



Department of Consumer and Regulatory Affairs (DCRA) FY2016 Performance Accountability Report (PAR)

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 2016 by listing DCRA’s top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Updated our Business Portal to allow applicants to upload documents for all license categories, including those which require an investigation or inspection to be processed, approved, paid for and issued online.	We are very proud of this accomplishment. We strive to make our processes safer and simpler for all DC residents and business owners. Giving our audience the option to obtain business licenses online, is a great step in that direction.	Residents will be able to apply and obtain most businesses licenses online.
Our Office of the Zoning Administrator successfully implemented new zoning regulations.	The new regulations will assist in making our processes safer and simpler for DC residents.	The zoning regulations will provide opportunities for DC residents to have affordable housing within the district, and revise residential regulations to accommodate the growing population of the city.

In FY 2016, DCRA had 44 Key Performance Indicators. Of those, 16 were neutral. Of the remaining measures, 30% (13 KPIs) were met, 14% (6 KPIs) were nearly met, and 20% (9 KPIs) were unmet. In FY 2016, DCRA had 42 Initiatives. Of those, 48% (20) were completed and 14% (6) were nearly completed, and 38% (16) were not completed. The next sections provide greater detail on the specific metrics and initiatives for DCRA in FY 2016.

FY16 Objectives

Division	Objective
Agency Management	Maintain a qualified, healthy, and highly motivated workforce.
Agency Management	Review DCRA's contracts and ensure compliance with OCP, DSLBD and CBE requirements.
Agency Management	Support the agency by managing facilities, resources, and reducing risks to agency assets, and to review, revise and publish a retention policy for all paper and electronic records.
Agency Management	Expand and maintain technology infrastructure.
Business and Professional License Administration	Ensure compliance with licensing requirements.
Business and Professional License Administration	Maintain efficient licensing operations
Business and Professional License Administration	Manage corporate registration and maintenance services.
Business and Professional License Administrator	Manage and maintain an efficient Small Business
Enforcement Division	Make D.C. the Safest Big City in America.
Enforcement Division	Make DC more efficient, effective, and responsive to residents' needs through the use of smart technology.
Inspections Division	Manage an efficient housing inspection program.
Inspections Division	Manage an efficient construction inspection program.
Inspections Division	Develop a premier specialty inspections program
Office of Zoning Administrator	Leverage technology to improve the permitting review process and outcomes for customers.
Office of Zoning Administrator	Enhance applicant and general customer satisfaction through timely, efficient and accurate application zoning conformance review processes.
Permit Operations Division	Ensure building plans comply with construction codes.
Permit Operations Division	Provide superior customer service in the Permit Center
Permit Operations Division	Manage and maintain District land records
Permit Operations Division	Manage agency Building Code Effectiveness.

FY16 KPIs

Objective: Develop a premier specialty inspections program

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of Quality Control inspections performed on Third Party Inspections	175	Q	90		276		366	Neutral Measure	
Percentage of Elevator-related inspections completed within 48 hours of scheduled date	89	Q	68.18	53.49	98.21	95.45	76.4	Unmet	In the first two quarters of the fiscal year the percentages were low due to a staffing shortage. Once the staffing levels were back to normal there is an increase in percentage over the last two quarters.
Percentage of Boiler-related inspections completed within 48 hours of scheduled date.	89	Q	92.44	25	42.58	100	67.1	Unmet	In the first two quarters of the fiscal year the percentages were low due to a staffing shortage. Once the staffing levels were back to normal there is an increase in percentage over the last two quarters.

Objective: Enhance applicant and general customer satisfaction through timely, efficient and accurate application zoning conformance review processes.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of successful defenses of appeals of Zoning Administrator decisions before the BZA	100	Q	100	100	100	100	100	Met	
Percent of complaint-initiated enforcement actions occurring within 60 days of receipt of concern	80	Q	100	100	100	100	100	Met	
Percentage of Home Occupational Permits issued within 10 business days of application submission	50	Q	62.2	79.92	79.35	77.12	73.7	Met	
Percentage of Building Permit applications receiving OZA initial review, in compliance with prescribed time frames	80	Q	70.6	74.36	81.38	72.38	74.9	Nearly Met	The barriers to not meeting this target by 6 points is staffing and volume of work.

