



Department of Consumer and Regulatory Affairs DCRA (CRO)

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.

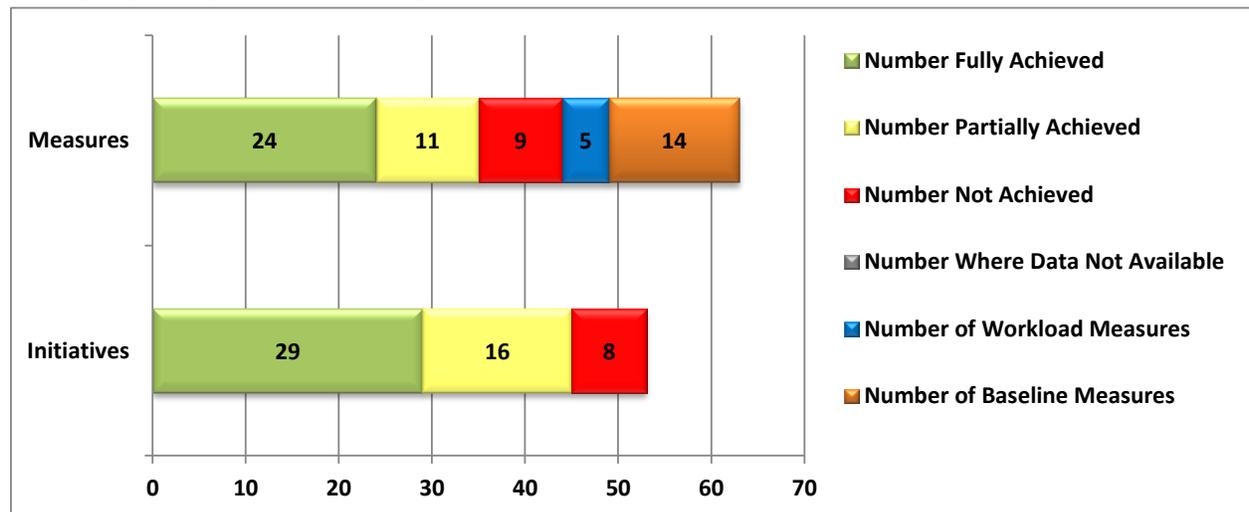
ACCOMPLISHMENTS

- ✓ Adoption of the new Construction Codes Supplement of 2013
- ✓ DCRA generated over \$33 million in revenue, and DCRA established a successful Mobile Roadway
- ✓ Vehicle Program under the new Vending Regulations.

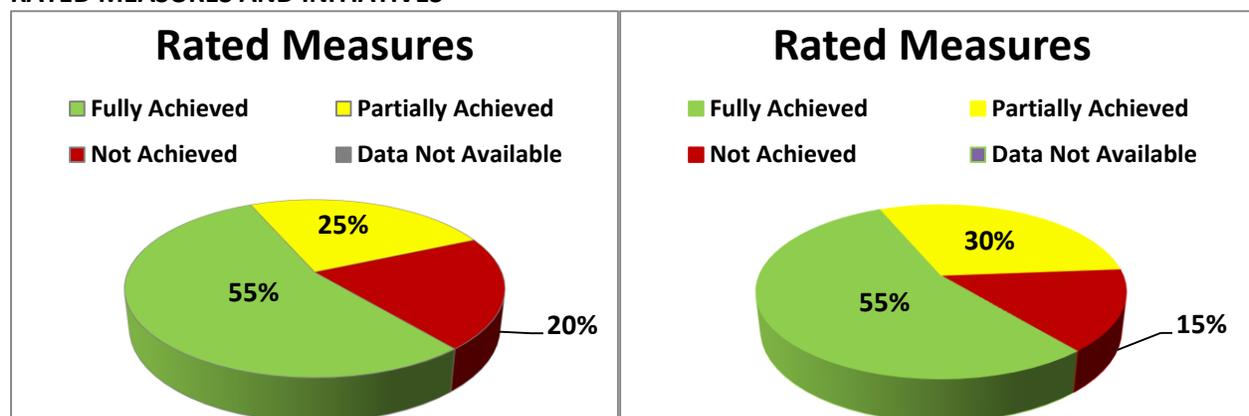


OVERVIEW AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



Performance Initiatives – Assessment Details

Performance Assessment Key:

 Fully achieved  Partially achieved  Not achieved  Data not reported

Agency Management

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

INITIATIVE 1.1: Finalize new employee orientation handbook specific to DCRA and the different Divisions within the agency.

