This initiative is also included in the One City Action Plan (Action 1.4.3). Completion date: September 2013.



INITIATIVE 2.4: Develop capacity and ensure coordination to implement various building initiatives.

Pursuant to the Clean and Affordable Energy Act, DDOE is implementing a nation-leading energy benchmarking initiative for private buildings. Beginning in early calendar year 2012, large buildings have been required to report on their energy and water usage through the EPA Energy Star Portfolio Manager platform. In FY13, 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 DGS, energy benchmarking data for the District's public buildings. Additionally, there are other initiatives such as the US Department of Energy's Better Buildings Challenge, DCRA's Green and Energy Codes, and other various green building initiatives from other District agencies that will require DDOE's technical input, support and collaboration internally. In some cases, like the EPA Energy Star Portfolio Manager and the Better Building Challenge, the Energy Administration will take the lead. Completion date: September 2013.

INITIATIVE 2.5: Facilitate greater solar deployment in the District (One City Action Plan Action 1.4.2 and Indicator 1E).

An ambitious solar development mandate has been established for the District. The Renewable Energy Portfolio Standard (RPS) amended in 2011 requires that 2.5% of our energy mix be derived from solar energy by 2023. When energy suppliers cannot meet the RPS requirements, an Alternative Compliance Payment (ACP) is paid to DDOE's Renewable Energy Development Fund. DDOE will use these revenues to incentivize solar deployment in the District through a revamped Renewable Energy Incentive Program (REIP) that offers rebates for the installation of photovoltaic (solar electric) and solar thermal water heating systems. Because of the timing of ACP collections (Spring 2013), revenue expenditures can only be planned a few months prior to deployment. Beyond direct incentives for solar deployment, DDOE will develop additional policies and directives to support continued solar growth. For FY13, DDOE is developing a transparent decision-making framework to make regularly-scheduled determinations on the types and levels of incentive offerings needed to motivate the market. Policy issues DDOE seeks to address in FY13 include roof-mounting protocols and historic preservation requirements, methods for streamlining permitting and interconnections, and analysis of large-scale integration potential in areas with unique grid conditions. DDOE will continue to work on improved coordination with stakeholders including the DC SEU, Office of Planning, Department of Consumer and Regulatory Affairs, Pepco and others. This initiative is also included in the One City Action Plan (Action 1.4.3). Completion date: September 2013.

OBJECTIVE 3: Enhance the energy assurance (reliability, security) of the District by focusing on energy resiliency.

INITIATIVE 3.1: Begin implementation of recommendations and guidelines that will enhance the planning of improved energy assurance.



In FY12, DDOE completed development of the revised Energy Assurance Plan (EAP). The District last updated its EAP in 2005. The purpose of this plan is to provide information on: 1) how the District, in general, and DDOE, in particular, will respond in case of an energy emergency; and 2) promote policies to improve the resiliency of the District’s energy system and protect critical infrastructure. Increased resiliency prior to an energy emergency ensures that the District can quickly mitigate the impacts of an energy disruption or emergency, and recover in a timely manner. In FY13, DDOE will begin implementation of the updated FY12 plan. This will include scoping, monitoring and collaborating on specific efforts to increase the energy assurance of the District, and reduce vulnerabilities.

KEY PERFORMANCE INDICATORS - Energy Administration

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Number of units weatherized	1,528	295	715	250	220	220
Percent of average reduction in energy consumption per unit weatherized	25%	5%	23%	5%	5%	5%
Number of Home Energy Rating System audits performed	1,269	1,250	899	500	NA	NA
Increase in generation capacity resulting from PV installations ¹⁰	145	300	1,653	354	1,803	2,254
Increase in production capacity resulting from Thermal installations ¹¹	NA	NA	NA	104	1,000	1,000
Number of buildings reporting ENERGY STAR benchmarking data to DDOE	NA	250	0	900	1,500	1,900
Number of green-collar jobs in the District ¹²	27	66	54	77	88	88
Rate of expenditure of DCSEU contract ¹³	NA	NA	NA	100%	100%	100%

¹⁰ PV stands for solar photovoltaic system. This measure is calculated in kilowatts.

