



FY 2015 Performance Accountability Report Department of Consumer and Regulatory Affairs

INTRODUCTION

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

MISSION

The Department of Consumer and Regulatory Affairs (DCRA) protects the health, safety, economic interests, and quality of life of residents, businesses, and visitors in the District of Columbia by ensuring code compliance and regulating business.

SUMMARY OF SERVICES

DCRA is responsible for regulating construction and business activity in the District of Columbia. The agency operates a consolidated permit intake center and reviews all construction documents to ensure compliance with building codes and zoning regulations. To protect consumers, DCRA issues business licenses, professional licenses, special events permits, registers corporations, and inspects weighing and measuring devices used for monetary profit. Construction activity, building systems, and rental housing establishments are inspected, and building code violations are abated if necessary.

OVERVIEW – AGENCY PERFORMANCE

The following section provides a summary of DCRA performance in FY 2015 by listing DCRA's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

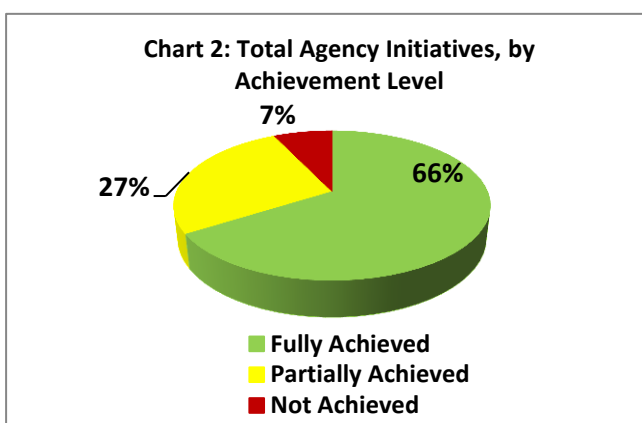
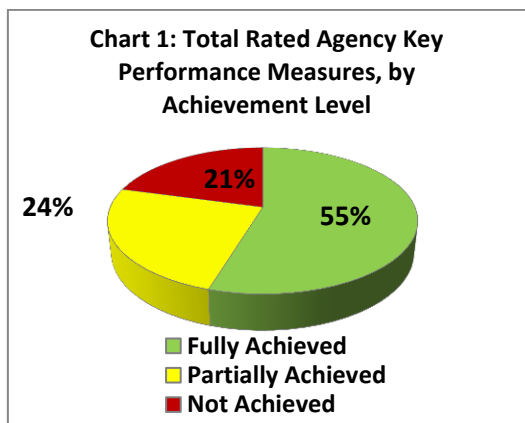
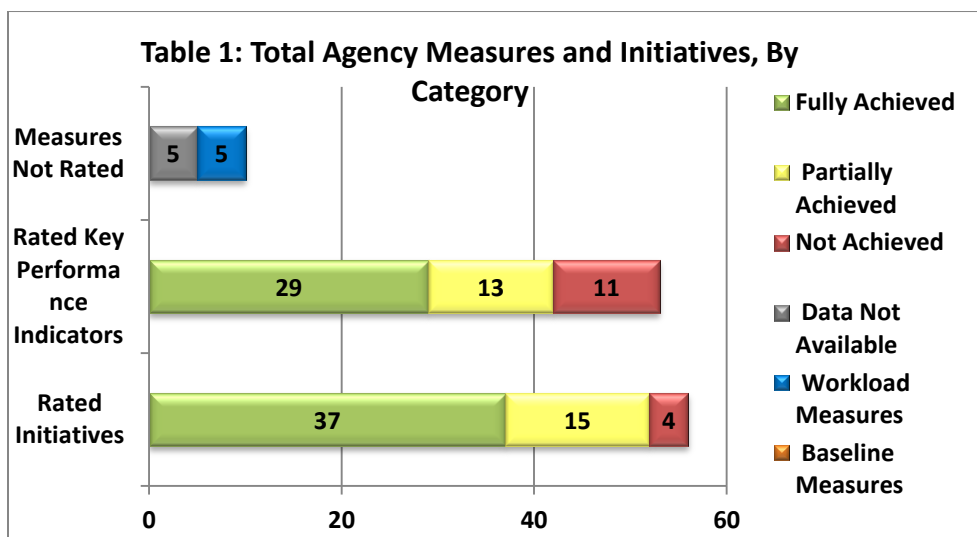
TOP THREE ACCOMPLISHMENTS

The top three accomplishments of DCRA in FY 2015 are as follows:

- ✓ DCRA created an internal Customer Service Department to address the concerns and complaints around wait times when calling into the agency. DCRA can report that customer service waits have dramatically been reduced as the CS Department handles over 5k calls per month.
- ✓ To address the concerns of extended wait times for plan reviews and approvals, DCRA established a sub-group of plan reviewers to specifically focus on Residential Plans as these are highest in volume received by the Agency. The review times have been reduced and are being met within the publicly stated timeframes.



- ✓ The Small Business Resource Center created the SBRC Express to address the needs of small business owners, future and current, with expedited services.



Default KPI Rating:

$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved

“In FY 2015, DCRA fully achieved two thirds of its initiatives and more than half of its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics DCRA uses, including key performance indicators and workload measures, initiatives, and whether or not some of those items were achieved, partially achieved or not achieved. **Chart 1** displays the overall progress is being made on achieving DCRA objectives, as measured by their rated key performance indicators. Please note that chart 2 contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures or



baseline measures. **Chart 2** displays the overall progress DCRA made on completing its initiatives, by level of achievement.

PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

Business and Professional License Administration (BPLA)

OBJECTIVE 1: Maintain efficient licensing operations.

INITIATIVE 1.1: Update our current online system to accept upload documents for BBL applications. The Business Licensing Division (BLD) will conclude its efforts and make licensing categories available online. The new system design will allow applicants to upload documents for our license categories, including those which require an investigation or inspection, to be processed, approved, paid for and issued online. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Partially Achieved.** This initiative relates the DC Business Portal which is still in the development phase and expected to be complete by February 2016. Phase II will include this initiative.

INITIATIVE 1.2: Reduce the number of basic business licensing categories.

The Business Licensing Division (BLD) will analyze and reduce the number of current basic business license (BBL) categories. Categories with little to no active licensees will be eliminated, and active or future licenses will be required to obtain a general business license. The goal of the initiative will be to reduce customer confusion over BBL categories, and to align the BBL program with the current marketplace in the District. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.** This was accomplished in Phase I of the DC Business portal creation.