- **Fully Achieved** - DCRA completed and implemented a new hire orientation process and procedure that is conducted at the beginning of each pay period for all new hires and new contract staff. The new hire orientation includes presentations, policies and procedures from each division in the agency. All new staff is provided with a hard copy of the orientation that includes these processes and procedures for each division.

INITIATIVE 1.2: Provide training and education on the new green construction and energy efficiency codes. (Public Safety)

- **Fully Achieved** DCRA conducted the following green building and energy code related trainings: two LEED trainings, one ASHRAE 189.1, and one ASHRAE 90.1 trainings for DCRA and sister agency staff. **Epley**

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

INITIATIVE 2.1: Expand upon DCRA analysis of Automated Issuance System (AIS) releases and evaluate daily operations throughout the Agency. (Self Determination)

- **Fully Achieved:** On October 17, 2014 we issued the AIS for Workplace Behavior throughout the entire agency.

INITIATIVE 2.2: Develop standard operating procedures for green review and inspections.

- **Fully Achieved** - The Green Building Program at DCRA developed version 1.1 of the Green Building Program Manual which includes a clear plan review and inspections process for green and energy code compliance as well as submittal templates. The program also hired a green plan reviewer and inspector and developed a program for green review. Staff with the Green Building Program attended Preliminary Design Review Meetings as part of integrative plan review and inspection processes within DCRA. Finally, guidelines for Solar permitting were completed and work on green roof guidelines to help projects with compliance was drafted.



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

INITIATIVE 3.1: Update public FOIA availability.

- **Fully Achieved** - Our FOIA team will worked closely with the Office of Information Systems to ensure the public is aware of items available online not needing an official FOIA request.

OBJECTIVE 4: Manage agency performance and integrity.

INITIATIVE 4.1: Reduce the response time for FOIA Requests.

- **Fully Achieved** - Our FOIA team analyzed their current practices to improve internal processes providing a quicker turnaround time for FOIA requests.

OBJECTIVE 5: Support the agency by managing facilities, resources and reducing risks to agency assets.

INITIATIVE 5.1: Continue to accession documents to the Federal Records Center and remove remaining documents from private facilities.

- **Fully Achieved** - The Records Room will also work to remove the remaining DCRA documents stored in private facilities and process those documents to either be destroyed or sent to the Federal Records Center.

INITIATIVE 5.2: Interagency collaboration with DPW and DMV ensuring proper maintenance and annual safety inspection are completed timely on all fleet vehicles. (Public Safety)

- **Fully Achieved** - In FY14, DCRA (Fleet Coordinator) provided notification to all DCRA drivers of maintenance requirements, and coordinated with DPW to ensure that preventive maintenance is completed on all vehicles. Also, DCRA (Fleet Coordinator) worked with DMV to ensure that all vehicles have a safety inspection completed.

OBJECTIVE 6: Expand and maintain technology infrastructure.

INITIATIVE 6.1: Create a comprehensive Key Performance Indicator (KPI) report.:

- **Fully achieved** -OIS UPDATE: SSRS Reporting services reports for Performance tracking have been established for the departments that requested such reports and provided requirements. Initiative is 100% completed.

INITIATIVE 6.2: Upgrade DCRA enterprise document management repository Filenet.

- **Fully achieved:** Filenet infrastructure has been setup and Software installations are completed for the new version of Oracle and Filenet. OIS is currently transferring document images from old image store to new image store which is the last step for the project and would take considerable amount of time. The initiative is 100% complete for development and is now in the data migration phase.



INITIATIVE 6.3: Create additional data search and review capabilities on DCRA website. (Public Safety)

- **Fully Achieved:** BBLV and PIVS both have been expanded to provide extra information to DC via public website. PIVS currently provide all permit and inspection information for any DC address. BBLV used to provide data for only few license categories but has been expanded to expanded views and capabilities to search for all active Licenses and License types.

OBJECTIVE 7: Manage the Construction Codes Coordinating Board (CCCB).

INITIATIVE 7.1: Publish and finalize the 2012 DC Construction Code Supplement. (DC Sustainability WS2.2 and WS2.3)

- **Fully Achieved** - The 2013 DC Construction Codes were effective as of March 28, 2014. All projects that are subject to the Green Construction Code must recycle or salvage no less than 50% of nonhazardous construction waste.

