

Department of Consumer and Regulatory Affairs FY2019

Agency Department of Consumer and Regulatory Affairs

Agency Code CRO

Fiscal Year 2019

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.

2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Turning Around Agency Performance: For the first time in three years, DCRA exceeded all the targets of Key Performance Indicators (KPIs) in two quarters straight during the second half of FY19. This accomplishment extended to the additional metrics listed on the agency's public facing "DCRA agency dashboard". As an example, the agency has a target of issuing business licenses to online applicants within 1 business day of 55%--DCRA has surpassed this target by more than 30%. DCRA has also made its agency's performance fully transparent with the creation of a public dashboard that residents and businesses can view on the agency's website.	Various programs and processes were examined and improved upon for operational efficiencies and effectiveness to provide better customer service. Providing excellent customer service and improving agency performance with a data driven approach are part of DCRA's Vision 2020 plan that started in FY19 and this accomplishment is a testament of DCRA's staff commitment to excellence under the new leadership.	As a result, the DC residents and businesses received better customer service, and faster or on-time processing in permits, licensing, registration, and inspection. The public can also monitor DCRA's performance via "DCRA agency dashboard" on its website.
Launched Cutting-Edge, "Uber" Model for Inspections: DCRA launched our pilot Inspection Training Program that trains participants to become vacant building, housing and construction inspectors. As of the end of FY19, 252 participants had gone through the training and DCRA has started deploying these inspectors.	The agency has been able to develop a new talent pool of on-demand inspectors to keep pace with the District's growing demand for inspections.	The program aims to allow participants, most of whom are District residents, to earn extra income. Participants that complete and pass the appropriate training exams are able to work as an independent contractor.
Addressing Housing Code Violations on an Accelerated Basis with public transparency: DCRA began issuing Notices of Infraction (NOIs) instead of a Notices of Violation (NOVs) whenever a housing code violation was found to accelerate the repairs or abatement of housing code violations. This streamlining effort shrunk the process by 50%, from 133 calendar days to 66. DCRA inspectors also began using mobile tablets to access a housing provider's violation history and submit inspection reports from the field. Along with streamlining the enforcement process, DCRA has significantly stepped up its enforcement activities, issuing 80% more NOIs in the fourth quarter (Q4) compared to the first quarter (Q1), from 298 in Q1 to 1,476 NOIs in Q4. The agency is also proud to report that while the number of issued NOIs has gone up, the number of NOIs requiring correction has decreased by 76%, from 186 in Q1 to 44 in Q4. In addition, DCRA has published housing code inspection results on an interactive map on DCRA's Agency Dashboard highlighting the location and number of inspections where violations were found, and the details of inspections where violations were abated per agency's records.	Not only the agency has gained operational efficiencies among various groups in the agency, this has also improved the work quality, data quality, and cross functional collaboration to meet the set goals.	By accelerating the enforcement effort on the housing code violations and holding property owners accountable with housing code violations, DC residents who are living with housing code violations get faster response from the property owners for repairs and abatement. Existing and potential DC residents can also make informed renting decisions using the agency's interactive map of housing code inspection results.

2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
1 - Provide timely and efficient processes to promote and improve the progression and business development in the District of Columbia. (4 Measures)											
Percent of businesses applying online that receive their license within one (1) business day from the date of submission	Quarterly	Not Available	83.9%	55%	78.8%	78.3%	80.2%	85.2%	81%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of compliant businesses that have renewals processed within one (1) business day from the date of application receipt	Quarterly	Not Available	85.5%	70%	85.1%	87.2%	83.5%	91.1%	87.1%	Met	
Percent of corporate registrations processed online, meeting the customer's request for expedited service of one (1) or three (3) business days	Quarterly	Not Available	89.8%	85%	92.3%	91%	90.6%	89.7%	91%	Met	
Percent of Basic Business License, Corporation, and Office of Professional Licensing transactions that are conducted online	Quarterly	Not Available	64.9%	45%	61.9%	79.9%	60.6%	68%	68.9%	Met	