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

OPLD will expand its online license submission process. At present, there are 25 total license programs encompassing over 130 license types; 17 license programs are online for new application submission. OPLD will expand the availability of online new and renewal license application services to three (3) additional programs, which will provide customers with a more efficient and streamlined license application, supplemental documentation and payment submission process. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.** The Office of Professional Licensing has expanded the availability of obtaining and renewing licenses via online.

INITIATIVE 1.4: Develop and implement updated Special Event Regulations.



Develop and implement updated Special Events Regulations for stationary Special Events in the District. In FY2014, DCRA created the Special Events Regulations Working Group to work with our partner agencies on how best to develop Special Events regulations which achieve our stated purpose of regulating Special Events in a way that support efficient processes. DCRA has been working with HSEMA, MPD, DDOT, FEMS, DOH, ABRA, and others on the development and implementation of these regulations. These Special Events regulations will establish a clear regulatory framework for Special Events that will improve the efficiency and predictability of Special Event planning in the District. These regulations will also support safe Special Events, while still addressing many of the concerns of Special Event organizers and our partner agencies. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Partially Achieved.** A working group was formed under the previous Mayor administration to accomplish this goal however; with the change in administration the working group has not been reconstituted. The working group did accomplish the creation of documents, best practice research and multiple stakeholder meetings.

OBJECTIVE 2: Manage corporate registration and maintenance services.

INITIATIVE 2.1: Continue implementation of new corporate code statutes to include Business Organization Code, Technical Amendment and Benefit Corporation Act.-(Corporations)

The division implemented the massive Business Organization Code. Two important pieces of legislation to supplement this law were enacted in mid to late FY13. The Technical Amendment Act was approved on March 6th, 2013 and the Benefit Corporations Act on May 1st, 2013. As such, the division had to assess the impact of both pieces of legislation and start the process of its implementation. Implementation of these statutes will continue in FY 2014. The division has also finalized its Regulations which went into effect on September 20, 2013. The full implementation of corporate regulations will fall at end of FY 2014 or early FY2015.

Currently, the Corporations Division is in the process of implementing the approved Technical Amendment and Benefit Corporation Acts. The Corporations Division will continue with its implementation plans and updates will reflect the adoption of both statutes by the legislature in FY14. The Division will also work with its vendor and other IT stakeholders to improve the application, offer all services online, and perform data cleanup efforts. Full integration of program changes dictated by the legislation will be a multi-year effort distributed throughout FY14 and FY15. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.** The Agency is registering all benefit corporations and has fully carried out the business organization code.

INITIATIVE 2.2: Assist the Office of Information Systems develop technology integration and data sharing between Corporations Division and Business License Division. Corporations



Division will continue to work to enable corporate data sharing between different application systems. This project will involve a detailed analysis identifying common data points, processing initial information and information changes. The Corporations Division, along with other stakeholders, will work to analyze common business regulatory processes to develop the roadmap for regulatory compliance. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.** This was done in Phase I of the DC Business Portal with software Wizards for customers to access areas of BBL and Corp.

OBJECTIVE 3: Ensure compliance with licensing registration requirements.

INITIATIVE 3.1 Implement and expand Regulatory Compliance Inspection Program (Phase 2).

During FY 2014, RIS initiated the Regulatory Compliance Inspection Program and developed backend resources needed to fully implement this program. We have engaged MPD and ABRA to develop a standardized joint enforcement plan, which will be a cornerstone of this program. We conducted the spring 2014 compliance initiative pilot program, during which we conducted more than 500 business compliance surveys at retail businesses in commercial areas. During this compliance initiative pilot program, we identified areas of focus as we move forward with a more robust compliance initiative program. We also developed IT solutions which will allow us to more efficiently ensure business compliance.

In FY 2015, RIS will continue to expand the Regulatory Compliance Inspection Program. We intend to onboard three (3) additional Business Compliance Investigators. The IT solutions we developed in FY 2014 will be fully implemented and begin to automatically generate information that supports our Compliance Program. Examples of these IT solutions are Monthly auto-generated reports which indicate Businesses who have become non-compliant during the previous month. This report will allow us to target inspection resources to the businesses which are likely out of compliance. The goal of this program will be to promote and monitor compliance of business operators. The Proactive Compliance Inspection Program and the development of a broad publicity campaign will notify the public and business operators in the District that DCRA will be proactively monitoring compliance. A key factor to the Routine Proactive Inspection Program's success will be interagency coordination with other District agencies. To maximize the potential impact of this program, DCRA has reached out to DOH, OTR, MPD, ABRA, DDOE, and others to monitor compliance among all business operators, and in FY 2015, we will formalize these relationships into a standardized City Wide business compliance program. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.** We have completed joint inspections with all sister agencies and have completed the pro-active compliance program.

INITIATIVE 3.2 Enforce Octane Quality Testing Program.



In FY15, the Gasoline and Fuel Pump Octane Measurement Amendment Act of 2012 will be thoroughly enforced by the Office of Weights and Measures. This will include verifying that octane levels are maintained as required, regulating the business community to ensure that all requirements are met, and setting the standard of excellence as set forth by the District of Columbia. In addition the OWM will pursue all merchants found in non-compliance of D.C. Official Code 37-201.01, this enforcement will include citations and stop sale orders. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.** This program was fully implemented into their daily operations of inspections.

OBJECTIVE 4: Protect the citizens of the District of Columbia from unfair and deceptive business practices (Consumer Protection Procedures Act).

INITIATIVE 4.1: Develop and implement OCP Acela system

The Office of Consumer Protection will develop and implement an Acela system cap for tracking and management of all OCP cases. Establishment of this system will increase OCP's operating efficiency, allowing internal resources currently being expended to administrative tasks to be repurposed for substantive consumer protection activities. **Completion Date: March 31, 2015.**

- **Performance Assessment Key: Partially Achieved.** The OCP has been fully integrated into the Acela system. The utilization of the program is still under way.

INITIATIVE 4.2: Develop and Implement Procedures for post-mediation consumer protection enforcement. In order to strengthen the enforcement of the consumer protection laws of the District, The Office of Consumer Protection will develop and implement procedures for exercising its authority under section 3905 of the CPPA, including issuing citations for violations of the CPPA, submitting complaints to the Office of Administrative Hearings and District Superior Court for prosecution of violators, and for providing documentation necessary for licensure penalties – including suspension or revocation – by the Business and Professional Licensing Administration (BPLA). **Completion Date: May 31, 2015.**

- **Performance Assessment Key: Fully Achieved.** The schedule of fines was approved and is now effective, NOIs have been issued and cases have been referred to OAH for prosecution.