INITIATIVE 7.2: Revise building codes to allow the use of alternative water systems. (DC Sustainability WT3.2)

- **Fully Achieved** - The 2013 DC Construction Codes were introduced to Council and approved on March 28, 2014. The 2013 Plumbing Code allows for the lawful use of many different types of alternative water systems.

INITIATIVE 7.3: Update water-efficiency standards in the District building codes. (DC Sustainability WT3.1)

- **Fully Achieved** - The 2013 DC Construction Codes were introduced to Council and approved on March 28, 2014. The new codes require stricter water efficiency standards for plumbing fixtures than the old 2008 Construction Codes.

INITIATIVE 7.4: Adopt the latest green and energy construction codes. (DC Sustainability BE4.4)

- **Fully Achieved** - The 2013 DC Construction Codes were introduced to Council and approved on March 28, 2014. The 2013 DC Energy Conservation Code and the 2013 DC Green Construction Code require a higher level of energy efficiency performance for all buildings in the District, keeping the District on track to meet the current target of net-zero energy use standards by 2032.

INITIATIVE 7.5: Enforce the new 2013 DC Construction Codes. (DC Sustainability BE4.4, WT3.1, WT3.2, WS2.2 and WS2.3)

- **Fully Achieved** - DCRA has successfully established the Green Building Division and hired for a green inspector, green plan reviewer, green analyst, green program support specialist, and green building manager. The division's staff ensures that DCRA has sufficient capacity to review to the Green and Energy Construction Codes. The division developed and released the Green Building Program Manual in late spring. The Manual updates the permitting and inspections standard operating procedures for enforcing the new green and energy codes. The permitting and inspections IT system has been updated accordingly to enforce the new standard operating procedures.



Business and Professional License Administration (BPLA)

OBJECTIVE 1: Maintain efficient licensing operations.

INITIATIVE 1.1: Complete a review of regulatory reform options to make it easier to do business in the District. (DC Sustainability JE1.1)

- **Fully achieved** The Business Regulatory Reform Task Force completed its review of existing laws and regulations that impede the progress of new businesses in the District, and submitted a final report of its findings and recommendations to the Mayor for his review.

INITIATIVE 1.2: Update our current online system to accept upload documents for BBL applications. (Self Determination)

- **Not Achieved.** Both the Business License Division and OIS worked together to review the online tool for rollout in FY14. The tool required modifications and further discussions for a seamless workflow for the existing license categories available online. Completion of this effort will be executed in FY15.

INITIATIVE 1.3: Implement the new vending regulations. (Public Safety)

- **Fully Achieved.** BPLA have fully implemented this initiative and fulfilled all of the stated goals of the initiative.

INITIATIVE 1.4: Develop technology integration and data sharing between Business Licensing Division and Corporation Division and other components of DCRA.

- **Partially Achieved.** The Office of Information Systems (OIS) is leading this effort. OIS has begun to discuss and map-out the process in order to foster technology cohesion between the two Divisions.

OBJECTIVE 2: Manage corporate registration and maintenance services.

INITIATIVE 2.1: Continue implementation of new corporate code that recognizes social and environmental performance standards. (DC Sustainability JE1.2)

- **Fully Achieved.** This goal has been fully achieved in its current iteration. Due to large scale of changes dictated by legislative amendments to corporate laws full implementation of all aspects of corporate legislation will be a multiyear effort.

INITIATIVE 2.2: Develop technology integration and data sharing between Corporations Division and Business License Division and other components of DCRA. (Self Determination)

- **Partially Achieved.** This goal is still outstanding. The reason is that integration and data sharing will involve funding that was not dedicated in the current enhancement project. Corporations division has pending enhancement project that includes the requirements for data sharing and corresponding funding to start the process. Once project is approved by OCP Corporations division will work with both vendors and BLD to implement the data sharing.



OBJECTIVE 3: Ensure compliance with licensing requirements.

INITIATIVE 3.1: Develop and implement a Regulatory Compliance Inspection Program. (Public Safety)

Fully Achieved. During FY 2014, RID initiated this program and developed backend resources needed to fully implement this program. We have engaged MPD and are working 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. RID has initiated more than 20 severe business compliance actions (Revocations, suspensions, denials) in FY2014, which is the most in the last 5 years. RID has also on boarded two additional staff as business compliance officers who will assist with Regulatory Compliance.

