★ ★ ★
WE ARE
WASHINGTON
DC

Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

Kevin Donahue
Interim City Administrator

Department of Consumer and Regulatory Affairs FY2020

Agency Department of Consumer and Regulatory Affairs   **Agency Code** CR0   **Fiscal Year** 2020

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 issues construction permits after reviews of construction documents to ensure compliance with building codes and zoning regulations. Construction activity, buildings, and rental housing establishments are inspected and housing code violations are abated, if necessary. To protect consumers, DCRA issues business and professional licenses, registers corporations, inspects weighing and measuring devices used for monetary profit, and issues special events permits.

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Enhanced the safety of residents and economic interest of business owners through Digital Transformation: Since FY19, DCRA has embarked on a digital transformation journey and began providing customers with the ability to use our services online. In FY20, that included revamping DCRA's website, making it easier to navigate, updating content, optimizing it for mobile devices, and digitizing as many application forms as possible, such as the Certificate of Occupancy (C of O), to save people from having to visit our offices. When the COVID-19 pandemic made in-person inspections challenging for health reasons, DCRA was prepared to respond to the crisis, and immediately began offering virtual inspections. Part of DCRA's transformation is also a commitment to transparency. It's not good enough to say we're going to improve; we expect to be held accountable to these goals. In this spirit, DCRA has made our performance fully transparent with the expansion of the public dashboard that residents can view on our website.	DCRA began offering virtual inspections after the COVID-19 public health emergency was declared, demonstrating a commitment to employees' safety during the pandemic. DCRA's digital transformation also improved transparency and accountability, by enabling business divisions to track their performance indicators in real time, resulting in a significant improvement in KPI performance, from 77% of KPIs met in FY19 to 95% of KPIs met in FY20.	Most of DCRA's services are available online and the agency began offering virtual inspections after the COVID-19 public health emergency was declared, helping ensure residents' safety during the pandemic. DCRA's public website has also been revamped and is easier to navigate. Additionally, residents can track DCRA's performance in real time on the public dashboard available on DCRA's website.
Created more job opportunities for residents: In FY20, the Resident Inspector Program, which was launched in FY19, continued to expand, contributing to the improvement of residential code enforcement. Through this program, DCRA trains District residents to perform housing, illegal construction, and vacant building inspections, and then pays the trained inspectors whenever they successfully complete an inspection.	As of August 2020, more than 170 District residents have become certified Resident Inspectors, improving DCRA's response time to inspection requests. Housing inspections are completed within 7 days instead of 14 days. Vacant property inspections completed in a couple of days instead of weeks. Illegal construction after hours inspections can now be completed the same day.	In FY20, the inspectors certified by the Resident Inspector Program contributed to an increase in enforcement activities, ensuring more landlords and/or property owners were in compliance with residential code requirements. And, by ensuring landlords and/or property owners abide by the residential code, DCRA also ensured more residents were living in safe conditions.
Improved Customer Experience and Built a Culture of Excellence amidst Increased Workloads: In FY20, DCRA launched the Culture Change Initiative, aiming to build a new culture of innovation, operational excellence, data-driven management, and excellent customer experiences. After obtaining input from employees, DCRA rolled out a series of focused trainings, individual career counseling from outside experts, and new communication tools to fill in holes that previously existed. Additionally, DCRA transitioned to an enterprise Customer Relationship Management system called Kustomer (CRM). Under this system, whenever a customer contacts DCRA, whether by phone, email, through our website, or via social media, the issue is automatically logged into our system and routed to the appropriate division or team member. Regardless of the customer's entry point, as soon as they contact the agency, the clock starts. DCRA staff have been required to respond and resolve a customer's issue within three business days or less—a Smart Goal reflected in the performance plan of every DCRA employee. And to track our effectiveness, once an inquiry has been closed, DCRA sends the customer a short survey to rate their experience with the agency as poor, satisfactory, or excellent, with an explanation.	Between March and September 2020, DCRA handled nearly 200,000 customer interactions through the new Customer Relationship Platform, sending customer satisfaction surveys after each interaction, and 85% of customers who responded to the survey rated their interactions with DCRA as "satisfactory" or "excellent." Additionally, the initiative also led DCRA to resolve 96% of customer inquiries within 3 days, exceeding the 95% target established by our service level agreement.	The initiative has enabled DCRA to make wholesale improvements in protecting residents and advancing economic development by conducting inspections in a timely manner, reviewing permit/license applications quickly, and promptly taking enforcement action where appropriate. Additionally, by consolidating all customer interactions in one system, CRM has improved DCRA's visibility to customer inquiries, resulting in more accountability and increased responsiveness.