¹¹ This measure is calculated in kilowatt equivalent (kWe) units.

¹² Generated by the DC Sustainable Energy Utility.

¹³ DCSEU = DC Sustainable Energy Utility.



Measure	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
% of renewable energy usage [One City Action Plan Indicator 1E]	8.5%	NA	11.4%	12%	14%	17%



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 environmental health hazards in homes with children.

Due to the age and condition of much of the District's housing stock, children living in the District are at heightened risk of exposure to lead in their own homes. Through a combination of outreach and other activities, resulting in increased blood lead screening of children at ages one and two, and resulting in referrals of housing for attention by DDOE's Healthy Homes program, the Lead and Healthy Housing Division will identify at least 50 homes containing environmental health hazards that will receive direct follow-up attention from Division staff. This action will result in the elimination of those hazards, such as lead-based paint hazards, mold, pest infestations, carbon monoxide and radon. Completion date: September 2013.

INITIATIVE 1.2: Document proof of lead safety in District residences.

DDOE provides compliance assistance to property owners in order to eliminate lead-based paint hazards in the District's homes. In FY13, the Lead and Healthy Housing Division will document that property owners have voluntarily given DDOE proof of lead safety in at least 500 of their residential housing units. Proof of lead safety is documented by either a unit-specific clearance report or by a lead-based paint inspection report for a multi-family property, conducted in accordance with the U.S. Department of Housing and Urban Development guidelines. Completion date: September 2013.

INITIATIVE 1.3: Ensure that property owners in violation of lead statutes attain compliance.

In FY13, the Lead and Healthy Housing Division's enforcement work will result in proof of compliance with the terms of at least 80 Notices of Violation (NOVs). NOVs are enforcement orders issued as a result of the identification of lead-based paint hazards either stemming from inadequate paint maintenance by property owners or from unsafe work practices involving the disturbance of paint by contractors, maintenance staff or others. Proof of compliance with the terms of an NOV consists of documentation, otherwise known as a "clearance report," that confirms that identified lead-based paint hazards were eliminated. Completion date: September 2013.



OBJECTIVE 2: Improve the design, implementation, and enforcement of emission control programs to reduce air pollution.

INITIATIVE 2.1: Revitalize the asbestos abatement program.

In FY12, the asbestos abatement permitting and enforcement program had a fresh start with the hiring of a new asbestos inspector and a new branch chief who is able to spend more time overseeing the program. In FY13, DDOE will evaluate the entire asbestos abatement program, first determining what the ideal program should look like. DDOE will then evaluate existing asbestos regulations, procedures, forms, templates, and structures, to revise and redesign them to meet that ideal. Completion date: September 2013.

INITIATIVE 2.2: Enhance the ambient air quality monitoring program.

The Air Quality Division currently has a robust air quality monitoring program. In FY13, DDOE will work in three primary areas to further enhance the program. First, at least two monitoring stations will need to be relocated. DDOE will ensure that new locations are found that will meet or exceed the siting criteria. Second, DDOE will pilot a monitoring station near a roadway, of the type required in several recently revised national ambient air quality standards. The pilot will give baseline information for the District and also provide information needed to try and persuade EPA to locate a near-roadway monitor in the District (the federal siting criteria favor MD and VA for the sites). Should EPA be looking for volunteers to install and operate new, demonstration monitors, DDOE will apply. Finally, DDOE will enhance our monitoring data analysis efforts to develop a trends report and to evaluate more of the monitoring data collected in the District. Completion date: September 2013.

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

INITIATIVE 3.1: Increase voluntary remediation of contaminated properties.

The Underground Storage Tank Branch will encourage more applications to the Voluntary Remediation Action Program (VRAP), by working with interested parties who seek to buy, voluntarily cleanup and redevelop properties contaminated with petroleum. These Leaking Underground Storage Tank sites would otherwise remain undeveloped and not protective of human health and the environment (contaminated) for a longer duration. Approximately 3 applications to VRAP are received per year. In FY13 DDOE intends to increase the number of applications to at least 6. DDOE will consider innovative solutions towards faster clean up of the sites, thereby allowing the properties to obtain faster case closure. Many lending agencies prefer to see case closure prior to agreeing to finance the development. Completion date: September 2013.