2 - Provide accurate, thorough and efficient plan reviews, within the specified timeframes, to effectively issue permits to the residents and project developers of the District of Columbia. (2 Measures)

Percent of Permit applications that are reviewed by PRC within 2-business days	Quarterly	New in 2019	New in 2019	90%	70.9%	89.8%	99.6%	98.7%	90.9%	Met	
Percent of Project Dox permit applications that are reviewed within 30 business days of acceptance by the agency (not including sister agencies)	Quarterly	New in 2019	85.9%	90%	91.2%	94.4%	96.1%	95.1%	94.3%	Met	

3 - Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing. (3 Measures)

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of exempted properties that are reinspected within 90 calendar days of receiving exempt status	Quarterly	Not Available	24.8%	90%	45.5%	79.2%	99.6%	97.8%	84.7%	Nearly Met	DCRA's new leadership team was established in the middle of Q1 of FY 19 and began evaluating processes and operational opportunities for improvement and renewed agency's focus on agency performance. For this KPI, improvements were implemented in Q2 and resulted in increased performance beginning in that quarter and exceeded the target for Q3 and Q4. Q1's poor performance prevented the agency from achieving the annual target of 90%.
Percent of Notices of Infraction related customer inquiries that are resolved in one interaction with DCRA staff	Quarterly	New in 2019	New in 2019	65%	88.6%	88.7%	92.9%	96.7%	90.3%	Met	
Percent of Vacant Building Enforcement initial inspections completed within 38 business days from date of complaint submission	Quarterly	New in 2019	New in 2019	85%	82.2%	97.6%	99.5%	96%	94.3%	Met	
4 - Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to improve safety and development in the District of Columbia. (4 Measures)											
Percent of inspections resulted (with NOV or inspection reports) within 30 calendar days of initial inspection	Quarterly	97.9%	96.7%	95%	96.4%	97.2%	97.8%	99.5%	97.8%	Met	
Percent of Housing Notices of Violation that are referred to the Office of Civil Infractions within 60 days of reinspection	Quarterly	Not Available	85.5%	80%	79.8%	76.6%	79.2%	100%	87.4%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of construction inspections completed on date identified when scheduled	Quarterly	Not Available	83.2%	90%	83%	86.9%	94.4%	91.2%	89.1%	Nearly Met	DCRA's new leadership team was established in the middle of Q1 of FY 19 and began evaluating processes and operational opportunities for improvement and renewed agency's focus on agency performance. For this KPI, improvements were implemented in Q2 and resulted in increased performance beginning in that quarter and exceeded the target for Q3 and Q4. Q1's poor performance prevented the agency from achieving the annual target of 90%.
Percent of construction inspections resulting in a disapproval by DCRA in accordance with District Code	Quarterly	New in 2019	New in 2019	20%	31.7%	28.8%	29.9%	30.4%	30.2%	Unmet	This is a new KPI measure with the intent to establish a baseline and therefore it does not count against the agency's performance in FY 19. This measure was intended to assess the construction community's existing compliance with District Code. Throughout FY 19, DCRA ramped up efforts to ensure code compliance and found that 30% out of the approximately 25,000 inspections were not in compliance with the District Code. These disapprovals help to ensure the safety and welfare of the District, its infrastructure and District residents.
5 - Create and maintain a highly efficient, transparent and responsive District government. (8 Measures)											

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	81.8%	No Target Set	
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.6%	No Target Set	
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	No Target Set	
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

*Mayoral agencies include agencies under the Health and Human Services, Education, Public Safety and Justice, Operations and Infrastructure, Economic Development, and Internal Services clusters. It excludes all independent agencies and select EOM agencies.

*The HR management, Financial Management, IT Policy and FOIA Compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measures based on summary-level data from various agencies, and cannot verify the accuracy of any calculations.

*The 2019 DC Enterprise Data Inventory (EDI) contains datasets published on DC's Open Data Portal, which is current as of March 9, 2019, and any datasets published to the portal after the above date were not included in the measure's calculation.