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Provide timely and efficient processes to promote and improve the progression and business development in the District of Columbia. (6 Measures)												
Percent of businesses applying online that receive their license within one (1) business day from the date of submission	Quarterly	New in 2018	83.9%	81%	80%	87.8%	92.7%	94.9%	91.6%	91.9%	Met	
Percent of compliant businesses that have renewals processed within one (1) business day from the date of application receipt	Quarterly	New in 2018	85.5%	87.1%	80%	97%	95.9%	99.9%	100%	97.9%	Met	
Percent of corporate registrations processed online, meeting the customer's request for expedited service of one (1) or three (3) business days	Quarterly	New in 2018	89.8%	91%	85%	89.9%	87.8%	86.2%	89.9%	88.6%	Met	
Percent of Basic Business License, Corporation, and Occupational and Professional Licensing transactions that are conducted online	Quarterly	New in 2018	64.9%	68.9%	80%	71.3%	85.1%	95.9%	85.8%	84.8%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of Consumer Protection cases closed within 30-days from date of complaint submission	Quarterly	New in 2020	New in 2020	New in 2020	85%	52.1%	96.8%	91.3%	97.2%	85.3%	New in 2020	
Percent of Business Licensees for which prescreening is required, that receive a regulatory investigation within 15 business days	Quarterly	New in 2020	New in 2020	New in 2020	85%	71.4%	89.1%	84.4%	94.6%	85.4%	New in 2020	
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. (5 Measures)												
Percent of Permit applications that are reviewed by PRC within 2-business days	Quarterly	New in 2018	New in 2019	90.9%	90%	96.6%	96.7%	99.3%	97.4%	97.7%	Met	
Percent of Project Dox permit applications that are reviewed by DCRA within 30 business days of acceptance by the agency	Quarterly	81.6%	85.9%	94.3%	90%	96.6%	95.3%	98.6%	99%	97.9%	Met	
Percent of standard building plat requests completed within 3 business days	Quarterly	New in 2020	New in 2020	New in 2020	85%	84.2%	95.9%	98.8%	95.5%	93.9%	New in 2020	
Percent of Project Dox permit application re-reviews that are reviewed by DCRA within 15 business days of acceptance by agency	Quarterly	New in 2020	New in 2020	New in 2020	90%	86.2%	82.7%	95%	97%	91.4%	New in 2020	
Percentage of Solar Permits that are reviewed within 10 calendar days	Quarterly	New in 2020	New in 2020	New in 2020	90%	48.8%	77.5%	93.2%	98.3%	77.8%	New in 2020	
3 - Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing. (3 Measures)												
Percent of exempted properties that are reinspected within 90 calendar days of receiving exempt status	Quarterly	New in 2018	24.8%	84.7%	90%	95.5%	97.6%	98.1%	97.2%	97.1%	Met	
Percent of Notices of Infraction related customer inquiries that are resolved in one interaction with DCRA staff	Quarterly	New in 2019	New in 2019	90.3%	80%	72.7%	97%	93.6%	96.7%	94.1%	Met	
Percent of Vacant Building Unit initial inspections completed within 38 business days from date of complaint submission	Quarterly	New in 2019	New in 2019	94.3%	85%	99.1%	98.1%	98.9%	95.5%	97.7%	Met	
4 - Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to preserve safety and development in the District of Columbia. (3 Measures)												
Percent of construction inspections completed on date identified when scheduled	Quarterly	New in 2018	83.2%	89.1%	90%	93.2%	94.5%	91.3%	92.3%	92.9%	Met	
Percent of Property Maintenance (Housing) Notices of Infraction (NOI) that are initiated within 2 business days following inspections where violations were observed.	Quarterly	New in 2020	New in 2020	New in 2020	90%	95.7%	96.9%	97.5%	98.1%	97.2%	New in 2020	