INITIATIVE 3.2: Conduct cleanup of petroleum contaminated sites.

In FY13, DDOE will conduct two site assessments and/or cleanup of eligible properties contaminated with petroleum, for which the responsible parties cannot be found or are



unable to afford the cleanup. Sites will be selected from DDOE’s list of Leaking Underground Storage Tank open cases. DDOE anticipates that the corrective action will begin in FY13 and will be completed by September 2014. Completion date: September 2014.

INITIATIVE 3.3: Confirm locations of abandoned underground storage tank sites and bring sites into compliance.

In FY13, DDOE will conduct field visits of sites with suspected abandoned underground storage tanks. Staff will conduct ground penetrating radar testing and records research to confirm which locations may still have active or inactive tanks in the ground. Staff will work with homeowners to bring 25% of the identified tanks into compliance, e.g. removal from the ground and cleanup of any contaminated sites. DDOE’s target list of suspected abandoned tanks currently includes over 700 facilities; by September 2013 we expect to bring at least 175 facilities into compliance. Completion date: September 2013.

INITIATIVE 3.4: Begin investigation of Anacostia River sediments.

The Anacostia estuary has several major clean-up sites located along its banks. In FY13, DDOE will award a contract to support the remedial investigation and feasibility study of the sediments in the Anacostia River. The sediments are an on-going source of contaminants and need to be addressed before the Anacostia can be returned to a “fishable and swimmable” river. Testing needs to be conducted on Anacostia sediment and water toxins (when present) to determine proper clean-up methods. This initiative will span multiple years. In FY14, DDOE will make substantial progress in its investigation of the sediments in the Anacostia River. In FY15, DDOE will complete the investigation of the Anacostia River sediments, and initiate an evaluation of potential remedies. Completion date: September 2015.

PERFORMANCE INDICATORS - Environmental Services Administration

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Number 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 ¹⁴	90%	85%	93%	90%	95%	100%
Percent of children under 36 months of age that are being screened for lead poisoning	52%	38%	58%	55%	60%	85%

¹⁴ 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	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Number of cases of children under age six identified with a blood lead level at or above the Center for Disease Control's current reference value of 5 micrograms of lead per deciliter of blood	435	NA	364	390	380	370
Confirmed EBLLs as % of District children tested, as compared to national average ¹⁵	0.3	0.75	0.33	0.75	0.65	0.5
Number of days in which ozone levels exceed the National Ambient Air Quality Standards ¹⁶	10	12	11	12	12	12
Number of full-compliance evaluations of Title V facilities ¹⁷	19	20	20	17	19	18
Compliance rate of gas stations and drycleaners inspected (%)	57%	65%	80%	65%	70%	70%
Number of asbestos inspections conducted	NA	NA	NA	40	45	50
Number of Brownfield assessments completed	0	12	6	8	8	8
Number of Significant Operational Compliance inspections of underground storage tanks completed	70	60	48	55	80	90
Compliance rate of underground storage tanks inspected ¹⁸	76%	79%	88%	80%	82%	83%
Number of pesticide marketplace inspections	60	62	67	50	50	50
Number of hazardous waste inspections completed ¹⁹	30	NA	60	50	75	50

¹⁵ 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%. EBLL = Elevated blood lead level.

¹⁶ 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.

¹⁷ A Title V facility is one that is considered a major source of one or more air pollutants and so receives a facilitywide permit.

¹⁸ This measure is the combined compliance rate of inspected facilities, including release detection compliance and release prevention compliance. Active underground storage tank facilities are targeted for inspection at least once every 3 years.

¹⁹ The FY13 and FY15 targets are lower because inspections will be done of larger facilities, which require more time.



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: Promote the installation of green infrastructure practices such as rain barrels, rain gardens, and green roofs on public and private lands to help control stormwater runoff and make the District more environmentally sustainable (One City Action Plan Action 3.6.3).

INITIATIVE 1.1: Demonstrate new technologies to control stormwater runoff.