INITIATIVE 4.3: Expand Consumer Protection Outreach Efforts

As required by the CPPA, the Office of Consumer Protection will continue to expand our consumer outreach efforts, to educate the public about both threats to consumer welfare, including scams and other predatory business practices, and about resources available to help avoid being victimized by these activities. The OCP outreach program will include public events such as workshops and community events allowing for direct access to consumers, utilization of electronic resources including the DCRA OCP website to provide critical



information and resources for consumers, and coordinating with industry partners to proactively put industry-specific information in the hands of consumers prior to engaging in economic activity, such as new home purchases, auto repair and purchases, and home improvement. **Completion Date: December 31, 2014.**

- **Performance Assessment Key: Fully Achieved.** The OCP expanded their outreach efforts with a dedicated employee for the department who partnered with sister agencies such as, DCHD, LEDC, and various external partners. The outreach included approximately 20 events for the fiscal year.

OBJECTIVE 5: Manage and maintain an efficient Small Business Resource Center.

INITIATIVE 5.1: Roll-out SmartStart for Small Business Program. (JOB CREATION)

The Small Business Resource Center (SBRC) is looking to officially roll-out the *SmartStart for Small Business Program*, providing agency and District government approval. The purpose of the program is to demonstrate the ease of opening a business in the District of Columbia. Program initiatives include proper regulatory compliance at the end of a license cycle and fostering a working relationship with businesses through educational workshops and educational materials. The *SmartStart for Small Business Program* encompasses a 4 to 5 step program to obtain a business license (i.e. General Business, Delicatessen, Catering, and Restaurants that seat 1-10 customers only) for a specific fee. Further research and communication with DCRA's Office of the Chief Financial Officer is required to determine the fee amount. Additionally, the SBRC manager will work closely with the Business and Professional Licensing Administrator (BPLA), Office of the Director, and the DC Office of General Counsel (OGC). **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved**

This program was launched on September 28, 2015. It is a combination of our Regulatory Process of Starting a Business and our Money Smart for Small Business Program, which is a series of four (4) workshops that has been streamlined into one (1). The program was designed to accommodate customers, who due to their hectic schedules were unable to attend each workshop: however, were in need of the training. As a result, we conducted 4 workshops where 21 were in attendance.

INITIATIVE 5.2: Expand partnership opportunities with government agencies. (JOB CREATION)

It is the SBRC's mission to always seek out areas of additional technical assistance and small business education to DCRA's customers. Expanding partnerships with the District and Federal government agencies will enable the SBRC to grow. Several potential services provided to the customers include one-on-one sessions, trainings, and/or symposiums and expos. **Completion Date: September 30, 2015.**



- **Performance Assessment Key: Fully Achieved.** The SBRC expanded education outreach and partnerships with sister agencies across the District. This was evidenced at events such as Entrée DC.

KEY PERFORMANCE INDICATORS-Business and Professional License Administration (BPLA)

 	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
●	1.1	Percentage of business license applications submitted online (new and renewal)	39%	40%		52.65%	131.64%	Business and Professional Licensing Administration
●	1.2	Percentage of professional license applications submitted online (new and renewal)	99%	96%		94%	94.29%	Business and Professional Licensing Administration
●	1.3	Percentage of occupational and professional license renewals processed in 3 days (when a complete application is submitted)	100%	99%		100%	101.01%	Business and Professional Licensing Administration
●	1.4	Number of new vendors licensed pursuant to the new regulations	75	90		132	68%	Business and Professional Licensing Administration



●	1.5	Number of new business license applications. (DC Sustainability JE1.1)	11,374	2,500	2,500	11,401	100.24%	Business and Professional Licensing Administration
¹ ○	1.5b	Percentage of regulatory investigations resulting in the issuance a notice of infraction	24%	30%				Business and Professional Licensing Administration
●	1.6	Percentage of Business Compliance Surveys completed	100%	100%		100%	100%	Business and Professional Licensing Administration
●	2.1	Percentage of corporate filings submitted online	36%	40%		50%	125.41%	Business and Professional Licensing Administration
●	3.1	Percentage of pre-license investigations conducted by regulatory investigations within 5 business days	100%	100%		101.36%	101.36%	Business and Professional Licensing Administration
●	3.2	Percentage of weighing and measuring devices approved	95%	95%		95%	100.11	Business and Professional Licensing Administration

¹ At the creation of fy15 plan, the agency intended to track this information; however previous leadership abandoned the necessity for this information.



●	3.3	Percentage of gas stations compliant with octane rules	0%	95.26		100%	105.26	Business and Professional Licensing Administration
●	4.1	Amount of monies obtained for complainants (refund, settlements, cost of services rendered) in dollars	\$215,064.54	\$220,000.00		\$169,265.59	-23%	Business and Professional Licensing Administration
●	4.2	Percentage of Consumer Protection cases closed	64%	75%		43.56%	-42%	Business and Professional Licensing Administration
●	4.3	Total dollar amount of fines issued (CP)	\$220,000	250,000.00		168,000.00	67.2%	Business and Professional Licensing Administration
●	5.1	Number of group workshops	43	66		72	109.09%	Business and Professional Licensing Administration

Permit Operations Division

OBJECTIVE 1: Ensure building plans comply with construction codes.

INITIATIVE 1.1: Support the Mayor's Green DC Initiatives.

To begin meeting the 2032 target of providing a variety of amenities and services within a 20-minute walk of all residents, the division will create a special permit type for solar electric and solar thermal technologies that will allow for tracking and expedited processing.

Completion Date: September 30, 2015.



- **Performance Assessment Key: Fully Achieved.** In conjunction with our Office of Information Systems, the special permit types were created and are in use by customers applying for solar permits.

INITIATIVE 1.2: Integrate the requirements of the New Construction Code (DCMR 12) and the Green Construction Code into the permitting operations. (PUBLIC SAFETY)

The division will continue to work towards a smooth transition from the current 2008 DC Construction Codes to the 2013 DC Construction Codes (including the new Green Construction Code) by reviewing, updating and developing the new permitting process and requirements (e.g. the transition towards a complete paperless building permit submission and review process, development of a green building and energy code review process).

Completion Date: September 30, 2015.

- **Performance Assessment Key: Fully Achieved.** This was integrated into the workflow of plan reviews. The plan review for compliance with the 2013 Energy Code and the 2013 Construction code have been fully integrated with the electronic submissions in ProjectDox.

INITIATIVE 1.3: Develop the tracking and reporting functions of the internal Acela permitting database to integrate the DC Construction and Green Construction Codes, residential buildings and fuel storage tanks

The division will proceed with the review and development of the internal database to be able to track and report on pertinent information related to the new 2013 Green Construction and Energy Conservation Codes, the number of new construction for one and two family dwellings, and the installation of fuel storage tanks in the District.