Percent of Property Maintenance (Housing) inspections that are completed within 15 business days from date of request	Quarterly	New in 2020	New in 2020	New in 2020	75%	97.5%	95.6%	99.9%	94.5%	96.7%	New in 2020	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
5 - Create and maintain a highly efficient, transparent, and responsive District government. (2 Measures)												
Percent of non-FOIA Records requests completed within 5 business days from date of receipt	Quarterly	New in 2020	New in 2020	New in 2020	85%	95.3%	98.6%	94.2%	93.9%	96.2%	New in 2020	
Percent of Customer Relationship Management (CRM) cases that are resolved within 3 business days from date of receipt by the agency	Quarterly	New in 2020	New in 2020	New in 2020	95%	97.3%	94.4%	95.3%	96.2%	95.7%	New in 2020	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
1 - Business, Occupational, and Professional Licensing, Corporations, and Compliance (13 Measures)							
Number of weighing and measuring devices approved	6980	6809	1362	1599	1220	2129	6310
Number of corporate entities registered	17,619	18,688	4506	4596	3908	1648	14,658
Number of business compliance surveys conducted	1628	316	441	238	161	344	1184
Number of business licenses renewed	22,218	20,591	5067	5907	4308	4098	19,380
Number of Consumer Protection investigations conducted	4324	4194	303	202	224	678	1407
Number of business licenses issued	34,145	31,438	8285	10,580	7812	3451	30,128
Number of professional licenses issued	10,406	11,108	2758	2207	853	1434	7252
Number of professional licenses renewed	34,778	28,234	5395	5888	4149	733	16,165
Number of customers serviced by the Small Business Resource Center (SBRC)	2414	2442	469	448	905	1638	3460
Number of elevator certificates issued	3337	4602	794	983	463	898	3138
Number of other corporate filings registered	67,029	68,582	7215	31,589	14,026	17,053	69,883
Number of applications submitted for new business licenses	11,464	11,365	2533	2811	1969	2729	10,042
Number of special events issued	99	111	26	2	0	0	28
2 - Plan Review, Permit Issuance, Permit Center, Surveyor, and Green Building (6 Measures)							
Number of permits issued	53,614	59,814	14,736	14,163	11,499	13,982	54,380
Number of Certificates of Occupancy issued	3483	3273	755	644	489	621	2509
Number of plats processed with expedited service	2901	3004	675	657	671	755	2758
Number of Sub-Divisions processed	415	392	76	88	97	118	379
Number of plats prepared	6142	6049	1324	1251	1461	1556	5592
Number of addresses issued	368	262	48	41	70	103	262
3 - Office of Civil Infractions, Vacant Property, and Abatement (6 Measures)							
Number of infraction notices issued	1868	2799	945	918	530	965	3358
Number of buildings abated	1104	821	249	134	173	228	784
Number of vacant buildings surveyed	7284	7569	1474	1339	1208	2747	6768
Vacant lots inspected	371	432	70	32	44	83	229
Number of vacant lots abated	95	96	9	15	2	6	32
Number of liens issued	75	1029	380	290	182	105	957
4 - Illegal Construction, Property Maintenance and Permit-based Inspections (7 Measures)							
Number of conveyances inspections conducted (elevators, man lifts, escalators, dumbwaiters)	423	419	41	27	0	0	68
Number of housing inspections conducted	12,226	7561	1169	1091	1267	2208	5735
Number of illegal constructions inspections conducted	2189	2850	752	828	1398	1935	4913
Number of proactive inspections conducted	3171	4618	2020	2164	1518	1710	7412
Number of quality control inspections performed on third party inspections	535	427	129	168	291	490	1078
Number of permit construction inspections conducted	24,290	25,481	6867	7020	5604	6951	26,442
Number of Inspections Conducted	New in 2020	New in 2020	13,590	13,686	12,954	17,056	57,286