INITIATIVE 3.2: Implement an octane quality testing program. (Public Safety)

Fully Achieved. FY14 the Office of Weights and Measures has inspected over 92 gas stations and octane establishments for testing as an educational base for all merchants. Over the past 6 months we have informed all establishments of the rules and regulations that have been set forth. These rules have been defined to each merchant and as of FY2015 (October 1st) the Office of Weights and Measures will be thoroughly enforcing all octane verification logs to ensure that all specified requirements are met under The Gasoline and Fuel Pump Octane Measurement Amendment Act of 2012

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

INITIATIVE 4.1: Perform outreach based on the Consumer Protection Procedures Act. (Public Safety)

Partially Achieved. In FY14 the DCRA Office of Consumer Protection has participated in numerous community information and outreach events, addressed audiences at public events on consumer protection matters in general and specific to their communities. To aid in these efforts, OCP has also begun partnering with other industry groups, including the FCC and FTC, and local groups such as Ayuda, to better expand our reach and influence across the industry, as well as to aid in the sharing of critical information to all interested parties. Additionally, OCP identified high-risk industries, including home improvement contracting, sales of newly renovated homes (“flipping”) and locksmiths as industries in need of close monitoring and, in some cases, additional or revised legislation to better serve the public. OCP has begun the process of developing process, policy, and legislative changes to be proposed in FY ’15 to better serve consumers engaging with these industries. Additionally, OCP has begun development of a new, interactive and user-friendly website, to be housed on the DCRA public website, which will offer the public greatly expanded information about ongoing OCP activities, and newly expanded resources for the public to obtain critical information regarding businesses in the District



prior to engaging their services. While more work remains, OCP have vigorously worked toward completing this goal, and considers it “Partially Achieved”

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

INITIATIVE 5.1: Plan and develop SmartStart for Small Business Program. (Job Creation)

Fully Achieved. This initiative is completed. The SBRC developed and conducted several meetings to plan the SmartStart for Small Business program. The SBRC is looking forward to rolling-out the SmartStart for Small Business program in fiscal year 2015 following agency and District government final approval to lower the application fees, etc.



INITIATIVE 5.2: Expand partnership opportunities with government agencies. (Job Creation)

Fully Achieved. This initiative is completed. The SBRC partnered with the Washington DC Economic Partnership (WDCEP), the DC Chamber of Commerce (DCCC), US Small Business Administration (SBA) and District government agencies to provide free small business development and educational forums and/or workshops to current and future business owners. On Monday, August 25, 2014 the SBRC worked diligently to plan and implement its 2nd Entrée DC Food and Drink Forum, which took place at the Washington DC Convention Center. The forum focused on providing breakout sessions on the following topics: 1) D.C. Government Regulatory Processes, 2) Do’s and Don’ts of Opening a Food Industry Business in D.C., 3) Financial Management , 4) How to Get Financing to Open a Business, 5) Entering into a Building Lease Agreement, and 6) Ins and Outs of Food Trucks, Public Markets, and Vending. Keynote speaker included the owner (Saied Azali) of Perrys Restaurants and Mintwood Place where the he received 2 stars from The Washington Post’s Tom Sietsema for the opening of Perrys Restaurant and a 3 star rating from the Washingtonian’s Todd Kliman. Due to the success of the Entrée DC Food and Drink Forum approximately 490 individuals registered for the event. Additionally, the SBRC partnered with the DC Small Business Development Center (DC SBDC) to conduct approximately 4 business planning workshops during FY 2014.



INITIATIVE 5.3: Implementation of FDIC's Money Smart for Small Business Program. (Job Creation)

Fully Achieved. This initiative is completed. The SBRC officially rolled-out its Money Smart for Small Business Series for current and future business owners. The SBRC partnered with BB&T and District government agencies to teach the sessions to include the Office of Tax and Revenue, DCRA Corporations Division and the Office of the Chief Financial Officer (OCFO) during each quarter (Q1, Q2, Q3 and Q4) in FY 2014. Each series consisted of 4 different sessions where current and future small business owners were provided with an opportunity to learn 1) financial management/credit reporting, 2) corporate formations/tax planning, 3) banking services/insurance, and 4) record keeping and time management.