Completion Date: September 30, 2015.

- **Performance Assessment Key: Partially Achieved.** The Green Code division developed a system to fully track the energy code and construction code through the issuance of permits. A residential plan review team was created to specifically review one and two family dwellings and address the needs of homeowners and their requests. Staffing shortages prevented full implementation before September 30, 2015.

INITIATIVE 1.4: Create a unified inter-agency plan review and approval process

In FY14, the agency will continue consolidation efforts by working to locate staff from the Department of Health and DDOE (Lead & Asbestos Abatement Branch) within the permit center. This initiative will include coordination between other agencies, a build out of the physical space to re-locate DDOE supervisors and support staff, an interface between other agency systems and Accela, and publicly published timeframes of the plan reviews from each agency. The completion of this initiative will be based on a commitment from each district agency. **Completion Date: September 30, 2015.**



- **Performance Assessment Key: Partially Achieved.** The Permitting Division coordinates with the sister agencies in a more direct manner and established points of contacts with the other agencies. Weekly meetings are held for large scale projects in the city, to include DOEE, WASA, DDOT and any other agency as needed.

OBJECTIVE 2: Provide superior customer service in the Permit Center

INITIATIVE 2.1: Expand the use of ProjectDox as mandated by the new 2013 DC Construction Codes (DCMR 12). In FY14, POD has reviewed and developed appropriate practices as well as implemented procedures to increase public awareness. As a vital service to District Residents and businesses, POD has begun tracking the timelines and efficiency of ProjectDox to encourage greater use and increased transparency as we work to achieve the mandates. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.** Beginning June 28, 2015, all plans were required to be submitted electronically through Project Dox.

INITIATIVE 2.2: Maintain a green website to share applicable green information with the District. The division will provide ongoing development, maintenance and updates to the green building information contained on the DCRA website to provide greater transparency in addition to current and accurate information on green building resources and requirements. **Completion Date: December 31, 2015**

- **Performance Assessment Key: Fully Achieved.** The Green Build division created a website to fully communicate all up to date information on the Green code compliance, resources and tools any customer would need.

INITIATIVE 2.3: Improve the permit application and review process

The division will streamline the permit application process for simple jobs by generating visual, user friendly handouts for decks, single family dwellings and 2-unit flat conversions and occupancy capacity placard applications. Guidelines are being generated and some of which are available in the Permit Center and will be online. **Completion Date: December 31, 2015.**

- **Performance Assessment Key: Fully Achieved.** The unit has implemented an intake checklist form to ensure the documents submitted have met all requirements for code, zoning and Green codes. This process ensures the documents are adequate for review so the submitted plans can move through the review process more efficiently.

OBJECTIVE 3: Manage and maintain District land records.



INITIATIVE 3.1: Make the Surveyor's Office land records available on the internet for public viewing. Currently, the Surveyor's Office maintains two centuries of land records accessible through the DCRA intranet. Customer feedback suggests the Surveyor's Office explore the option of transferring the records onto a publicly accessible website. In FY15, the division will continue to work with the Office of Information Services to explore the possibility of transitioning the digital image database online to reduce customer needs to visit DCRA. The need to access these public records has not been completed due to the lack of funding. It has been made a part of the strategic plan. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Not Achieved.** This goal was not completed because of the need to upgrade the electronic storage system FileNet. That upgrade has not occurred because of the shortage of funding.

INITIATIVE 3.2: Online process of wall check authorization

Each year, the Surveyor's Office processes 600 or more requests for wall check authorizations. In an effort to reduce customer traffic in the customer center, the Surveyor's Office will explore the option of an online service allowing for electronic request for wall check authorizations. A Beta version was developed in 2014. It has just begun to be tested. **Completion Date for full access to the service: March 31, 2015.**

- **Performance Assessment Key: Fully Achieved.** This goal has been fully implemented.

OBJECTIVE 4: Manage agency Building Code Effectiveness.

INITIATIVE 4.1: Building Department Accreditation by the International Accreditation Service, Inc. (IAS). The International Accreditation Service (IAS), a subsidiary of the International Code Council (ICC), is a nonprofit, internationally recognized accreditation body that accredits building departments and provides an independent assessment of a department's administrative, code enforcement, and quality management systems. IAS has developed Accreditation Criteria (AC251) dated June 2013 to provide guidelines for accreditation. DCRA is partnering with the IAS to bring the agency's building department in line with a nationally accepted standard.

DCRA will work with the IAS to achieve accreditation, to ensure DCRA's building department operates under the highest ethical, legal and technical standards and to enhance the services of the building department's effort to provide life-safety and property protection for residents and businesses throughout the District. **Completion Date: February 29, 2016.**

- **Performance Assessment Key: Partially Achieved.** The Agency is still working with the IAS to achieve this goal which is due in 2016.









INITIATIVE 4.2: Building Code Effectiveness Grading Schedule (BCEGS)

Insurance Services Office (ISO), an independent statistical, rating, and advisory organization that serves the insurance industry, manages the BCEGS® program. BCEGS is an evaluation system that has reviewed building-code enforcement for more than 19,000 communities nationwide. Since 1995, trained ISO field representatives have visited communities to survey and collect information on building-code adoption and enforcement practices. ISO analyzes the data and assigns each municipality a Building Code Effectiveness Classification from 1 to 10 for both commercial and residential construction. Class 1 communities represent exemplary commitment to building-code enforcement. Insurers can use the classifications to grant premium credits for buildings constructed in jurisdictions that enforce the latest code revisions.

DCRA will work with the ISO to ensure the efficacy of the agency’s building code enforcement. DCRA will use this process along with the accreditation process to achieve an exemplary class rating for the agency’s building department which could result in great cost savings to District residents and commercial property owners through lowered insurance premiums. **Completion Date: February 29, 2016.**

 **Performance Assessment Key: Partially Achieved.** This goal is still underway as the accreditation process is not complete.