*Due to data lags, FY 2019 data for the following core business measures will be published in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
1 - Business Investigations (4 Measures)							
Number of investigations conducted	584	4324	862	1327	1255	750	4194
Number of Notices of Infraction (NOI), Notices to Discontinue, or orders to cease and desist issued by Regulatory Investigations	741	317	57	77	55	66	255
Number of business compliance surveys conducted	4010	1628	15	0	0	301	316
Number of Notices of Infractions (NOI) issued by Vending	New in 2019	New in 2019	12	2	1	10	25
1 - Business License Issuance (7 Measures)							
Number of business licenses issued	23,413	34,145	5979	7977	8018	9464	31,438
Number of applications submitted for new business licenses	11,380	11,464	2309	2780	3081	3195	11,365
Number of group workshops held by the Small Business Resource Center	90	81	13	22	20	19	74
Number of customers serviced by the Small Business Resource Center (SBRC)	2473	2414	347	579	903	613	2442
Number of elevator certificates issued	4245	3337	761	1075	1435	1331	4602
Number of outreach events attended by SBRC Staff	101	24	9	15	23	17	64
Number of business licenses renewed	17,098	22,218	3662	5426	5252	6251	20,591
1 - Corporate Registrations (2 Measures)							
Number of corporate entities registered	16,103	17,619	4295	4775	4851	4767	18,688
Number of other corporate filings registered	12,648	67,029	7065	34,601	15,131	11,785	68,582
1 - Professional Licensing Issuance (3 Measures)							
Number of applicants tested	3217	8940	2222	2452	2455	2575	9704
Number of professional licenses issued	10,801	10,406	3307	2540	2374	2887	11,108
Number of professional licenses renewed	16,745	34,778	5638	4205	6129	12,262	28,234
1 - Special Event Approval (1 Measure)							
Number of special events issued	123	99	30	5	47	29	111
1 - Weighing Devices Registered (2 Measures)							
Number of weighing and measuring devices approved	7720	6980	1248	1703	1931	1927	6809

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
Number of Notices of Infractions (NOI) issued by Weights and Measures	New in 2019	New in 2019	4	0	0	0	4
2 - Address Issuance (1 Measure)							
Number of addresses issued	320	368	67	60	78	57	262
2 - Issuance and Maintaining of Land Survey Plats (3 Measures)							
Number of plats prepared	11,431	6142	1334	1415	1735	1565	6049
Number of plats processed with expedited service	2714	2901	670	641	863	830	3004
Number of Sub-Divisions processed	400	415	78	111	108	95	392
2 - Permit Issuance (4 Measures)							
Number of permits issued	49,965	53,614	14,482	14,621	15,629	15,082	59,814
Number of permit applications submitted	68,914	62,400	15,709	15,884	17,167	16,518	65,278
Number of Certificates of Occupancy issued	3316	3483	776	782	878	837	3273
Number of permit applications submitted online	38,865	31,121	8386	8654	9038	8779	34,857
3 - Abatement (3 Measures)							
Number of buildings abated	2132	1104	108	193	209	311	821
Number of properties requiring contractor abatement	71	101	8	10	17	36	71
Number of vacant lots abated	50	95	13	18	35	30	96
3 - Civil Infractions (3 Measures)							
Number of infraction notices issued	2022	1868	298	374	651	1476	2799
Number of Notices of Infraction (NOIs) requiring correction	New in 2019	New in 2019	186	76	70	44	376
Number of Notices of Infraction (NOI) issued by Vacant Building Enforcement	New in 2019	New in 2019	0	44	12	83	139
3 - Liens and Fines (1 Measure)							
Number of liens issued	175	75	271	225	233	300	1029
3 - Vacant Building (2 Measures)							
Number of vacant buildings surveyed	6588	7284	1286	1644	2163	2476	7569
Vacant lots inspected	183	371	98	39	143	152	432
4 - Construction Inspections (2 Measures)							
Number of illegal constructions inspections conducted	2584	2189	885	528	728	709	2850
Number of permit construction inspections conducted	22,248	24,290	5599	6599	6518	6765	25,481
4 - Housing Inspections (1 Measure)							
Number of residential inspections conducted	11,510	12,226	2243	1971	1910	1437	7561
4 - Proactive Inspections (3 Measures)							
Number of proactive inspections conducted	4252	3171	943	1349	1286	1040	4618
Number of NOI issued following Property Maintenance Inspections	New in 2019	New in 2019	74	110	381	1110	1675
Number of NOI issued following Proactive Property Maintenance Inspections	New in 2019	New in 2019	0	0	0	0	0
4 - Specialty Inspections Program (2 Measures)							
Number of boiler inspections conducted	700	512	8	87	24	22	141
Number of conveyances inspections conducted (elevators, man lifts, escalators, dumbwaiters)	225	423	154	108	76	81	419