Percentage of Certificate of Occupancy applications receiving OZA initial review, in compliance with prescribed timeframes	95	Q	89.74	82.48	85.52	85.39	85.6	Neutral Measure	
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Objective: Ensure building plans comply with construction codes.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of green building plan reviews completed within 30 days.	97	Q	96.29	96.66	99.57	94.36	96.6	Nearly Met	This KPI was only short by 4 tenths of a percentage.
Number of solar permit applications completed	160	Q	277	136	185	264	862	Neutral Measure	
Number of solar photovoltaic (PV) permitted	1,400	Q	277	2,737	6,618	5,889	15,521	Neutral Measure	
Percentage of TPR project reviews by DCRA Technical Review within 15 business days	85	Q	28.27	29.91	28.95		28.9	Unmet	After the start of FY16 the agency performed an overhaul of the Third Party program to include, revision of the Third Party manual; review and inspection process. The focus for the program turned to ensuring the Third Party companies were properly trained, certified and performing at the appropriate levels.

Objective: Ensure compliance with licensing requirements.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of pre-license investigations conducted by regulatory investigations within 5 business days	95	Q	100	99.03	100	95.86	98.1	Met	
Percentage of Gas Stations in compliance with Octane rules.	95	Q	100		100	100	100	Met	
Percentage of Weighing and Measuring Devices approved	95	Q	93.55	93.79	94.88	95.37	94.4	Nearly Met	The division only fell short of the target by .6%. Otherwise the target goal was met.

Objective: Maintain a qualified, healthy, and highly motivated workforce.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of Employees that completed required trainings	100	A					82.1	Neutral Measure	
Percentage of vacant positions filled within 90 days of date posting.	75	Q	62.32	55	73.53	63.16	64.1	Unmet	The majority of DCRA's vacancies are in the areas of inspections and plan review, which are designated as hard to fill positions. These positions require particular skill sets and certifications that are not easily acquired. With much diligence and research, it was determined that the region is suffering from a lack of qualified candidates for these types of positions.

Objective: Maintain efficient licensing operations

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of Business Compliance Surveys completed	100	Q	100	100		100	100	Met	
Percentage of business license applications submitted online (new and renewal)	32	Q	81.7	42.1	70.36		62	Neutral Measure	
Percentage of professional license applications submitted online (new and renewal)	96	Q	75.54	80.8	81.96	86.49	81.8	Neutral Measure	
Percentage of complaint based regulatory investigations resulting in the issuance a notice of infraction	30	Q	66.91	21.48	28.82	30.32	35.9	Neutral Measure	

Objective: Make D.C. the Safest Big City in America.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Total dollar amount of Special Assessments collected	500,000	Q	174,413.80	187,322.10	173,007		534,742.80	Neutral Measure	

Percentage of rate of return on special assessments filed	70	Q	59.87	92.82	61.07		68.3	Neutral Measure
Total dollar amount of tax liens collected	150,000	Q	378,035.90	378,035.90	175,533.7		931,605.50	Neutral Measure

Objective: Make DC more efficient, effective, and responsive to residents' needs through the use of smart technology.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of DCRA abatement's completed within 30 business days.	85	Q	39.55	31.97	38.78	19.12	30.6	Unmet	Currently the agency only has one team, to abate the entire city. Additionally, the agency recently adopted the responsibility to also abate vacant lots. Which substantially increased the workload.
Number of hits on new vacant building tracking system	1,600	Q	0			0	0	Unmet	This system was never created due to insufficient funding.

Objective: Manage an efficient construction inspection program.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of permit-related inspections completed within 48 hours of scheduled date	93	Q	94.68	91.85	91.51	96.31	93.6	Met	
Percentage of complaint-related inspections completed within 5 days of the scheduled date	86	Q	92.76	92.28	95.56	93.55	93.5	Met	

Objective: Manage an efficient housing inspection program.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
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Percentage of inspections completed as scheduled	95	Q	93.97	92.06	95	94.12	93.7	Nearly Met	The agency set out with an aggressive target to complete as many inspections as possible. The achieved percentage is just short of the target. The agency will continue to determine the best targeted amount utilizing current data.
Average number of working days between re-inspection and submission to enforcement section	7	Q	14	14	14	13	13.8	Neutral Measure	
Number of units inspected by Proactive Inspections Team	2,500	Q	424	683	523	515	2,145	Unmet	The target number was an aggressive target for DCRA. The Agency will continue to adjust the goal as it determines the best target amount for each fiscal year. In addition, the division is under new management, which assist in determining the proper workload output.

