



FY 2010 PERFORMANCE PLAN Office of the Tenant Advocate

MISSION

The mission of the Office of the Tenant Advocate (OTA) is to provide technical advice and other legal services to tenants regarding disputes with landlords; to educate and inform the tenant community about tenant rights and rental housing matters; to advocate for the rights and interests of District renters in the legislative, regulatory, and judicial contexts; and to provide financial assistance for certain emergency housing and tenant relocation expenses as defined in the Housing Assistance Fund statute.

SUMMARY OF SERVICES

OTA provides a spectrum of services to the tenant community to further each aspect of its mission. (1) OTA conducts educational seminars in a variety of contexts to inform tenants about their rights and other rental housing concerns. (2) OTA advises tenants on resolving, or filing complaints and petitions regarding, disputes with landlords; provides in-house representation for tenants in certain cases; and refers other cases to *pro bono* and/or contracted legal service providers and attorneys. (3) OTA works with other governmental entities, tenant stakeholders, and others to promote better tenant protection laws and policies in the District. (4) OTA provides financial assistance for emergency housing and tenant relocation expenses under certain circumstances in order to fulfill the agency's mandate under the Housing Assistance Fund law.

OBJECTIVE 1: Ensure that each client receives quality legal services “in-house” and from contracted legal service providers.

INITIATIVE 1.1: Expand OTA's case intake form to require that the OTA intake advocate memorialize and itemize (1) any advice given to the client, and (2) all action items agreed to by the client and the intake advocate.

Each client will leave the intake interview with a document specifically tailored to his or her particular case. The document will set forth what specific advice was given to the client, and what are the action items for which the client and OTA, respectively, are responsible. This *modus operandi* will reduce instances of miscommunication and misinterpretation as to advice given and responsibility for action items; enhance the agency's capacity for tracking individual cases; provide a more reliable basis for supervisory review; and, over time, serve to increase the efficacy of advice given through case assessments and, where appropriate, implementation of more standardized policies. The form will be completed by October 2009. Each intake advocate will be required to start using and completing the form for each intake case starting November 2009. Case review and assessment based on information provided in the forms will take place at least on a bimonthly basis starting December 2009.

INITIATIVE 1.2: Develop and implement a new contracting process for outside legal service providers and attorneys.

In FY 2010 OTA will develop and implement a “Request for Qualifications” (RFQ) system designed to identify and assess the qualifications, skills, and areas of expertise for each contracted legal service provider and attorney. This will enable



the agency to better match each client with the most appropriate legal referral. Over time this initiative will enhance the agency's capacity to track and measure progress in certain target issue areas, such as the high incidence of eviction orders at Landlord and Tenant Court against *pro se* tenants. Design of the RFQ process will be completed by September 2009. The RFQ process will be implemented by October 2009.

OBJECTIVE 2: Inform the tenant community about tenant rights and related issues.

INITIATIVE 2.1: Expand searchable database of rental housing case decisions.

This rental housing case database will include decisions of the Rental Housing Commission (RHC) dating back to 1985, those of the Office of Administrative Hearings (OAH) dating back to October 2006 when OAH began to adjudicate these cases, and relevant decisions of the D.C. Court of Appeals (Court) dating back to 1985. Abstracts of key cases will also be included. This program will help fill a gap in the accessibility and affordability of legal research tools for rental housing cases. It will provide both tenant attorneys and *pro se* tenant litigants alike with information about the legal matters at issue in their specific cases, with reference to how similar matters have been decided in the past. Our goal is to include on the database approximately 100 decisions of the RHC by October 2009, 75 decisions of the OAH by November 2009, and 100 decisions of the Court by February 2010.

INITIATIVE 2.2: Produce educational videos informing tenants about rental housing legal issues.

In FY 2010 OTA will produce a series of short videos, featuring members of the advocacy staff, addressing "nut-and-bolt" rental housing issues such as leases, renters insurance, inspections, and security deposits. In addition to the OTA website, these videos will be made available at other easily accessed public forums. Our goal is to have 5 instructional videos scripts prepared by December 2009. Production, and thus public availability, will depend upon contract approval.

OBJECTIVE 3: Provide financial assistance for certain emergency housing and tenant relocation expenses as defined in the Housing Assistance Fund law.

INITIATIVE 3.1: Develop an "emergency assistance" electronic tracking system.

Develop an "emergency assistance" electronic tracking system to memorialize and track each request for emergency housing and tenant relocation assistance. The tracking system will include: identifiers for the tenant, property, and housing provider; the circumstances of the request; agency action items and expenditures; the housing status of each client through temporary and permanent relocations; and other key information. This tracking system will serve as the basis for the periodic reassessment and refinement of program goals and implementation. Our goal is to implement the tracking system by February 2010.



PROPOSED KEY PERFORMANCE INDICATORS

Measure ¹	FY08 Actual	FY09 Target	FY09 YTD	FY10 Projection	FY11 Projection	FY12 Projection
Objective 1						
% of tenant intake cases resolved through landlord action, assistance with petition filing, or case referral.	65%	75%	TBD	80%	85%	87%
# of cases initiated	1402		TBD	N/A	N/A	N/A
% of customers referred who were satisfied with the services provided	N/A	N/A	N/A	TBD	TBD	TBD
Objective 2						
# of rental housing case abstracts to be included in database	N/A	N/A	N/A	50	75	90
% of identified tenant associations to be represented in tenant summit.	33%	50%	TBD*	50%	50%	50%
Objective 3						
% of all Housing Assistance Fund cases resolved through relocation-funding assistance	N/A	N/A	100%**	75%	85%	85%
% of households eligible for housing assistance for whom OTA made emergency housing available within 24 hours	N/A	N/A	100%**	80%	90%	90%

*This figure will be determined on the basis of actual turn-out at the Summit to be held this year on September 26th . .

¹ In addition to the KPIs listed, OTA will provide year-end data on the outcomes of cases referred to legal services.



** Fiscal Year 2009 represents the first year of OTA's housing assistance program. While OTA has been able to provide housing assistance to all eligible tenants with 24 hours so far this year, we do not expect to be able to do so in the foreseeable future. This is due to several factors, including a decrease in funding, an anticipated increase in the demand for housing assistance, and the variety of logistical problems and unforeseen circumstances associated with the growth of program activity.

STANDARD CITYWIDE OPERATIONAL MEASURES

Measure	FY09 YTD
Contracts	
KPI: % of sole-source contracts	
KPI: Average time from requisition to purchase order for small (under \$100K) purchases	
KPI: # of ratifications	
KPI: % of invoices processed in 30 days or less	
Customer Service	
KPI: OUC customer service score	
Finance	
KPI: Variance between agency budget estimate and actual spending	
KPI: Overtime as percent of salary pay	
KPI: Travel/Conference spending per employee	
KPI: Operating expenditures "per capita" (adjusted: per client, per resident)	
People	
KPI: Ratio of non-supervisory staff to supervisory staff	
KPI: Vacancy Rate Total for Agency	
KPI: Admin leave and sick leave hours as percent of total hours worked	
KPI: Employee turnover rate	
KPI: % of workforce eligible to retire or will be within 2 years	
KPI: Average evaluation score for staff	
KPI: Operational support employees are percent of total employees	
Property	
KPI: Square feet of office space	



occupied per employee	
Risk	
KPI: # of worker comp and disability claims per 100 employees	