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
5 - Human Resources, Fleet Management, Information Technology, Records, Customer Service, Legal, and Communications (1 Measure)							
Number of records requests completed by the Records Team	New in 2020	New in 2020	1539	1146	306	411	3402

2020 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. (1 Activity)			
Licensing	Business, Occupational, and Professional Licensing, Corporations, and Compliance	Responsible for the review, issuance, and renewal of business, occupational and professional licenses within the District. Additional programmatic areas include the Corporations, Small Business Resource Center, Weights and Measurements Registrations, and Special Events and Vending business units. This includes Program Codes (7000, 2065, 2070, 2075, 2080, 2090, 2095, 7085)	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. (1 Activity)			
Permitting	Plan Review, Permit Issuance, Permit Center, Surveyor, and Green Building	Responsible for the review and issuance of Building Permits within the District, in addition to the operations of DCRA's Permit Center. This includes Program Codes (2000, 2020, 2025, 2030, 2035, 2050, 2500, 2520, 2060).	Daily Service
3 - Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing. (1 Activity)			
Enforcement	Office of Civil Infractions, Vacant Property, and Abatement	Coordinates issuance of civil infractions on behalf of DCRA, including collection of Liens and Fines that are imposed upon respondents, in addition to the inspections and compliance work conducted by the Vacant Property business unit. This includes Program Codes (3000, 3020, 3025, 3045, 3050)	Daily Service
4 - Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to preserve safety and development in the District of Columbia. (1 Activity)			
Inspections	Illegal Construction, Property Maintenance and Permit-based Inspections	Ensures compliance with Building and Property Maintenance Codes within the District. This covers both Construction and Illegal Construction inspections, in addition to Property Maintenance (Housing), Proactive Housing and Third Party inspections. This includes Program Codes (4000, 3010, 3080, 3095)	Daily Service
5 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity)			
Administrative Services	Human Resources, Fleet Management, Information Technology, Records, Customer Service, Legal, and Communications	Responsible for providing support to DCRA's operations, including Customer Service, Information Technology, HR, Legal, Communications, General Counsel and Contracting and Procurement. This includes Program Codes (1000, 1010, 1015, 1020, 1030, 1040, 1055, 1060, 1070, 1080, 1085, 1090)	Daily Service