In FY13, DDOE will provide cost-sharing and technical assistance for at least three low impact development demonstration projects in highly visible areas of the city. DDOE will work to ensure that these projects showcase technologies that are cutting edge and/or are located in areas that will inspire the broader public to push for large-scale adoption of these green infrastructure practices. Completion date: September 2013.

INITIATIVE 1.2: Implement the RiverSmart Communities program.

In FY13, DDOE will provide cost-sharing and technical assistance for green infrastructure retrofits at three multi-family housing complexes. In FY13, DDOE will develop methods for getting condominium boards to provide significant cost share (equal or greater to 20%) for larger retrofits. This initiative will involve utilizing the stormwater discount program as a driver for these investments. Completion date: September 2013.

INITIATIVE 1.3: Implement the RiverSmart Homes program.

In FY13, DDOE will provide cost-sharing and technical assistance for green infrastructure retrofits for homeowners through its RiverSmart Homes program. Practices included for installation by contractors include rain gardens, rain barrels, trees, bayscaping, and pervious pavers. Recipients may receive up to \$1200 of cost share funds. DDOE will also provide monetary rebates to those homeowners who would rather install rain barrels and plant the trees themselves. Completion date: September 2013.

INITIATIVE 1.4: Build a better rain barrel for installation on private lands.

DDOE promotes the use of rain barrels (cisterns) because they collect runoff from rooftops. The stormwater would otherwise run into our streets and storm sewers, carrying it (and the pollutants it collects) directly to the local waterways. The water collected in rain barrels can be stored for later use, released slowly over time to infiltrate properly, or used immediately for watering lawns and landscaped areas, filling ponds or fountains, or washing cars. In FY13, DDOE will work with a contractor to develop a new rain barrel



that will maximize usage and volume storage. DDOE will develop a method to measure usage over the course of a year. DDOE will also develop an implementation plan for the new cisterns as well as an approach to evaluate the homeowner experiences. Completion date: September 2013.

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

INITIATIVE 2.1: Complete the public comment process and finalize the revised stormwater management regulations for the District.

In FY13, DDOE will complete a 90-day public comment period on the stormwater management rulemaking, including holding numerous training sessions and opportunities for public comment. DDOE will review comments and incorporate appropriate changes to the rulemaking. DDOE will then re-propose the rule for a second public comment period, if changes are significant enough to warrant re-proposal. DDOE will promulgate the final rulemaking to meet the July 2013 deadline in the Municipal Separate Storm Sewer System permit. Completion date: July 2013.

INITIATIVE 2.2: Enhance the watershed protection inspection and enforcement webpage to improve customer service and transparency.

In FY13, DDOE will make improvements to the Watershed Protection Division Inspection and Enforcement Branch webpage. Enhancements will include providing a user-friendly interface that allows clients to request Storm Water Management (SWM) facilities construction and maintenance inspections, as well as inspections for erosion and sediment control and to submit complaints. Additionally, the improved website will allow access for review of all closed enforcement activities performed, and final inspection, location and technical information about SWM facilities recently installed. Completion date: September 2013.

INITIATIVE 2.3: Develop a data management system to improve field inspections and compliance monitoring.

DDOE will develop a comprehensive hardware and software suite to provide inspectors the ability to conduct paperless inspections, and update inspection and enforcement databases in real time from the field. This project will limit the number of transcription errors and increase the accuracy of inspection and enforcement databases, allow for fast and reliable access to inspection and enforcement data while in the field, and result in quicker response times, more thorough investigations, enhanced record storage and record query capabilities, and improved tracking of inspection and enforcement actions. This will include the development of water quality and watershed protection inspection and enforcement data management modules within the newly developed State data node that allows for the electronic exchange of environmental data with EPA. Completion date: September 2013.



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

INITIATIVE 3.1: Conduct ambient water quality monitoring of District waters.

In FY13, Water Quality Division staff will collect water samples at fixed monitoring stations on District rivers and streams. Staff will conduct physical tests in the field for temperature, DO, pH and other parameters. Water samples will be delivered to the laboratory for analysis for bacterial, nutrient, and metals analyses. Staff will also conduct stream surveys at selected waterbodies. In addition, select parameters will be reported in real time. Quality-assured water quality data will be entered into databases using established protocols and the new State data node.²⁰ Completion date: September 2013.