KEY PERFORMANCE INDICATORS-Permit Operations Division

   	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
	1.1	Percentage of green building plan review completed within 30 days	100%	100%		95%	99%	Permit Operations Division
	1.2	Percentage of TPR project reviews by DCRA Technical Review within 15 business days	100%	85%		15%	18.02%	Permit Operations Division



●	1.3	Percentage of all permit applications held for correction	7.8%	12%		8%	143.49%	Permit Operations Division
●	1.4	Total number of solar permit applications completed	N/A	160		672	320%	Permit Operations Division
●	1.5	Total kW of solar photovoltaic (PV) permitted each quarter	N/A	1400		5626	301.86%	Permit Operations Division
●	2.1	Average length of customer wait in Permit Center (minutes)	17.16	15		18	82.45	Permit Operations Division
●	2.2	Percentage of walk through applications processed same day	54.51%	60%		55%	91.72%	Permit Operations Division
●	2.3	Percentage of filed plan reviews completed on-time	92.35%	95%		89%	93.65%	Permit Operations Division
●	2.4	Percentage of permits issued online (postcard and supplemental)	29.08%	25%		46%	186.8%	Permit Operations Division
●	2.5	Percentage of Project Dox use vs. non-use	5.76%	15%		0.75%	5.02%	Permit Operations Division



●	2.6	Percentage of Project Dox reviewed timely	N/A	25%		100%	100%	Permits Operations Division
●	3.1	Percentage of building plats utilizing expedited review service	35.00%	35%		38.78%	110.29%	Permit Operations Division
●	3.2	Percentage of building plats using online services	49.00%	30%		60%	172%	Permit Operations Division

Office of Zoning Administrator

OBJECTIVE 1: Enhance applicant and general citizen satisfaction through timely, efficient and accurate application zoning conformance review processes.

INITIATIVE 1.1: Revise Inclusionary Zoning (IZ) application materials and review process

Applicants find it challenging to provide the information needed for OZA's review of their inclusionary zoning program. In order to provide better clarity about when IZ is required and the information required to be provided to OZA to successfully facilitate the review of this information, OZA will work to revise its current form and provide more detailed, concise information to applicants to make the entire process more transparent and efficient.

Completion Date: December 31, 2014.

- **Performance Assessment Key: Fully Achieved.** The Office of Zoning revised and updated the cert of inclusionary zoning compliance (cizc) application, created and instruction guide to complete the app., conducted a training presentation for the client base and internal staff. The presentation was coordinated with DHCD for the public client.

INITIATIVE 1.2: Develop and Publish Application Example Information Materials

Many applications for permits that are presently submitted are incomplete and deficient. Some applicants are not familiar with the minimum application requirements for the submission of complete forms, plats and plans, that allow for a sufficient zoning review. A set of model examples will be published on DCRA's website, and in a folder at the Permit Center counter, to give applicants [particularly homeowners and small business applicants who are not using architects or other development professionals] how to adequately prepare complete submissions. **Completion Date: January 31, 2015.**



- **Performance Assessment Key: Partially Achieved.** Although the examples were not published to the website, individual plan reviewers for Zoning do have a variety of examples for customers who frequent the permit counter. In conjunction with other Permitting divisions, a checklist was created for intake specialists to ensure customers have the correct information for their permit applications. In addition with the full compliance of Project Dox online submission, customers receive information for accuracy in permit submissions.

INITIATIVE 1.3: Develop a Zoning Interpretations Database

Many interpretations of Zoning Regulations have been developed by the current and past Zoning Administrators that provide guidance to staff and applicants on the application of numerous zoning regulations, standards, and practices. Although these are documented internally, they are in various forms: written memos, letters, emails, and notes in code books. These need to be published in one format, organized to be able to be keyed to specific code citation numbers, and placed in a single database. That database should be publically available as well in the interest of transparency. **Completion Date: June 30, 2015.**

- **Performance Assessment Key: Not Achieved.** This initiative was placed on hold pending the Zoning Commissions adoption of the new Zoning regulations.

INITIATIVE 1.4: OZA Staffing and Skill Requirements related to the revised Zoning Regulations (ZRR). The Office of Planning has drafted a wholesale revision to the District's zoning regulations [ZRR] and expects that the Zoning Commission will adopt them so as to become effective by the spring or summer of 2015. The revised regulations add several new and complicated provisions to zoning. To administer and enforce these regulations, OZA staff will need several sessions of orientation, preparation and training. Additionally, information sessions for DCRA's customers will need to occur and new materials will need to be produced and subsequently posted to DCRA's website to help applicants understand how the new regulations apply to their particular projects. A training program will be prepared, with milestone dates, covering these internal staff training and customer information sessions. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Partially Achieved.** Although the adoption of the new zoning regulations by the zoning commission has been delayed, the Office of zoning has worked closely with the office of planning to understand the format and structure of the new code which will assist the agency when the new regulations are adopted.

OBJECTIVE 2: Leverage technology to improve the permitting review process and outcomes for customers.



INITIATIVE 2.1: Create an on-line application process for the certificate of occupancy (COO) permit. Applicants may currently apply online for building permits, business licenses and expedited Home Occupation Permits (EHOPS) but not to obtain a COO. This initiative will advance the Department’s goal of saving customers time by allowing them to apply for a COO online from their home or business. **Completion Date: December 31, 2014.**

- **Performance Assessment Key: Fully Achieved.** Acela citizen’s access module for online coo applications, for changes of ownership was launched after designed and testing processes were completed.

INITIATIVE 2.2: Shorten the duration of zoning reviews for building permits submitted via Project Dox. In coordination with the Office of Information Services, OZA will work to ensure that the zoning technicians receive sufficient training and resources to meet the Director’s mandate of completing building permit reviews of applications submitted via Project Dox in an expedited manner. **Completion Date: April 30, 2015.**

- **Performance Assessment Key: Partially Achieved.** The Zoning administration achieved a reduction in time associated with the initial review of applications within Project Dox. Project Dox was fully implemented on June 28, 2015 with full participation from customers to submit all plans electronically. Therefore, the measurement of this initiative is not complete.

KEY PERFORMANCE INDICATORS-Office of Zoning Administrator

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
●	1.1	Percentage of Certificate of Occupancy applications receiving OZA initial review, in compliance with prescribed timeframes	87%	95%		87.81%	92.43%	Office of the Zoning Administrator



●	1.2	Percentage of HOPs issued within 10 business days of application submission	14%	50%		14.81%	29.61%	Office of the Zoning Administrator
●	1.3	Percentage of successful defenses of appeals of Zoning Administrator decisions before the BZA	100%	80%		58.33%	58.33%	Office of the Zoning Administrator
●	1.4	Percentage of complaint-initiated enforcement actions occurring within 60 days of receipt of concern	100%	80%		100%	125%	Office of the Zoning Administrator
●	2.1	Percentage of Building Permit applications receiving OZA initial review, in compliance with prescribed timeframes [NEW]	80%	80%		54 %	68.38%	Office of the Zoning Administrator

Inspections Division

OBJECTIVE 1: Manage an efficient construction inspection program.