Objective: Manage and maintain an efficient Small Business

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of Educational One-on-one Sessions	5	Q	115	178	183	156	632	Met	
Number of group workshops	8	Q	22	22	26	28	98	Met	
Percentage of customers in attendance per workshop	18	Q	55.67	62.4	50.12	59.56	57.9	Met	

Objective: Manage and maintain District land records

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of building plats utilizing expedited review service	37	Q	38.52	38	43.33	42.52	40.1	Neutral Measure	

Percentage of building plats using online services	35	Q	68.58	69.77	71.62	57.87	65.9	Neutral Measure
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Objective: Manage corporate registration and maintenance services.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of corporate filings submitted online	50	Q	34.17	88.29	57.21	66.89	66.9	Neutral Measure	

Objective: Provide superior customer service in the Permit Center

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Average number of days in review for ProjectDox plans (Business Days)	10	Q	13	4	10	9	9	Met	
Percentage of filed plan reviews completed within the standard time frame (30 business days), excluding sister agencies.	95	Q	95.12	75.46	95.78	78.3	86	Nearly Met	This division suffered from staffing changes within the Plan Reviewers and within Management. This contributed to not meeting the target goal overall.
Percentage of permits issued online	30	Q	66.69	69.03	26.08	19.84	41.2	Neutral Measure	
Average length of customer wait in Permit Center (minutes)	15	A					18.58	Unmet	It was found that permit applications coming to the permit center needed significant review particularly, with Structural and Zoning disciplines. This increased the wait times for customers in the center.
Percentage of walk through applications processed same day	62	Q	42.78	47.7	46.85	51.25	47.1	Unmet	Customers often were submitting walk-through applications that once the review began, were realized to be applications that needed more extensive review and comments, preventing the division from issuing a same day permit.

Objective: Support the agency by managing facilities, resources, and reducing risks to agency assets, and to review, revise and publish a retention policy for all paper and electronic records.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of OIG inquires completed timely	100	Q	100				100	Met	
Percentage of FOIA requests completed timely	100	Q	96.03	97.6	96.84		96.9	Nearly Met	The volume of FOIA requests is significant for the Agency. The agency has taken steps to adjust personnel to achieve 100% going forward.

FY16 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	Total
Number of Business Licenses issued	Q	7,728	8,274	7,600	6,240	29,842
Number of Civil Infractions Processed	Q	299	181	262	232	974
Number of Inspections resulted	Q	19,229	16,609	16,581	19,006	71,425
Number of Permits Issued	Q	12,051	13,303	15,307	12,401	53,062
Number of Notices of Infraction issued for Failure to Register Vacant Property	Q	1	1	29	230	261

FY16 Initiatives

Title: Provide quality and consistent training and professional development for all agency employees.

Description: In FY'16, 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.

Complete to Date: Complete

Status Update: In FY16 agency employees received professional development training in the areas of customer service, management development, and all required DCHR trainings.

Title: Provide training and education on the new green construction and energy efficiency codes. (PUBLIC SAFETY).

Description: DCRA will refine and deliver green building trainings to keep DCRA staff, third party companies, sister agency staff, and the public current on the sustainable building technologies as related to the District's green building codes and regulations.

Complete to Date: Complete

Status Update: Training was completed throughout the fiscal year for 3rd party companies and staff. Green plan reviews took place for all projects submitted.

Title: Recruit and fill vacant positions within a 90-day time frame.

Description: 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.

Complete to Date: 75-99%

Status Update: The agency reduced the vacancy rate from 7% to 4% in FY16. The only positions that were not filled at the end of the fiscal year were the Building Inspector positions, which are hard-to-fill positions.

If Incomplete, Explanation: This initiative is at 99% completion only because of the hard to fill positions of Building Inspector. The positions require certifications and experience however, the metropolitan region is faced with a significantly low amount of qualified individuals.