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
4 - Third Party Inspections Program (2 Measures)							
Number of quality control inspections performed on third party inspections	514	535	116	101	117	93	427
Number of third party reports entered into Accela	13,915	40,273	12,773	13,088	12,205	12,586	50,652

2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Provide timely and efficient processes to promote and improve the progression and business development in the District of Columbia. (6 Activities)			
WEIGHTS AND MEASURES	Weighing Devices Registered	Weights and Measures division conducts onsite visits to test weighing devices and register them if they meet standards.	Daily Service
BUSINESS SERVICE CENTER	Business License Issuance	Responsible for issuing and renewing business licenses.	Daily Service
CORPORATION DIVISION	Corporate Registrations	The vehicle for which residents can create and register corporate entities.	Daily Service
OCCUPATIONAL AND PROFESSIONAL LICENSING	Professional Licensing Issuance	Responsible for issuing and testing for professional and occupational licensing.	Daily Service
REGULATORY INVESTIGATIONS	Business Investigations	Investigating district businesses upon their creation and renewal. Also investigates businesses to ensure compliance with applicable regulations.	Daily Service
BUSINESS SERVICE CENTER	Special Event Approval	Issue and provide approvals for special events held on public spaces.	Daily Service
2 - Provide accurate, thorough and efficient plan reviews, within the specified timeframes, to effectively issue permits to the residents and project developers of the District of Columbia. (4 Activities)			
PERMITS	Permit Issuance	Issue permits for the following areas: Building, supplemental, post card, home occupational and certificate of occupancy permits.	Daily Service
PLAN REVIEW	Permit Plan Reviews	Review of plans and blueprints submitted for permit issuance.	Daily Service
SURVEYOR	Issuance and Maintaining of Land Survey Plats	Maintain and issue land survey plats and land records in the District.	Daily Service
PERMITS	Address Issuance	Issue new addresses for new construction, or change addresses for existing structures.	Daily Service
3 - Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing. (4 Activities)			
VACANT PROPERTY	Vacant Building	Responsible for the registration, maintenance and tracking of all non-government buildings and structures in the District.	Daily Service
PROPERTY MANAGEMENT	Civil Infractions	Processes civil infractions through any related hearings and is responsible for collection of fines.	Daily Service
SCHEDULING & ENFORCEMENT UNIT	Abatement	Coordinates the abatement of properties and structures with code violations.	Daily Service
PROPERTY MANAGEMENT	Liens and Fines	Places liens on properties with outstanding fines/fees through the special assessment process.	Daily Service
4 - Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to improve safety and development in the District of Columbia. (5 Activities)			
RESIDENTIAL INSPECTIONS	Housing Inspections	Housing Inspections Program ensures habitable housing by responding to tenant requests for residential inspections.	Daily Service
CONSTRUCTION COMPLIANCE	Specialty Inspections Program	Responsible for inspecting and approving boilers and elevators throughout properties in the District.	Daily Service
CONSTRUCTION COMPLIANCE	Construction Inspections	Responsible for the inspection of construction sites for code compliance and proper permits.	Daily Service
RESIDENTIAL INSPECTIONS	Proactive Inspections	Proactively inspect residential apartment units for code compliance, to prevent hazards or harsh living conditions for tenants.	Daily Service
CONSTRUCTION COMPLIANCE	Third Party Inspections Program	Third Party Inspections are conducted to ensure quality inspections are being performed by third party inspection agencies.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
5 - Create and maintain a highly efficient, transparent and responsive District government. (2 Activities)			
CUSTOMER SERVICE	311 Integration	To provide the residents of the District of Columbia with a seamless process for alerting DCRA of matters that need agency attention such as, vacant property abatement, exterior residential inspection, etc.	Key Project
Process Improvements and Training	Process Improvements and Training	Process Improvements and Training	Daily Service