Enforcement Division

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

INITIATIVE 1.1: Create efficiencies with scheduling all inspections (service requests) in the program. (Public Safety)

- **Fully Achieved.** In FY14, all Enforcement Based inspections were scheduled using ward-based process by inspector and plan a 15-day re-inspection cycle to allow efficient and timely re-inspect of properties. Different CAPS were also used based on the inspection nature.

INITIATIVE 1.2: Initiate new project estimating guidelines and procedures for abatement and rehab departments. (Public Safety)

- **Partially achieved-** Established procedures which reduced action times on trash/grass cases, but have not fully overhauled Statement of Work process.

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

INITIATIVE 2.1: Implementation of full computerization of the Board of Condemnation processes. (Self Determination)

- **Partially achieved-** Full integration of Accela elements is ongoing.

INITIATIVE 2.2: Evaluate and improve upon the Blight Appeal Process. (Public Safety)

- **Fully Achieved.** In FY14, the division had more than 95% of all blight appeals prepared within 14 calendar days of receipt of appeal. A checklist was developed and used by staff to ensure that the appeal packages are complete and concise prior to transmission to the appeal body.

INITIATIVE 2.3: Establish a systemic process for maintenance of vacant building and grounds. (Public Safety)

- **Not achieved-** Due to priority shifts, Division was unable to facilitate a maintenance needs assessment, necessary for the achievement of this initiative.

Inspection Division

OBJECTIVE 1: Manage an efficient construction inspection program.

INITIATIVE 1.1: Integrate inspection requirements for green construction and energy conservation codes into inspections protocols. (Public Safety)

- **Partially Achieved** - DCRA has been providing additional training on the International Green Construction Code and International Energy Conservation Code in order to familiarize the inspection staff of their role in Green Construction and Energy Conservation code enforcement.

INITIATIVE 1.2: Develop online scheduling of inspections.

- **Not Achieved** - We were unable to come up with an acceptable solution that would work with our current inspection database.



INITIATIVE 1.3: Improve the illegal construction hearing process. (Public Safety)

Partially Achieved - This position was worked into the FY15 budget as a FTE. The interim solution was to spread out the hearing officer duties between several hearing officers, instead of one. This allowed the construction inspection manager to spend more time on his core function, managing the construction inspection program.



OBJECTIVE 2: Manage an efficient housing inspection program.

INITIATIVE 2.1: Develop a standard operating procedure for advancement. (Job Creation)

Fully Achieved - The process for the Inspector Career progression has been laid out. The Inspector Position Descriptions for Housing inspector meld with the position descriptions for construction inspectors. The Certification requirements are clearly delineated for each grade.



INITIATIVE 2.2: Develop a comprehensive program to ease the transition across inspection specialties.

Fully Achieved - We have instituted field training opportunities for the housing inspectors. This has allowed them to become more comfortable in "new construction" environments.



INITIATIVE 2.3: Develop and implement a more robust Proactive Inspections program. (Job Creation)

Partially Achieved - The Proactive Inspector position were worked into the FY15 budget.



OBJECTIVE 3: Develop a premier specialty inspections program.

INITIATIVE 3.1: Develop online report submission system for Third Party Inspection agencies.

Not Achieved - The ACCELA Citizen Access portal did not meet our expectations and we are looking at other options.



INITIATIVE 3.2: Develop a process that would allow special inspection agencies to upload engineer's reports to DCRA.

Not Achieved - We have not been able to work this function into the ProjectDox system.



INITIATIVE 3.3: Re-develop workflow for Boiler and Elevator inspection submittal.

Partially Achieved - The processes for elevator and boiler report submission have been re-worked. However the online submission part of this initiative was not undertaken.





Office of Zoning Administration

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

INITIATIVE 1.1: Prepare for the new zoning code by developing internal framework to guide transition from current zoning code to the new code.

- **Partially completed;** New staff with expertise in Planning to assist OZA in preparing for the revised zoning code;

INITIATIVE 1.2: Develop education/training for internal and external customers.

- **Not completed;** this is actually not applicable because of the delay in the effective date of the revised zoning code by a year so the need for the educational program is also delayed to FY 15, and is addressed in OZA's FY 15 Performance Plan with an updated Initiative.

Permit Operation Division

OBJECTIVE 1: Ensure building plans comply with construction codes.

INITIATIVE 1.1: Support the Mayor's Green DC Initiatives. (DC Sustainability BE2.1 and FD3.4)

- **Partially Achieved** – 75% - 99.99% of the initiative was achieved. The Green Building Division working with the Technical Review Engineers developed and released a solar electric and solar thermal permitting guidelines document. The division has worked with various other divisions and programs at DCRA to better understand the Temporary Certificate of Occupancy requirements and will begin updating the reporting tools to track issuance of them across the agency.