Title: DCRA will coordinate and conduct training for all staff that participates in agency contracting task and responsibilities.

Description: We will draft specific and measurable contract administration performance measures in all staff performance plans. We will also ensure that we fulfill all DSLBD and CBE requirements for the fiscal year of 2016.

Complete to Date: Complete

Status Update: Training was provided for all managers and staff who manage or monitor contracts and purchase orders for the agency

Title: DCRA will develop and implement an agency retention policy for all paper and electronic records

Description: We will continue to accession documents to the Federal Records Center, and scan/record documents that remain in-house. The Records Room will also work to scan the approved building permit applications and architectural drawings for the year 2013.

Complete to Date: Complete

Status Update: DCRA completed the scanning of 2013 and 2014 plan and permit documents. We have built an ongoing relationship with the Office of Public Records to ensure we are meeting the established protocols for records management.

Title: Interagency collaboration with DPW and DMV ensuring proper preventive maintenance and annual safety inspection are completed timely on all fleet vehicles (PUBLIC SAFETY).

Description: 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.

Complete to Date: Complete

Status Update: All vehicles have up to date service inspections and maintenance. The agency also worked with DPW to replace aging vehicles with new ones for the beginning of the fiscal year.

Title: DCRA Systems Modernization

Description: DCRA is on target to complete the Accela Automation upgrade to the latest version by September 30, 2015. User acceptance testing will begin in October 2015 upon completion the new system will be pushed to the production environment. DCRA anticipates the Go Live date to be in November 2015 to minimize impact to customers due to holiday seasons. With a new system in place, DCRA can begin the process of re-engineering existing business processes which can be optimized by the new technology allowing for increased efficiency in operations and service delivery.

Complete to Date: Complete

Status Update: The Accela Automation upgrade was completed in FY 16.

Title: Complete DC Business Portal.

Description: The DC Business Portal will 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 the regulatory processes that are under the domain of DCRA along with providing information of all the functions that cross over with other agencies. This project will enhance businesses' ability to comply with DC Government business regulations by providing below resources:

Complete to Date: Complete

Status Update: The DC Business Portal was launched in August of 2016.

Title: Create an automated method for performing a check on the Clean Hands status of any business entity registered with DCRA.

Description: The automated check on the Clean Hands status of any business entity registered with DCRA was created and tested in a non-production environment. It will be placed into production in conjunction with the new Basic Business License Intake system.

Complete to Date: 0-24%

Status Update: This initiative has been stalled due to technical difficulties with sister agency OTR. At this time the operating system for the Office of Tax and Revenue is not able to integrate into the DC Business portal.

Title: Implement and expand Regulatory Compliance Inspection Program (Phase 2).

Description: During FY 2014, Regulatory Investigation Section 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 Department of the Consumer and Regulatory Affairs FY 2015 Performance Plan District of Columbia Government Revised: January 2015 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 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, DOEE, and others to monitor compliance among all business operators, and in FY 2015, we will formalize these relationships into a standard business compliance program.

Complete to Date: Complete

Status Update: FY16 (4th quarter), the Regulatory Investigation Section(RIS) kicked off Proactive Compliance Inspection Program. RIS successfully reached over 3400 business owners to ensure compliance. The kickoff of the 2016 iteration of the program will occur the week of 7/25/16. RIS will continue to reach out and gain the assistance of sister agency stakeholders, DOH, ABRA, MPD, DOEE to monitor compliance among the District's business operators

Title: Expand outreach efforts for farmers and merchant.

Description: In an effort to ensure both merchants and farmers are knowledgeable of regulations as it applies to commercial weighing and measuring devices, the Office of Weights and Measures will host two Farmers Market seminars. Additionally, the Office of Weights and Measures will continue their Ground Pound, which is a hands-on program that reviews business registration within the District of Columbia. The goal of the Ground Pound program is to make certain that commercial devices and scales are in compliance in accordance to the District of Columbia's laws and regulations.

Complete to Date: Complete

Status Update: Prior to the Weights and Measures certificate renewal cycle, OWM has provide merchants both content and site visits to ensure device and scale compliance. On May 7th , the Office of Weights and Measures (OWM) began its Farmers Market Registration Outreach. OWM visited local famers' markets to ensure compliance. Additionally OWM responded to any merchant concerns, and provided information packets that will aid in registration and contact information.