INITIATIVE 1.1: Develop training program for post disaster damage assessment



DCRA has been designated the primary agency for the new Emergency Support Function #14 in the District response plan. DCRA inspectors need to have formalized training in the processes and procedures of damage assessment. DCRA will establish a training schedule and begin training sessions that will bring the inspection staff to an acceptable level of competency in damage assessment. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Partially Achieved.** The Deputy Building Official has attended all of the trainings associated with ESF #14, and DCRA will be the lead for this initiative and Damage Assessment.

INITIATIVE 1.2: Develop and implement comprehensive quality assurance program for construction inspections. Develop a program for maintaining minimum quality levels of service. The program will include a list of work quality standards, methods for conducting internal quality audits, procedures for document creation and control, and procedures for management reviews. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.** Inspection supervisor conducts field quality audits for all field construction inspectors.

INITIATIVE 1.3: Improve the illegal construction hearing process

In order to better utilize the DCRA Construction Supervisor, hire a new full time employee to function as the full time hearing officer for illegal construction cases.

Completion Date: March 31, 2015.

- **Performance Assessment Key: Fully Achieved.** The Agency was not able to hire an additional employee however, the duties were shifted to an employee who the capacity and the experience to handle the hearing process.

OBJECTIVE 2: Manage an efficient housing inspection program.

INITIATIVE 2.1: Develop and implement comprehensive quality assurance program for housing inspections. This Develop a program will be a system for maintaining minimum quality levels of service. The program will include a list of work quality standards, methods for conducting through a collection of self-imposed standards through activities such as internal quality audits, procedures for document creation and control, and procedures for management reviews. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.** With the addition of a second Housing Code Program Manager, the quality audit standards have been improved, which involves regular checks on field inspections and enforcement cases.



INITIATIVE 2.2: Convert proactive inspectors to FTE positions. Since its creation the Proactive inspections program has used contract inspectors. In order to provide a more stable and cost-effective workforce DCRA will create full-time employee positions to replace the 5 contract employees who currently conduct Proactive inspections.

Completion Date: September 30, 2015.

- **Performance Assessment Key: Not achieved.** The Agency did not receive approval or the funded FTEs to convert the contract staff performing the Proactive function.

OBJECTIVE 3: Develop a premier specialty inspections program.

INITIATIVE 3.1: Revise and implement comprehensive quality assurance program for Third Party inspections. Develop a program will be a system for maintaining minimum quality levels of service. The program will include a list of work quality standards, methods for conducting through a collection of self-imposed standards through activities such as internal quality audits, procedures for document creation and control, and procedures for management reviews.

Completion Date: September 30, 2015

- **Performance Assessment Key: Fully Achieved.** The agency has created a separate unit to handle Third Party Inspection, Plan Review and Compliance. The department was fully implemented at the end of the fiscal year.

INITIATIVE 3.2: Develop process for online Boiler and Elevator certificate renewal

Currently, building owners renewing elevator and boiler inspection certificates must come into DCRA with proof of inspection. DCRA will develop a process of online renewal for the inspection certificates **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Partially Achieved.** This initiative is 50% complete. An SOP has been completed and the next phase is to make the process electronic.

OBJECTIVE 4: Manage and effective Green Inspection program

INITIATIVE 4.1: Develop solar equipment inspection process. The amount of solar energy projects has been increasing in the District over the last few years. These projects often require the cooperation of multiple construction trades. These projects require special inspection knowledge and skills. DCRA will develop processes that capture the processes for performing these inspections. **Completion Date: September 30, 2015.**



- **Performance Assessment Key: Fully Achieved.** This process was created and is implemented by Inspectors in the Green build unit and in the Commercial Inspection unit.

INITIATIVE 4.2: Develop Green code inspection processes. With the adoption of the District’s Green Construction Codes the District’s construction inspectors will need new processes that outline how to perform inspections under these codes. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.** DCRA has developed an inspections process for projects that are required to comply with the Green construction codes that consist of a mid-construction inspection and a final inspection at the end.

KEY PERFORMANCE INDICATORS-Inspections Division

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
●	1.1	Percentage of complaint-related inspections completed within 5 days of the scheduled date	86.49%	86%		81.91%	95.24%	Inspections
●	1.2	Percentage of permit-related inspections completed within 48 hours of scheduled date	93.08%	93%		91.88%	98.79%	Inspections
●	1.3	Percentage of illegal construction cases dismissed at the initial DCRA appeal hearing	9.5%	10%		7.46%	134%	Inspections



●	1.4	Percentage of Construction Inspection quality control audits that result in a disciplinary action.	NA	10%					Inspections
●	2.1	Number of units inspected by Proactive Inspections Team	2318	2,500		3625	145%		Inspections
●	2.2	Percentage of inspections completed as scheduled	92.44%	95%		91%	96.48%		Inspections
●	2.3	Percentage of Housing Inspection quality control audits that result in a disciplinary action.	NA	10%					
●	3.1	Number of Quality Control inspections performed on Third Party Inspections	116	175		152	86.86%		Inspections
●	3.2	Percentage of Third Party Inspection agencies with quality control audits that result in a disciplinary action.	10%	10%		0%	0%		Inspections

Enforcement Division

OBJECTIVE 1: Provide efficient and effective regulatory and compliance processes.

INITIATIVE 1.1: Revamped Contractor Selection Program. The Enforcement Division will explore a new contractor selection process for FY15. Rather than the selection of individual contractors to perform abatement and razes, we contemplate the selection of two primary



general contractors; one for abatements and repairs, the other for razes and demolitions.
Completion Date: September 30, 2015.

- **Performance Assessment Key: Fully Achieved.** The Enforcement Division is following all rules and regulations in the Procurement process to select the appropriate vendor to complete the necessary work.

OBJECTIVE 2: Protect the health and safety of people who visit, live and work in the District of Columbia.

INITIATIVE 2.1: Create efficiencies with scheduling, inspections (service requests) and abatement operations.

The Enforcement Division will utilize Accela to integrate the assigned daily inspections, using ward-based process by inspector and the 15-day re-inspection cycle, with the contracted rehabilitation projects and Abatement Team trash/debris cases, grass/ weed cutting and open/accessible enclosure activities. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.** We have created greater efficiencies with scheduling, inspections and abatement operations through a more comprehensive utilization of Accela. We are anticipating greater efficiencies when the updated version of Accela is launched.