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Business, Occupational, and Professional Licensing, Corporations, and Compliance (3 Strategic initiatives)				
Establish the business and enforcement functions to implement the Short-Term Rental Regulation Act of 2017.	In 2019, the District of Columbia Council voted and approved new licensing requirements for short-term rentals in the District. In FY2020, DCRA will start the rulemaking process, establish the licensing and enforcement policies and processes for short term rentals, and conduct outreach campaign to broadly communicate this initiative. The agency will also hire for the necessary positions to implement the program and ensure compliance with the Short-Term Rental Regulation Act of 2017. In addition, DCRA will conduct outreach campaign to broadly communicate this initiative.	Complete	In FY20, DCRA drafted the proposed Short-Term Rental (STR) rulemaking, which has been under review by the Executive Office of the Mayor through October 2020. DCRA also completed the Tech Evaluation Panel for the STR Software solicitation, contracted a vendor, and collaborated with the Office of the Attorney General to review STR industry trends and plan targeted outreach efforts. DCRA also onboarded the planned number new hires to support the STR initiative in FY20, developed an application form, a one-pager, and Frequently Asked Questions (FAQ). Once the regulations implementing the legislation are published in the D.C. Register in final form, DCRA will conduct an outreach campaign to communicate the changes to the public.	
DC Business Portal Expansion	DCRA will expand the DC Business Portal to serve as a customer friendly true one-stop shop for citywide compliance functions, including licensing, inspections, and registrations for different business units within DCRA as well as a variety of District Government entities. This online and mobile portal will easily provide information for customers, allow for payments to be completed online and support the creation of wizards to provide compliance guidance to businesses. This is a multi-year project, in FY 20 DCRA will implement single sign-on for customers to apply for business registration and licensing as well as continue to enhance the portal to improve the user-experience. This will allow customers to only need one user-name and password to access multiple applications within DCRA. DCRA will also conduct outreach campaign to broadly communicate this initiative.	Complete	DCRA successfully expanded the MyDC Business Portal application to ensure licensing and registration functions become more customer friendly, intuitive, and easy to use. In FY20, DCRA's effort led to a new online late fee tracking and payment system as well as integration of single sign-on functionality that has allowed customers to use only one set of credentials across multiple DCRA online services, ensuring a more efficient and secure experience. An outreach campaign was also conducted in August 2020.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Launch online Continuing Education (CE) training to the licensed professionals	Currently, DCRA's Occupational and Professional Licensing Division offers in-person Continuing Education (CE) training opportunities to the Real Estate Professionals and Real Estate Appraisers and the capacity is often limited to the venue location. In FY 2020, DCRA will provide CE training online and expand training offerings to other professional license categories that are eligible to receive free CEs. These categories will include Real Estate Professionals and Real Estate Appraisers, Barbers and Cosmetologists, Funeral Directors, Professional Engineers and Land Surveyors. This initiative will allow the licensed professional to take their CE training to maintain their professional license at the comfort of their own home or other locations, at any time. DCRA will conduct an outreach campaign to ensure broad awareness of this initiative.	Complete	In FY20, DCRA provided several continuing education trainings online to licensed professionals, which is especially important during a time when COVID-19 increased the need for professionals to receive remote continuing education training. Throughout the year, DCRA offered online training to barbers and cosmetologists covering topics on legislative updates and back-to-work safe practices, which increased licensees' regulatory knowledge and awareness of industry trends, as well as new requirements and standards related to their profession. DCRA closed out the year by offering online training to real estate professionals, in collaboration with a real estate commission continuing education vendor. DCRA will continue to work with professional boards and commissions to consider other free CE training in FY21, depending on budget and other considerations.	

Human Resources, Fleet Management, Information Technology, Records, Customer Service, Legal, and Communications (1 Strategic Initiative)

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Digitize recent and historic records for transparency, operational efficiencies and better customer service.	In FY2020, DCRA will expand document digitization effort to help the agency to make additional documents online. This will help comply with the agency's retention schedule, speeds up record retrieval time with better indexing for internal and external customers, and provide much needed additional office space for staff after the effort. Further, this will increase the availability of agency records to be immediately accessible for customers, upon request. By the end of FY 2020, DCRA will digitize a minimum of 500,000 pages of documents.	50-74%	In FY20, DCRA implemented a multi-faceted approach to expand its document digitization and to make more documents available online for our customers. First, DCRA streamlined the permitting process, by enabling customers to directly upload building plans that previously required manual document scanning and indexing by DCRA staff. Second, the agency procured a document digitization contractor to scan and digitize historical paper documentations for public consumption. While DCRA made notable progress in FY20 by making available more than 310,000 pages of documents online, the stay-at-home order and social distancing requirements imposed by the ongoing public health emergency resulted in logistical challenges that hampered the digitization contractor's effort in scanning more documents. DCRA continues to make progress towards this initiative and will achieve the target in FY21.	While DCRA made notable progress in FY20 by making available more than 310,000 pages of documents online, the stay-at-home order and social distancing requirements imposed by the ongoing public health emergency resulted in logistical challenges that hampered the digitization contractor's effort in scanning more documents. DCRA continues to make progress towards this initiative and will achieve the target in FY21.

Illegal Construction, Property Maintenance and Permit-based Inspections (3 Strategic initiatives)