Title: Expand Consumer Protection Outreach Efforts.

Description: 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.

Complete to Date: 50-74%

Status Update: The initiative is ongoing. An additional staff member was added recently who will be able to assist with OCP community outreach efforts and dissemination of information at community forums. OCP Program Manager has had tentative discussions with Agency IT for development and enhancement of OCP website to put industry specific information in the hands of consumers

If Incomplete, Explanation: An additional staff member was needed to assist with OCP community outreach efforts and dissemination of information at community forums.

Title: Update our current online system to electronically accept all documents for BBL applications.

Description: The Business Licensing Division (BLD) will conclude its efforts and make all 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. The current online submission system (OSUB) will be converted into a new system which will be part of a business portal. This initiative will include making adjustments to existing licensing back office system (Accela). The new system will also have a verification check for Corporate Registration (i.e. Trade Name Registration) and Office of Tax and Revenue compliance. Staff Management Portal will generate staff reports which will include the waiting times, and number of transactions completed by the staff. The Avaya Call Management System will track the number of incoming calls daily.

Complete to Date: Complete

Status Update: As a part of the online Business Portal the new system design allows applicants to upload documents for all license categories, including those which require an investigation or inspection to be processed, approved, paid for and issued online. In August 2016, the Portal launched with the aforementioned capabilities. Within two months(Aug. and Sept.), we have received over 2700 new user accounts.

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

Description: OPLD will expand its online license submission process. At present, there are 25 total license programs encompassing over 130 license types; 18 license programs are online for renewal application submission. OPLD will expand the availability of new license application online services to three (3) additional programs, which will provide customers with a more efficient and streamlined license application, supplemental documentation and payment submission process.

Complete to Date: 50-74%

Status Update: OPLD has completed 67% of its FY16 performance plan. OPLD has successfully implemented both Elevator Inspectors and Security Officers application services online.

If Incomplete, Explanation: Two of the three additional services mentioned were more time consuming than initially expected.

Title: Streamline the Special Events Permit Process

Description: DCRA will look to collaborate with our sister agencies such as HSEMA, DDOT, FEMS, DOH and others to explore and create options to streamline the Special Event Permit issuance process. Ideally this collaboration will increase efficiency and condense the process for local organizations, Advisory Neighborhood Commissioners and residents seeking to obtain the proper approval.

Complete to Date: 0-24%

Status Update: DCRA continues to have inter-agency discussions on ways the Special Event Permitting process can be streamlined. Over the past quarter discussion were held with our sister agencies. Ongoing discussions will continue on the level of Advisory Neighborhood Commissioners and residents seeking to obtain their approval

If Incomplete, Explanation: This initiative involves multiple agencies. Over the past quarter discussion were held with our sister agencies. This initiative required significant collaboration amongst all agencies involved in Special Events Permitting (HSEMA, MPD, DDOT, DOH, DPW, etc.). Due to changes at higher levels of the agencies and other more pressing workload initiatives in those agencies, this initiative was not completed.

Title: Department of Health Collaboration for Restaurant Licensing.

Description: The Department of Consumer and Regulatory Affairs will look to collaborate with our sister agency the Department of Health (DOH). This collaboration will be to enhance the process of obtaining the proper licensing and approvals, while further educating the public on our procedures to operate/open a restaurant business in the District of Columbia. We will look to create Guide Sheets pertaining to what is needed to successfully open a restaurant, hold quarterly inter-agency meetings to discuss applicable matters, and software interfacing with the Department of Health to share information regarding licensing issuance and

expiration dates.

Complete to Date: 25-49%

Status Update: DCRA and DOH is in the process of creating new/updating license categories and fees in order to keep up with the demands of industry. We have observed a trend in new and innovative business models, in which our current license categories may not be suited for. Both DCRA and DOH legislative advisers met this quarter to discuss governing laws and specific language for this effort.

If Incomplete, Explanation: DCRA and DOH is in the process of creating new/updating license categories and fees in order to keep up with the demands of industry. We have observed a trend in new and innovative business models, in which our current license categories may not be suited for. Both DCRA and DOH legislative advisers met this quarter to discuss governing laws and specific language for this effort.