INITIATIVE 1.2: Integrate the requirements of the New Construction Code (DCMR 12) and the Green Construction Code in the permitting operations. (Public Safety)

- **Partially Achieved** – 75% - 99.99% of the initiative was achieved. The Division updated the permitting process to include review utilizing the New Construction code, Green Construction Code and the Energy Conservation Code. The division offered numerous trainings to external and internal audiences, including hosting the third annual Green Building Symposium and Expo., and a full day green building training and networking event for the public. The division published the green building updates to the permitting and inspections process in the Green Building Program Manual, released in late spring 2014. This provides for a clear and transparent process from preliminary design to certificate of occupancy issuance and beyond. An update to the Manual will be released at the end of FY14. The Division has also created handouts for the public to better understand the requirements of the new construction code.

INITIATIVE 1.3: Integrate permitting requirement for the DC Construction and Green Construction Codes into the Accela database.

- **Partially Achieved** – 75% - 99.99% of the initiative was achieved. The online building permit application that feeds into the Accela database, as well as Accela, was updated to include new green building screening questions. This has assisted in the tracking and reporting on green building projects.



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

Not Achieved – Less than 75% of the initiative was achieved. This initiative was not fully achieved due to lack of support from sister agencies. The physical location at DCRA has begun the build out to accommodate DDOE and other additional staff. We have incorporated this initiative within our FY15 Performance Plan, with a completion date of September 30, 2015.

OBJECTIVE 2: Provide superior customer service in the Permit Center.

INITIATIVE 2.1: Analyze and develop more effective processes to expand the use of Project Dox.

Partially Achieved – 75% - 99.99% of the initiative was achieved. The Permit Operations Division along with the OIS has begun tracking the percentage of Project Dox usage. We are still in the process of analyzing the first year's data to develop the appropriate practices and procedures to increase public awareness and overall efficiency.

INITIATIVE 2.2: Develop a green website to share applicable green information with the District.

Fully Achieved – 100% of the initiative was achieved. The Green Building Division worked with DCRA and OIS to develop an updated green building website. The website was successfully published in FY14

INITIATIVE 2.3: Improve the permit application and review process. (Public Safety)

Partially Achieved – 75% - 99.99% of the initiative was achieved. The Permit Operations Division (POD) has streamlined the permitting process, which has increased the number of walk through applications processed within the same day and increased the total amount of permits issued online. To date, POD has processed 89% of all walk through applications within the same day and has reached our projected target of issuing 25% of all permits online

OBJECTIVE 3: Manage and maintain District land records.

INITIATIVE 3.1: Make the Surveyor's Office land records available on the internet for public viewing.

Not Achieved – Less than 75% of the initiative was achieved. This initiative was not achieved due to OIS not completing the upgrade for File Net. The initiative has been carried onto the following FY15 Performance plan. Currently documents are still being scanned daily by the Surveyor's Office staff.

INITIATIVE 3.2: Online process of wall check authorization.

Partially achieved 75% - 99.99% of the initiative was achieved. The Surveyor's Office is successfully implementing the Beta test to allow online request for wall check authorization and is anticipating a full release on October 1, 2014. By implementing this process, it decreases the customer traffic in our service center and increases the amount of services we provide online. We have also implemented the request for online building plats which to date is approximately 35% of total orders received. This equates to over 2000 orders to nearly 6000 requests.



Performance Initiatives – Assessment Details

Performance Assessment Key:

● Fully achieved
 ● partially achieved
 ● Not achieved
 ● Data not reported
 ● Workload Measure