INITIATIVE 3.2: Develop new monitoring programs per MS4 Permit.

The Municipal Separate Storm Sewer System (MS4) permit issued by EPA in 2012 requires the District to develop new monitoring programs and systems to more meaningfully track water quality trends and stream health as indicators to assess progress in meeting the permit requirements and pollution load reductions. The District has been given three years to establish these programs. In 2013, DDOE will procure consulting services to assist DDOE in the development of the revised monitoring program and begin an assessment of the current monitoring regime. Completion date: September 2013.

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

INITIATIVE 4.1: Restore aquatic vegetation in the Anacostia River.

DDOE will reintroduce submerged aquatic vegetation along the Anacostia River in order to restore an important habitat for fish. In FY13, restoration sites will include the Washington Shipping Channel, Kenilworth Marsh, James Creek Marina, and Kingman Lake. DDOE staff will plant *Vallisneria americana* (wild celery) seeds, followed up by more adult plants as needed. Additionally, DDOE will start an aquaculture facility at the Aquatic Resources Education Center with some of the adult plants and seed. DDOE staff will use the water-based nursery to educate the public about the freshwater submerged aquatic plants that can be found in the Potomac and Anacostia Rivers. Completion date: September 2013.

INITIATIVE 4.2: Develop a watershed education program that gets students out on local streams and provides in-class resources such as web-teaching tools.

In FY13, DDOE will work with nonprofit partners to develop this program, which will provide service learning opportunities for two hundred District students, training to teachers on using local streams as teaching labs, and develop and make available to these teachers and students an online "virtual stream" that will allow students to enter their data. Completion date: September 2013.

²⁰ Real time data can be found at: <http://www.ysieconet.com/public/WebUI/Default.aspx?hidCustomerID=167>



KEY PERFORMANCE INDICATORS – Office of Natural Resources

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Number of participants in RiverSmart Homes Program	1,266	1,250	940	1,000	1,100	1,300
Number of rain barrels installed on private land	NA	NA	NA	850	900	1,000
Square footage of green roofs installed ²¹ [One City Action Plan Action 3.6.3]	NA	NA	NA	125,000	150,000	200,000
Percent of construction plans approved that contain a low impact design component	41%	50%	51%	50%	70%	70%
# of acres of District landscape retrofitted to be able to naturally filter or capture rainwater for reuse [One City Action Plan Action 3.6.3]	7.6	NA	9.4	12	15	20
Number of inspections for stormwater management erosion/sediment control	9,364	8,000	11,034	8,250	8,250	9,000
Percent of drainage complaints responded to within 2 business days	100%	95%	100%	100%	100%	100%
Percent of illicit discharge complaints investigated within 5 business days	95%	95%	95%	95%	100%	100%
Number of Bag Law inspections	335	450	466	550	600	600
Number of coal tar inspections	46	60	75	70	70	70
Number of MS4 outfalls inspected ²²	NA	164	NA	176	182	188
Number of MS4 facilities inspected ²³	NA	156	NA	156	162	168

²¹ This measure is also tracked in the One City Action Plan, Action 3.6.3. By 2017, the District will install 1.5 million square feet of green roofs as part of an effort to make the Anacostia River, Rock Creek, Potomac River and all District waterways fishable and swimmable.

²² MS4 = municipal separate storm sewer system.

²³ The facilities most commonly inspected include automotive repair, maintenance, and body shops, dry cleaners, and car washes. Inspections are also routinely conducted at solid waste transfer stations, scrap metal yards, equipment maintenance yards, golf courses, marinas, bus depots, District government-owned facilities, and federal facilities such as the Bureau of Printing and Engraving and National Park Service vehicle shops. The list of facilities inspected is updated annually in accordance with the District's MS4 permit.



Measure	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Number of wildlife data samples collected	NA	1,200	1,543	1,200	1,200	1,200
Number of water quality samples collected and analyzed	2516	2,740	2,778	2,740	2,740	2,740
Number of Aquatic Resources Education Center visitors	3,479	1,728	4,041	2,500	3,000	3,500