Title: Develop technology integration and data sharing between Corporations Division and Business License Division and other components of DCRA and and other related agencies and stakeholders

Description: 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.

Complete to Date: 25-49%

Status Update: The data sharing content conveyed in the initiative is constantly satisfied through the system repository to our internal and external customers. A sharing technology component has been developed and is awaiting full implementation from the OIS

Title: Expand partnership opportunities with government agencies.

Description: 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 will be provided to the customers including one-on-one sessions, trainings, and/or symposiums and expos.

Complete to Date: Complete

Status Update: The SBRC continues to build working opportunities with District and Federal government agencies. This past quarter, the SBRC was apart multiple events including the Howard University (Turner School of Construction Management) Exhibition Fair m and DISB's Coffee and Capital for Small Biz event

Title: Establish a new contractor selection program

Description: Establish a new contractor selection program for the Enforcement Division. Rather than the selection of individual contractors to perform abatement and razes, we will create four contractor groups; Quick Response, Vegetation and Trash Control, Raze and Demolition, and General Enforcement Abatement.

Complete to Date: Complete

Status Update: The division worked the Chief Administrative Officer and the AFO to create better tracking and contract management. For FY17, the agency streamlined the budget request process and will have more oversight over contract management from the OCAO

Title: Establish a comprehensive communications mechanism

Description: Establish a comprehensive communications mechanism to facilitate citizen's, MPD's and other D.C. Department's reporting of unsecured vacant buildings; leading to the rapid deployment of an enhanced Abatement Team to execute closure.

Complete to Date: 25-49%

Status Update: The agency is working the necessary sister agencies to develop a comprehensive communications strategy.

Title: With OIS, OCTO and OTR, establish a real time' tracking mechanism

Description: With OIS, OCTO and OTR, establish a real time' tracking mechanism that will allow citizens, through the use of smart technology, to know what buildings are currently designated as vacant and which of these buildings are taxed at the vacant property tax rate' and which buildings are exempt from the tax . Our Vacant Building Unit enforces the DC Vacant Property Law (DC Official Code Title 42-3131 Chapter 2), which will ultimately the reduction of vacant properties.

Complete to Date: 25-49%

Status Update: This initiative has not fully been realized due to IT upgrades that are needed for the agency.

Title: Decrease processing time for cases being submitted for enforcement action .

Description: When a property owner fails to comply with a notice of violation, housing inspectors must prepare a case for enforcement action. This process involves gathering of all pertinent case related documents and evidence and assembling it so the DCRA Enforcement Section can issue the Notice of Infraction and/or perform abatement work to correct the condition. By using administrative staff and technology we will decrease the time between the re-inspection and submittal to the enforcement section to under 7 working days. This will be checked by comparing the re-inspection date with the date the case is forwarded to the enforcement section. This will be done to all inspections forwarded to our Enforcement Division for further action

Complete to Date: 75-99%

Status Update: Standard operating procedures and business processes have been created for the inspections division to include the processing of notice of infractions.

If Incomplete, Explanation: This is an ongoing initiative that will need additional time to realize full results.

Title: Implement training program for post disaster damage assessment

Description: DCRA has been designated the primary agency for the new Emergency Support Function No. 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.

Complete to Date: Complete

Status Update: This initiative was complete in Q

Title: Improve the illegal construction hearing process.

Description: In order to better utilize construction supervisor hire a Full time employee to function as the full time hearing officer for illegal construction cases.

Complete to Date: Complete

Status Update: This initiative was complete in Q2 of FY 16

Title: Develop and implement a pedestrian safety protection program in accordance with International Building Code Section 3306.

Description: Section 3306 of the International Building Code establishes the requirements developers must follow to protect pedestrian traffic around construction sites. DCRA will develop a program to increase awareness of these requirements and to increase the enforcement of the regulation.

Complete to Date: 0-24%

Status Update: This initiative is ongoing. The agency is creating a plan that includes PSAs and written literature for the community. Planning process is still underway. In a couple of instances corrective measures have been taken for pedestrian walkway safety. We have discussed these measures in some of the community groups and will continue working on this initiative.