	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program	
Agency Management									
	●	4.1	% of OIG inquiries completed timely	100%	100%		100%	100%	ADMINISTRATIVE SERVICES
	●	4.2	% of FOIA requests completed timely	97.05%	97%		97.77%	100%	ADMINISTRATIVE SERVICES
	●	4.3	% reduction in number of FOIA requests	54.55%	5%		107.18%	>100%	ADMINISTRATIVE SERVICES
	●	4.4	Workload Measure - # of business licenses issued	34,835	Target Not Required		28,543	Workload Measure Not Rated	ADMINISTRATIVE SERVICES
	●	4.5	Workload Measure - # of civil infractions received by the Office of Civil Infractions	1,064	Target Not Required		1,062	Workload Measure Not Rated	ADMINISTRATIVE SERVICES
	●	4.6	Workload Measure - # of inspections resulted (all inspections, agency-wide)	67,649	Target Not Required		1,699.00	Workload Measure Not Rated	ADMINISTRATIVE SERVICES
	●	4.7	Workload Measure - # of permits issued (building, supplemental, postcard, etc.) (DC Sustainability WT3.1)	50,147	Target Not Required		54,054	Workload Measure Not Rated	ADMINISTRATIVE SERVICES
	●	4.8	Workload Measure - # of NOI's issued for "Failure to Register" Vacant Property	70	Target Not Required		90	Workload Measure Not Rated	ADMINISTRATIVE SERVICES
	●	6.1	Total cost per copier	\$10,668	\$10,500		\$10,500	100%	ADMINISTRATIVE SERVICES



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	6.2	% of customers utilizing online payment	32.77%	40%		51.90%	129.75%	ADMINISTRATIVE SERVICES
●	7.1	% of Green Code projects in compliance with construction waste management (DC Sustainability WS2.2)	NA	90%		0	Baseline Measure Not Rated	ADMINISTRATIVE SERVICES
●	7.2	% of Green Codes projects in compliance with sustainable material selection (DC Sustainability WS2.3)	NA	90%		NA	Baseline Measure Not Rated	ADMINISTRATIVE SERVICES
●	7.3	% of alternative water system permits reviewed timely (DC Sustainability WT3.2)	NA	75%		NA	Baseline Measure Not Rated	ADMINISTRATIVE SERVICES
Permit Operations Division								
●	1.1	% of green building plan review completed within 30 days	100%	95%		100%	105.26%	PERMITTING
●	1.2	% of TPR project reviews by DCRA Technical Review within 15 business days	66.17%	85%		50.68%	59.62%	PERMITTING
●	1.3	% of all permit applications held for correction	7.96%	12%		7.81%	153.55%	PERMITTING
●	1.4	Number of permits issued for temporary arts, community and business use (DC Sustainability BE2.1)	NA	10		0	0%	PERMITTING
●	1.5	Number of permits issued for community gardens to sell food (DC Sustainability FD3.4)	NA	5		100%	153.85%	PERMITTING
●	2.1	Average length of customer wait in the Permit Center (minutes)	15.45	15		16.99	88.29%	PERMITTING
●	2.2	% of walk through applications processed same day	56.98%	60%		54.05%	90.09%	PERMITTING



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	2.3	% of filed plan reviews completed on-time	94.88%	95%		92.33%	97.19%	PERMITTING
●	2.4	% of permits issued online (postcard and supplemental)	28.22%	25%		26.34%	105.37%	PERMITTING
●	2.5	% of Project Dox use vs. non-use	5.92%	15%		1.62%	10.80%	PERMITTING
●	2.6	% of Project Dox reviewed timely	NA	25%		N/A	Baseline Measure Not Rated	PERMITTING
●	3.1	% of building plats utilizing expedited review service	31.01%	35%		35.22%	100.62%	PERMITTING
●	3.2	% of building plats using online services	31.15%	30%		49.21%	164.02%	PERMITTING
Office of Zoning Administration								
●	1.1	% of Certificated of occupancy applications receiving OZA initial review from the application date, in compliance with timelines (30 business days)	89.23%	95%		87.44%	92.04%	ZONING AND CONSTRUCTION COMPLIANCE
●	1.2	% of HOPs issued within 10 business days of application submission	16.4%	35%		14.90%	42.57%	ZONING AND CONSTRUCTION COMPLIANCE
●	1.3	% of HOPs that could have been issued as eHOPs	69.32%	60%		14.90%	402.73%	ZONING AND CONSTRUCTION COMPLIANCE
●	1.4	% of successful defenses of appeals of Zoning Administrator decisions before the BZA	100%	85%		100%	117.65%	ZONING AND CONSTRUCTION COMPLIANCE
●	1.5	% of complaint-initiated enforcement actions occurring within 60 days of receipt of concern	83.33%	65%		100%	153.85%	ZONING AND CONSTRUCTION COMPLIANCE