KEY PERFORMANCE INDICATORS-Enforcement Division

	 	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
		1.1	Total number of vacant properties	2220	2400		8156	29.43%	Enforcement
		1.2	Percentage of rate of return on special assessments filed	78.81	68%		75%	110.44%	Enforcement



●	1.3	Total dollar amount of Special Assessments collected	\$842,756	\$600,000		\$796,533	132.76%	Enforcement
●	1.4	Total dollar amount of tax liens collected	\$377,208	\$150,000		\$586,831	391.22%	Enforcement
●	1.5	Number of blighted properties reported to OTR	296	250		244	102.46%	Enforcement
●	2.1	Percentage of registered vacant properties (includes properties that are registered and exempt)	61.59%	68%		40%	59.27%	Enforcement
●	2.2	Percentage of cases "won" with OAH finding of liability ("upheld")	57.14%	68%	68%	45%	66.98%	Enforcement
●	2.3	Percentage of DCRA abatements completed within 30 days	97.29%	87%	87%	37%	43.29%	Enforcement
●	2.4	Percentage of all blight appeals processed		100%		100%	100%	Enforcement



		within 14 days of receipt of appeal	N/A					
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Agency Management

OBJECTIVE 1: Maintain a qualified, healthy, and highly motivated workforce.

INITIATIVE 1.1: Provide quality and consistent training and professional development for all agency employees. In FY'15, the Office of Human Resources will continue to offer internal training and professional development opportunities to increase our internal bench strength and provide an enhanced customer service experience for our customers. The training and development will be varied throughout the year to include, monthly and quarterly. Training will also be in conjunction with DCHR's Center for Learning and Development. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.** The Human Resources Office offered training and development for all employees in the agency. We met our required deadlines by the City and began the process for succession planning in the agency.

Measurement:

% of employees who completed required trainings

FY 2015 projection 95%

INITIATIVE 1.2: Provide training and education on the new green construction and energy efficiency codes. (PUBLIC SAFETY). In FY14, DCRA will review and develop training processes and requirements to keep DCRA staff and sister agency staff current on the technologies and building science as related to the adoption of the new green construction and energy conservation codes. **Completion Date: September 30, 2015.**

INITIATIVE 1.3: Recruit and fill vacant positions within a 90-day timeframe.

The Office of Human Resources will strive to fill all vacant positions open to the public within a 90-day timeframe from the date of posting. To attract the best qualified candidates, the HR department will continue to work closely with hiring managers to identify the best recruiting sources. In conjunction with DCHR, we will continue to streamline the recruitment process to meet the goal. **Completion Date: September 30, 2015.**

- **Performance Assessment Key: Fully Achieved.** Vacant positions were recruited and filled within the allotted timeframe. The vacancy rate was reduced from 12% to 7%.

Measurement:

of vacant positions filled within 90 days from date of posting



FY 2015 projection 25
% of vacant positions filled within 90 days from date of posting
FY 2015 projection 75%

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

INITIATIVE 2.1: Strategic Planning. DCRA has launched an agency-wide strategic planning process to set departmental innovation and improvement goals for the next 3-5 years. The plan will establish timetables and milestones for implementation of the recommendations of the Business Regulatory Reform Task Force as well as draw upon anticipated contributions from the full staff at DCRA, laying a course to take DCRA from being a good agency to a world-class agency. **Completion Date: December 31, 2014.**

- **Performance Assessment Key: Fully Achieved.** The agency completed the agency wide strategic plan and has begun to implement several of the recommendations.

OBJECTIVE 3: Increase public awareness of DCRA programs and services.

INITIATIVE 3.1: Continue to maintain DCRA's Open Government and FOIA Page for Agency Transparency.

DCRA's FOIA team will work with the Office of Information Systems and other internal departments to ensure that DCRA's Open Government and FOIA page contains the most up-to-date information on DCRA's programs and services that can be easily accessed by the public.

Completion Date: September 30, 2015.

- **Performance Assessment Key: Fully Achieved.** The FOIA page is up to date with the most recent information for the agency.

INITIATIVE 3.2: Manage Agency FOIA Request through FOIAXPRESS.

DCRA's FOIA team will post frequently requested documents in the FOIAXPRESS reading room then direct customers to the site to retrieve frequently requested documents. This process should reduce response time for frequently requested documents by 7 business days.

Completion Date: September 30, 2015.

- **Performance Assessment Key: Fully Achieved.** The FOIA Officer posts documents in to the reading room weekly.



OBJECTIVE 4: Support the agency by managing facilities, resources, and reducing risks to agency assets.

INITIATIVE 4.1: Continue to accession documents to the Federal Records Center and scan documents that remain in-house. For fiscal year 2015 the Records Room plans to scan approved building permit applications and architectural drawings (approximately 75 boxes of applications and 420 boxes of architectural drawings) associated with issued building permits issued in fiscal year 2012. The Records Room will also work to scan the approved building permit applications and architectural drawings for the year 2013.

Completion Date: September 30, 2015.

- **Performance Assessment Key: Partially Achieved.** The agency is still in the process of scanning documents and plans.

INITIATIVE 4.2: Interagency collaboration with DPW and DMV ensuring proper preventive maintenance and annual safety inspection are completed timely on all fleet vehicles (PUBLIC SAFETY). In FY14, DCRA conducted preventive maintenance and annual safety inspections on its vehicles. Presently DCRA has (79) seventy vehicles in its fleet. The majority of the fleet (59 out of 79) vehicles are model year 2008 or older. The fleet as a whole is becoming dated. The preventative maintenance and the annual safety inspection are very critical to maintaining an aging fleet. Support Services will provide notification to all DCRA drivers of maintenance requirements, and coordinate with DPW to ensure that preventive maintenance is completed on all vehicles. Also, Support Services will work with DMV to ensure that all vehicles have a safety inspection completed in a timely manner.

Completion Date: September 30, 2015.

- **Performance Assessment Key: Fully Achieved.** The agency works with DPW and DMV on a regular basis for the maintenance of the vehicles and to ensure proper licensure of the fleet. New vehicles purchased through DPW were received and are in fleet operations.

OBJECTIVE 5: Expand and maintain technology infrastructure.

INITIATIVE 5.1: DCRA Inter Agency IT Systems Integration – automate OTR Clean Hands verification process by integrating DCRA IT systems with OTR database.

The Office of Information Systems (OIS), in collaboration with Office of Tax and Revenue (OTR) will work to create an automated method for performing a check on the Clean Hands status of any business entity registered with DCRA. The process is currently a manual and paper based process that adds up to 10 business days for acquiring this certificate from OTR. By automating this process DCRA is working towards improving the customer experience and ensuring that time to open for businesses DC is reduced without compromising on the Government regulatory requirements. **Completion Date: June 30, 2015.**



- **Performance Assessment Key: Not Achieved.** The focus with OTR shifted to getting a better means of charging outstanding liens on tax bills. We made some progress in that direction, with OTR agreeing to facilitate the change. However, OTR recently balked, when they discovered that their computer system is not designed to facilitate this type of billing. They are working to have the situation corrected and hope to be able to accommodate our liens when the tax bills go out in the spring.