Title: Develop and implement comprehensive quality assurance program for the Third Party and Special Inspections Programs.

Description: This program will be a system for maintaining minimum quality levels for service through a collection of self-imposed standards through activities such as internal quality audits, document creation and control, management reviews, etc. We will also impose disciplinary actions and provide performance evaluations of the service provided by the third party company.

Complete to Date: Complete

Status Update: In FY16 the Third Party Program was realigned under the Deputy Director of the Agency and has effectively created and implemented a quality assurance program for Inspections and Plan Review.

Title: Develop process for online Boiler and Elevator certificate renewal and payment.

Description: 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 and payment for the inspection certificates

Complete to Date: 75-99%

Status Update: Due to the magnitude of IT updates that needed to be done in the agency (i.e. Accela upgrades, Business Portal, etc.), this project was not completed by 9/30/16. However, it has moved forward and will be ready for internal testing in the next three weeks

If Incomplete, Explanation: Currently customers can complete the renewal and payment process online for elevator inspections. Due to the magnitude of IT updates that needed to be done in the agency (i.e. Accela upgrades, Business Portal, etc.), this project was not completed by 9/30/16.

Title: Develop a Zoning Interpretations Database.

Description: 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 publicly available as well in the interest of transparency.

Complete to Date: 50-74%

Status Update: This initiative has not yet been completed as the release of the new Zoning Regulations in FY16 that have codified some of the items that would have been included in the database. In addition, the Zoning regulations have increased from 850 to 1050 pages with increased complexity, so the Initiative will be completed in FY17

Title: OZA Staffing and Skill Requirements related to the revised Zoning Regulations (ZRR).

Description: 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/summer of 2016. 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.

Complete to Date: 50-74%

Status Update: OZA has provided guidance to the public on vesting of various development scenarios and created a selection form for applicants to select whether they want their building permit plans reviewed under the current regulations or under the 2016 regulations. A public presentation is planned for this fall.

Title: Implement Priority Plan Review Process.

Description: Initiate priority review of all inclusionary zoning (IZ), affordable dwelling unit (ADU), and Mayor's Initiative for Short-Term Family Housing projects as the first plan reviews to be completed among all assigned zoning reviews.

Complete to Date: 50-74%

Status Update: This initiative is ongoing and will be realized throughout the fiscal year.

Title: Implement Use of Inclusionary Zoning Materials.

Description: Utilizing materials developed under a previous initiative completed by December 2014, continue to proactively educate the community, stakeholders, and internal customers by offering on-line material and at least one (1) training session during Fiscal Year 16

Complete to Date: Complete

Status Update: OZA has developed a new form and revised the current Certificate of Inclusionary Zoning Certification (CIZC) and guidelines to assist applicants in successfully completing these documents in order to comply with the new inclusionary zoning penthouse regulations adopted by the Zoning Commission in January 2106. This material as subject public comment prior to implementation, which was completed in July 2016

Title: Provide Technical Assistance/Coordination Related to Mayor's Initiative for Short-term Family Housing.

Description: Continue to provide technical zoning assistance to the Deputy Mayor and other District agencies regarding the Mayor's initiative to end homelessness in the District. Advise these agencies on the zoning aspects of the process intended to provide housing for formerly homeless residents.

Complete to Date: Complete

Status Update: This Zoning Administrator has participated in several internal staff meetings with sister agencies and attended three community meetings regarding the zoning aspects of the initiative. He further advised other agencies about zoning regulations applicable to the sites, including OP and DGS

Title: Assist Applicants in Understanding and Complying with the Pervious Surface Requirements of DCMR Title 11, Section 412

Description: Develop user guide and related materials to assist the public in understanding the zoning ordinance pervious surface requirements. These materials will assist applicants in submitting compliant plans during submissions for building permit review.

Complete to Date: 25-49%

Status Update: OZA gave input to DOEE and is planning to to work on this initiative further in FY17

Title: Provide for Effective Communication of Perceived Zoning Violations

Description: Develop an online zoning complaint form for complainants to use to notify the Office of the Zoning Administrator of potential zoning violations. This information will assist OZA in gathering necessary information regarding alleged violation and support an efficient review of the complaints and related enforcement actions. POD will offer the ability to apply for, submit construction documents, and pay for the most common permit types completely online, eliminating the need to make a trip to DCRA to secure these permit types.