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Business License Issuance (2 Strategic Initiatives)				
Business Licensing Categories	In FY 19, DCRA will reduce customer confusion over BBL categories through the reduction or realignment of the BBL program with the current marketplace in the District. Categories with little to no active licenses will be eliminated, and active or future licenses will be required to obtain a general business license. This initiative will result in the delivery of proposed legislative changes to the District Council.	Complete	In FY 19, DCRA engaged a working group of stakeholders including BBL customers; based upon the recommendations of the working group, DCRA streamlined 113 individual BBL types into 12 groups to reduce customer confusion over BBL categories to better align the current marketplace in the District. In FY 20, DCRA will launch the communications campaign for this initiative.	
Business Licensing Center eRenewal Stop	In FY 19, DCRA's Business Licensing Center will set up two (2) separate kiosk stations for customers who wish to renew their business license. These kiosks will provide faster service and encourage the customers to use the online system.	Complete	The 2 new kiosks were installed in the fourth quarter and became operational and available for use by DCRA's customers seeking renewal of their business license. They are available on the 2nd Floor of 1100 4th St, SW.	
Permit Plan Reviews (1 Strategic Initiative)				
Permit Application workflow	In FY 19, DCRA will revise the permit application workflow enhancing service to customers, reducing permit review wait-times, and providing additional opportunities for customers to skip the trip.	Complete	<p>Throughout FY 19, DCRA has completed many activities that all serve to increase service to DCRA's permit customers. These activities include:</p> <ul style="list-style-type: none"> • Creation of standardized procedural guidelines for general and specific project checklists to enhance consistency amongst plan reviews, • Enhancements made to the permit application form to provide a greater customer experience, • Creation of individual discipline-specific checklists designed to be self-explanatory to design professionals and property owners providing applicants with a better understanding of the criteria for reviewing their applications, • Revisions made to the permit application workflow, • Implementation of Mandatory Meetings wherein applicants that have not satisfied the requirements to receive a building permit following 3 review cycles, are required to attend a meeting with DCRA staff and the applicant's design professionals to ensure a common understanding for all errors identified within the building plans. • Made additional building permit application types online, with the inclusion of the Raze Permit application, all Building Permit application types are now available for submission online. <p>The agency has improved performance on the KPI for completing plan reviews within 30 business days, and has now achieved a 95% compliance rate or higher on this KPI for two consecutive quarters; and surpasses the 90% target for all of FY 19.</p>	
Process Improvements and Training (1 Strategic Initiative)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Staff Training	Train all DCRA staff (managers and line) on existing and new IT initiatives/programs/software in the agency. The goal is to ensure all agency staff are sufficiently trained on the use of any and all agency systems supported by the Office of Information Systems. The agency will close for one day per quarter to conduct the necessary trainings. The trainings will be conducted based on level of use by the employees, ranging from read only access to expert user.	Complete	DCRA has conducted training during each quarter in FY19. In Q2, the agency launched the DCRA Training Academy using the online learning platform, Lessonly. The Training Academy developed content for 19 courses, including introduction to DCRA and Lessonly, Performance Management, Customer Relationship Management, Review of the Agency Dashboard, Standard Operating Procedures for various business units, and basic elements of Human Resources needs to help streamline and ensure consistency with the agency's on-boarding processes.	