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Pilot Technologies or Algorithms to Improve Outcomes for Customers	In FY2020, DCRA will pilot innovative technologies or algorithms to improve operational efficiency and/or outcomes for customers. DCRA will explore and implement a new algorithm to include risk base factor(s) for the proactive inspection program to conduct proactive inspections in the District.	Complete	In FY20, DCRA collaborated with Georgetown University to develop an algorithm that incorporates risk-based factors to identify properties for proactive housing inspections. DCRA and Georgetown University finalized the algorithm in May 2020, and DCRA has continuously used the tool to inspect properties based on the probability of future complaints and violations. This initiative resulted in completion of more than 3,200 risk-based proactive housing inspections, contributing to the effort of improving housing conditions for District residents.	
Implement a Risk-Based Internal Audit Program	In FY2020, DCRA will implement a risk-based internal audit program. The program aims to not only improve the agency's audit readiness, operational efficiency, and mitigate risks in a timely manner but also innovate by integrating predictive analytics and IT solution(s) into the audit process to make it more efficient and cost effective.	Complete	DCRA successfully implemented a risk-based internal audit program in September 2020, which includes an internal control-integrated framework based on the US Government Accountability Office's Green Book. As part of this initiative, DCRA established an Internal Audit and Compliance Committee Charter, Internal Audit Program Policy, Standard Operating Procedures, Risk Management Policy, and Code of Ethics and Conduct. Finally, DCRA used the established framework to initiate two internal program reviews. DCRA is excited by this program's future impact including improved operational efficiency, audit readiness, and risk mitigation.	
Establish a digital marketplace to connect inspection services with customers	In FY 2020, DCRA will establish a digital marketplace that will connect inspectors with residents, businesses and other parties seeking inspection services from post-permit approval stages through scheduling and completion. The marketplace will provide inspection services that are accessible via both web and mobile platforms with direct feeds from other DCRA systems. DCRA will conduct an outreach campaign to ensure broad awareness of this initiative.	50-74%	DCRA began the digital marketplace procurement to connect inspectors with residents, businesses, and other parties seeking inspection services. DCRA issued a Request for Proposal and has reviewed the proposals received.	DCRA, in collaboration with the Office of Contracting and Procurement (OCP), initiated the procurement process in September of 2019. However, the contract has not yet been awarded. DCRA will continue to work with OCP to ensure completion of this procurement and will carry over this initiative to FY21.

Office of Civil Infractions, Vacant Property, and Abatement (2 Strategic initiatives)