Complete to Date: 50-74%

Status Update: This initiative is ongoing pending needed IT upgrades for the agency.

Title: Support the Mayor's Green DC Initiatives.

Description: To begin meeting the 2032 target the division will create permitting guidelines for sustainable technologies including green roofs, community gardens, and rainwater capture systems.

Complete to Date: 75-99%

Status Update: The Green Build team has established a final draft for the Green Roof permitting guidelines and is in review with all necessary stakeholders

Title: Streamline the enforcement of the new 2013 Construction Codes (DCMR 12), including the Green Construction Code into the permitting operations.

Description: 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 streamlined green and energy code review process).

Complete to Date: Complete

Status Update: The transition from the 2008 to the 2013 construction codes is complete. All applicable building permits are being reviewed to the new 2013 DC Green Construction Code and 2013 Energy Conservation Code

Title: Fully implement ProjectDox (electronic plan review) as mandated by the new 2013 DC Construction Codes (DCMR 12).

Description: In FY15, POD has reviewed and developed appropriate practices as well as implemented procedures to increase public awareness of ProjectDox. As a vital service to District Residents and businesses, POD has begun tracking the timelines and efficiency of ProjectDox to offer increased transparency and demonstrate improved review timelines for plan review. POD will continue to offer, at a minimum, quarterly trainings for the development community to educate these stakeholders about Project Dox and offer updated guides as enhancements to the platform are implemented.

Complete to Date: Complete

Status Update: Project Dox has fully been implemented, with requirements for all applications to be submitted electronically.

Title: Maintain a green website to share applicable green information with the District.

Description: 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.

Complete to Date: Complete

Status Update: The Green Building program regularly updates and maintains information on the agency website for green education, programming, etc. buildgreen.org

Title: Improve the permit application and review process

Description: The division will streamline the permit application process for simple jobs by generating visual and user friendly handouts for decks, 2-unit flat conversions and occupancy capacity placard applications. Guidelines are being generated for these common permit types which will be available both in the Permit Center and online. POD will offer the ability to apply for, submit construction documents, and pay for the most common permit types completely online,

eliminating the need to make a trip to DCRA to secure these permit types. POD will move forward with full implementation of the Residential review group, which provides dedicated permit review resources and reduced review timelines for new construction and alteration and repair of single family dwellings and two family flats, ensuring prompt reviews for these projects.

Complete to Date: 75-99%

Status Update: Significant improvements have been made to the permit application and review process throughout the fiscal year, to include the residential review team, an increase in the Homeowners Center staff and the plan review staff.

If Incomplete, Explanation: Improving the permit application and review process is an ongoing initiative. In addition to adding line staff to the plan review team and the Homeowners Center, there have been changes to the senior and management staff that have had an impact on productivity at the end of the fiscal year.

Title: Make the Surveyor's Office land records available on the internet for public viewing.

Description: 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 FY16, 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 the need to upgrade existing software and the requirement of additional programming for internet accessibility. It has been made a part of the strategic plan.

Complete to Date: 25-49%

Status Update: The Surveyor has worked with the Office of Information Systems to move the process forward. Budgetary concerns have been resolved, and we are currently waiting on our OIS division to implement.

Title: Online process for ordering subdivisions

Description: Each year, the Surveyor's Office processes 400 or more requests subdivisions. In an effort to reduce traffic in the customer center, the Surveyor's Office will initiate the process online service for facilitating electronic requests for subdivisions. A Beta version will be developed in FY2016 for online ordering of subdivisions.

Complete to Date: 50-74%

Status Update: Currently the office has an online system for requesting building plats using Quickbase as the platform. With the forthcoming upgrades to our IT systems, this initiative will have the possibility of moving forward to have all requests online. We anticipate the upgrades will be completed this year.

Title: Building Department Accreditation by the International Accreditation Service, Inc. (IAS)

Description: 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.

Complete to Date: 75-99%

Status Update: The accreditation process is fully underway. The agency partnered with the crediting organization in June 2016 to complete all necessary applications and we are moving through the approval process