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
Enforcement Division								
●	1.1	Total number of vacant properties	2,529.75	3,000		1,925.25	156.82%	ENFORCE- MENT
●	1.2	% of rate of return on special assessments filed	56.74%	65%		70.05%	107.77%	ENFORCE- MENT
●	1.3	Total dollar amount of Special Assessments collected	\$1,072,547	\$800,000		\$842,756	105.34%	ENFORCE- MENT
●	1.4	Total dollar amount of tax liens collected	\$116,155	\$145,000		\$377,208.72	260.14%	ENFORCE- MENT
●	1.5	Number of blighted properties reported to OTR.	352.5	250		296	84.46%	ENFORCE- MENT
●	2.1	% of registered vacant properties (includes properties that are registered and exempt)	55.94%	65%		52.71%	81.09%	ENFORCE- MENT
●	2.2	% of cases "won" with OAH finding of liability ("upheld")	57.76%	68%		36.95%	54.33%	ENFORCE- MENT
●	2.3	% of DCRA abatements completed within 30 days	86.43%	85%		77.05%	90.65%	ENFORCE- MENT
●	2.4	% of all blight appeals processed within 14 days of receipt of appeal	NA	95%		100%	Baseline Measure Not Rated	ENFORCE- MENT
●	2.5	% of reduction of appeals and appeals granted sent to Deputy Director/Director	NA	5%		101.61%	Baseline Measure Not Rated	ENFORCE- MENT
Business and Professional License Administration (BPLA)								
●	1.1	% of business license applications submitted online (New and Renewal)	29.12%	30%		39.94%	133.13%	LICENSING
●	1.2	% of professional license applications submitted online (New and Renewal)	99.99%	94%		99.98%	106.37%	LICENSING



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	1.3	% of occupational and professional license renewal processed in 3 days (when a complete application is submitted)	100%	98%		100%	102.04%	LICENSING
●	1.4	# of new vendors licensed pursuant to the new regulations	NA	100		611	611%	LICENSING
●	1.5	# of new business license applications (DC Sustainability JE1.1)	NA	2,000		11,374	Baseline Measure Not Rated	LICENSING
●	2.1	% of corporate filings submitted online	46.84%	50%		36.60%	73.20%	LICENSING
●	3.1	% of pre-license investigations conducted by regulatory investigations within 5 business days	94.17%	95%		100%	105.26%	LICENSING
●	3.2	% of weighing and measuring devices approved	98.97%	92%		95.86%	104.20%	LICENSING
●	3.3	% of gas stations compliant with octane rules	NA	93%		NA ¹	Baseline Measure Not Rated	LICENSING
●	4.1	Amount of monies obtained for complainants (refund, settlements, cost of services rendered) in dollars	NA	NA		\$8,025,889	Baseline Measure Not Rated	LICENSING
●	4.2	% of cases closed	NA	30%		64.05%	Baseline Measure Not Rated	LICENSING
●	4.3	Number of businesses brought into compliance with the District licensure rules	NA	NA		11	Baseline Measure Not Rated	LICENSING

¹ “Our initial 2014 target of 93% was created as a baseline number due to our fy2013 results. However the our Business License division did not receive any complaints or investigation requests that fit this criteria throughout the course of fy2014. Therefore our quarterly statistics were all 0.”



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program	
	●	5.1	Number of group workshops	NA	7		43	Baseline Measure Not Rated	LICENSING
	●	5.2	Number of educational and informational one-on-one sessions	NA	4		716	Baseline Measure Not Rated	LICENSING
	●	5.3	Average number of customers in attendance per workshop	NA	15		27.46	Baseline Measure Not Rated	LICENSING
Inspections Division									
	●	1.1	% of complaint-related inspections completed within 5 days of the scheduled date	86.92%	86%		27.17%	31.59%	Inspection
	●	1.2	% of permit-related inspections completed within 48 hours of scheduled date	91.26%	93%		95.965	103.18%	Inspection
	●	1.3	% of illegal construction cases dismissed at the initial DCRA appeal hearing	8.33%	10%		10.44%	95.78%	Inspection
	●	2.1	# of units inspected by Proactive Inspections Team	3,070	2,500		2,318	92.72%	Inspection
	●	2.2	% of inspections completed as scheduled	93.80%	95%		92.44%	97.31	Inspection
	●	3.1	# of Quality Control inspections performed on Third Party Inspections	231	175		115	65.71%	Inspection
	●	3.2	% of Third Party Inspection agencies with quality control audits that result in a disciplinary action	7.69%	10%		100%	10%	Inspection