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Improve Vacant Building inspection response time on excessive vegetation, excessive debris, and open and accessible service requests	In FY 2020, DCRA will decrease the timeline for DCRA to conduct inspections on Vacant Building Service requests for excessive vegetation, excessive debris, and open and accessible service requests from 38 to 10 business days from date of complaint receipt. DCRA will do so by streamlining the business processes, data integration between systems, system automation and system enhancements. DCRA will conduct an outreach campaign, with an emphasis on Wards 7 and 8, to ensure broad awareness of this initiative.	Complete	In FY20, DCRA reduced the response time to conduct inspections on Vacant Building Service requests for excessive vegetation, excessive debris, and open and accessible service requests from 38 to 10 business days from date of complaint receipt. DCRA successfully achieved this goal in Q4, by utilizing both full time employees and Resident Inspectors, and significantly reduced average response times— for example, the average response time in September 2020 was 6 days, compared to 9 days during Q4, and 17 days for the entire fiscal year. Additionally, DCRA leveraged technology to facilitate faster delivery of both inspection results and identification of properties potentially requiring abatement. The agency achieved this initiative while conducting more vacant building inspections in FY20 than prior years. Outreach was conducted in Q4 through our digital platforms and automated communication.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Continue to strengthen and enhance the payment collection and tracking for all fines, special tax assessments, and liens	In FY 2020, DCRA will continue to strengthen and enhance the payment collection and tracking for all fines, special tax assessments, and liens. This includes DCRA's timely communication of debts owed to the District to the Office of Tax and Revenue (OTR) Collection Division to be reported to the District's Clean Hands Program. For added customer convenience, DCRA will launch an online payment portal which will support online payments including credit card payments. DCRA will also initiate the rulemaking process to allow credit card payment method to be accepted for fines, special tax assessments and liens. The online payment portal will enable DCRA to be more easily track payments that are made; in addition to outstanding fines, special tax assessments and liens. Further, DCRA will continue to coordinate with the Office of the Chief Financial Officer (OCFO) to support debt collection activities.	Complete	Throughout FY20, DCRA implemented steps to improve the process for payment, collection, and tracking of all fines and special assessments, including: • Used DCRA business licensing and permitting agency records to identify delinquent debt holders and amounts owed, resulting in a noticeable increase in customer engagement to resolve outstanding financial obligations. • Submitted a rulemaking, which took effect February 7, 2020, to allow credit card payments to be accepted for fines, special tax assessments, and liens. • Upgraded the online payment portal to include payment of fines resulting from housing code violations, illegal construction code violations, special assessments, and fines resulting from other case types, including legacy cases. • Collaborated with OCFO to transfer delinquent fines to the OCFO's Central Collection Unit, including reconciling delinquent FY19 fines, troubleshooting customer disputes, recording collected debts, and suspending business licenses.	
Plan Review, Permit Issuance, Permit Center, Surveyor, and Green Building (3 Strategic initiatives)				
Improve customer experience with inspection checklist notification	In FY 2020, DCRA will create and enhance the permitting application to provide the permit applicants at the time of permit issuance a checklist identifying all inspections that must be completed under the scope of their building permit. This will provide a clear understanding and expectation to the permit holders about their required inspections under the code(s). DCRA will conduct an outreach campaign to ensure broad awareness of this initiative.	Complete	In FY20, DCRA enhanced the permitting application, to improve the user experience, by implementing several changes including a new deck permit; reduced number of questions; enhanced notification process to all permitting parties; and pre-populating existing information, such as the active contractors and designer professionals license information. DCRA also implemented an inspection checklist providing customers general inspection information and all inspection types that may be required for a construction project. Additionally, DCRA enhanced security features behind the application process, and implemented a robust quality assurance program and a standard process for review and recording of data. In FY21, DCRA will continue to enhance the user interface of the permit application. This will include an automated version of the inspection checklist and guidance to ensure appropriate inspections are completed in a timely manner and in compliance with applicable codes. DCRA is scheduled to provide information regarding the benefit of this initiative in the next external permit enhancement announcement. This is currently slated for completion in October 2020 with outreach being completed in FY21 Q1.	
Modernizing information systems and processes in a multi-year project	As part of the digital transformation for DCRA, DCRA is modernizing its systems and processes over a multi-year project for IT Modernization. During this initiative, DCRA will improve the data architecture, governance and infrastructure to streamline agency business functions and improve customer experiences. In FY 2020, we will enhance our data architecture to provide predictive analysis and improved data governance. This will include the implementation of an unified and robust central data analytics and governance platform which will improve data integrity and normalization across the core DCRA systems.	Complete	On a daily basis, DCRA generates more than 3,000 new digital records by serving its customers. In FY20, the data infrastructures that hold these records were enhanced to drive the agency's digital transformation efforts in improving transparency, customer service, and data analytics. In FY20, DCRA launched "Scout", an online application that streamlined and consolidated multiple data systems into a central data architecture that allows customers to easily search for all agency-related information in a single location. The agency also upgraded its SQL Server and redesigned the existing scripts within, which improved the performance of applications and database systems, resulting in more up-to-date data availability for agency employees and customers. As part of the agency's data governance effort to improve its data accuracy and usability, Statistical Analysis Software (SAS) was implemented, which created automatic alert systems that monitor data quality and business process deficiencies, ensuring agency personnel and customers receive accurate information. Lastly, DCRA implemented smarter ways to utilize its data by developing a predictive algorithm to identify properties for inspection based on the probability of future complaints and violations.	
Launch Online Certificate of Occupancy Application	As part of DCRA's digital transformation effort, DCRA will launch the Certificate of Occupancy application process online, enabling the customers to submit their applications and receive their Certificate of Occupancy upon approval at the comfort of their own residential, business or other locations without making trips to DCRA. DCRA will conduct an outreach campaign to ensure broad awareness of this initiative.	Complete	During the third quarter of FY20, DCRA launched the online Certificate of Occupancy application, along with an outreach campaign, and continued to improve the digital process by implementing internal dashboards to monitor service level agreements. Since the implementation of the online Certificate of Occupancy, DCRA has processed more than 2,300 applications. This initiative enabled DCRA to continue serving its customers during the public health emergency and has also enabled the agency to better identify unregistered expediters.	