INITIATIVE 5.2: Create Business Portal.

One of our top initiatives is to grow and diversify the District economy.” We know DC will be “the most business-friendly city in the country.” To help realize this vision, the District of Columbia’s Department of Consumer and Regulatory Affairs is establishing a capital IT Program to implement “ DC Business Portal” to help aspiring entrepreneurs and current business owners easily find, understand and comply with relevant DC Government business regulations. The focus for this initiative will be those regulatory processes that are under the domain of DCRA along with providing information of all the functions that cross over with DDOT, DSLBD, ABRA, DOH and OTR. This project will enhance businesses’ ability to comply with DC Government business regulations by providing below resources:

- An online information portal with all regulatory information in one place release 1
Completion Date: September 30, 2015.
- Online wizards to provide step-by-step compliance guidance to businesses Release 1
Completion Date: September 30, 2015.

- **Performance Assessment Key: Partially Achieved.** Phase I of the business portal is complete and will be ready for launch in March of 2016. This will include the Basic Business license process and Corporations. Phase II will incorporate other agencies such as DSLBD.

Gray

INITIATIVE 5.3: DCRA Systems Modernization:

DCRA’s OIS will expand the footprint of the enterprise IT System Accela Automation to increase automated inter-departmental functional hand-offs between Permit Operations, Enforcement division and Business Licensing. DCRA functional processes are complex in nature and often require more than one department or sub-division to work on a case/transaction to assist customers. There are departments that currently rely on printing cases in Accela Automation and hand-off the manual file to other departments for completing the process, DCRA OIS shall work on enhancing the Accela Automation system, to be able to complete these interdepartmental hand-offs electronically thereby providing a more transparent and manageable process that shall increase Agency productivity.

Completion Date: September 30, 2015.



- **Performance Assessment Key: Partially Achieved.** The upgrade to Accela will take place over the next month to two months. Additional aspects of the IT modernization project will take place as budget authority allows.

OBJECTIVE 6: Manage the Construction Codes Coordinating Board (CCCB).

INITIATIVE 6.1: Publish and finalize the 2012 DC Construction Code Supplement. (DC Sustainability WS2.2 and WS2.3)

In FY14, agencies will enforce that the proposed DC Construction Codes require that 50% of construction waste be recycled. DCRA will lead the permitting and enforcement of this initiative.

- **Performance Assessment Key: Fully Achieved.** The DC Construction code does require the 50% waste recycle and the agency is enforcing.

INITIATIVE 6.2: Revise building codes to allow the use of alternative water systems. (DC Sustainability WT3.2)

DCRA, in collaboration with DDOE, will ensure the 2013 DC Construction Codes are introduced to DC Council. The new codes will allow the use of alternative water systems clarifying ambiguities in the 2008 Construction Codes.

- **Performance Assessment Key: Fully Achieved.** The new 2013 DC Construction Codes were adopted and do include use of alternative water systems.

INITIATIVE 6.3: Update water-efficiency standards in the District building codes. (DC Sustainability WT3.1)

In FY14, DCRA, in collaboration with DDOE, will ensure the 2013 DC Construction Codes are introduced to DC Council. The new codes, as proposed, will update water efficiency standards to more stringent standards, thus lowering the amount of water used per fixture.

- **Performance Assessment Key: Fully Achieved.** On March 28, 2014, the District adopted the 2013 DC Construction Codes into implementation.

INITIATIVE 6.4: Adopt the latest green and energy construction codes. (DC Sustainability BE4.4)

In FY14, DCRA, in collaboration with DDOE, will ensure the 2013 DC Construction Codes are introduced to DC Council. The new codes, which include the 2012 International Energy Conservation Code and the 2012 International Green Construction Code as amended, will



ensure that a high level of green building design to keep the District on track to meeting the current target of net-zero energy use standards by 2032.

- **Performance Assessment Key: Fully Achieved.** On March 28, 2014, the District adopted the 2013 DC Construction Codes which include the 2013 Energy Conservation Code and the 2013 Green Construction Code.

INITIATIVE 6.5: Enforce the new 2013 DC Construction Codes. (DC Sustainability BE4.4, WT3.1, WT3.2, WS2.2 and WS2.3)

DCRA will develop and build capacity around their green building permit and inspection program. DCRA will write and publish a public Green Building Program Manual that provides detailed guidance to the green building inspections and permitting process. Additionally, permit intake and the inspections IT platform as well as the standard operating procedures will be updated. Finally, new approved FTE positions for a green inspector and green plan reviewer will be created and hired to focus on the implementation of the new green building codes.

- **Performance Assessment Key: Fully Achieved.** The Green Building Program Manual was created and published on the DCRA website. The FTEs were established, recruited and hired to implement the Green Code plan review and inspections.

KEY PERFORMANCE INDICATORS-Agency Management

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
●	1.1	Percentage of Employees that completed required trainings	N/A	95%		85.58%	90.09%	Office of the Director
●	1.2	Percentage of Vacant Positions Filled	N/A	75%		100.00%	133.33%	Office of Director



		within 90 days of date posting						
●	4.1	Percentage of OIG inquires completed timely	100%	100%		100%	100.00%	Office of the Director
●	4.2	Percentage of FOIA requests completed timely	98%	100%		100%	96.34%	Office of the Director
●	4.3	Percentage reduction in number of FOIA requests	4%	8%		16%	207.06%	Office of the Director
●	5.1	Total Cost per copier	\$10,500.00	\$10,250.00		\$10,250.00	\$10,250.00	Office of Director
●	5.2	Percentage of Customers Utilizing Online Payments	51%	55%		55%	100%	Office of Director

WORKLOAD MEASURES – APPENDIX

WORKLOAD MEASURES ●

Measure Name	FY 2013 YE Actual	FY 2014 YE Actual	FY 2015 YE Actual	Budget Program
# of business licenses issued	34,835	28,543	27088	Business and Professional Licenses
# of civil infractions	1,064	1,062		



received by the Office of Civil Infractions			1087	Enforcement Division
# of inspections resulted (all inspections, agency-wide)	67,649	41,297	44,625	Inspections and Compliance/Enforcement Division
# of permits issued (building, supplemental, postcard, etc.) (DC Sustainability WT3.1)	50,147	54,054	51,309	Permit Operations Division
# of NOI's issued for "Failure to Register" Vacant Property	70	90	78	Enforcement Division