



THE DEPARTMENT OF BUILDINGS

FY 2023 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 16, 2024

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1 THE DEPARTMENT OF BUILDINGS

Mission: The Department of Buildings (DOB) protects the safety of residents, businesses, and visitors and advance development of the built environment through permitting, inspections, and code enforcement.

Services: The Department of Buildings is responsible for regulating construction activity in the District of Columbia. The agency operates a consolidated permit operations division, reviews all construction documents to ensure compliance with building codes and zoning regulations. It also has inspection and oversight authority, through which construction activity, building systems, and rental housing establishments are inspected. Violations are cited, and if necessary, post citation abatement is pursued within the limits of the law.

2 2023 ACCOMPLISHMENTS

| Accomplishment | Impact on Agency | Impact on Residents |
|---|--|--|
| <p>The DOB Agency Performance and Data Management Team has redeveloped the agency's public dashboard in FY23. This virtual, multi-tiered application highlights the real-time operations of the agency through eight tabs correlating with its primary functions including but not limited to: permit operations, inspections, violations and abatement, enforcement, vacant properties, and customer service. This public facing data tool allows both internal and external stakeholders to view the agency's progress in meeting its key performance indicators (KPIs) and workload measures (WLMs) while distilling a vast amount of data into user-friendly visuals. Since its launch, the DOB Public Dashboard has been the second-most visited agency dashboard in the District.</p> | <p>The DOB Public Dashboard increases accountability among internal stakeholders and provides a medium for employees to see their progress in meeting the demands of the District and its patrons.</p> | <p>The DOB Public Dashboard provides residents with a means of viewing the agency's operations, its progress towards meeting its goals, and most importantly, how it is addressing the building and infrastructure needs of the citizens and visitors of the District.</p> |

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| Accomplishment | Impact on Agency | Impact on Residents |
|--|---|---|
| <p>Held on September 7, the inaugural DOB Day was designed to educate DC Council—and their respective staff members—about the agency’s functions, processes, and enhancements. It created inroads between DOB Account Managers (AMs) and Council Constituent Services as participants discussed current and planned initiatives for the newly formed agency. Utilizing the DOB Public Dashboard, familiarizing staff with the zoning and illegal construction inspection processes, and providing an overview of how the agency addresses vacant and blighted properties were covered during this event. DOB also facilitated a Ward 5 staff delegation to provide context, from the field, to the most common inquiries received by the agency. During the site visit, participants viewed examples of illegal construction, vacant and blighted properties. This initiative was the first in a series of events aimed at increasing agency profile and transparency with community leaders, and now a similar day is planned for Advisory Neighborhood Commissions (ANCs). Other agencies have been encouraged to replicate this model and engage DC Council in a similar manner. Since the event, it has been referenced by several councilmembers, ANCs, and nonprofits in the area as a model of increased collaboration, transparency, and accountability.</p> | <p>It has increased agency transparency and credibility among external stakeholders such as DC Council. It is estimated that DOB Day has helped reduce the Council-specific workload of Account Managers by building capacity within the community to use and understand our tools and resources.</p> | <p>DC Residents, particularly members of DC Council staff, have additional exposure to, and thus a deeper understanding of the inner-workings of the Department of Buildings (DOB). It has impacted the way in which government officials view and correspond with our staff as well as how they utilize our resources to provide community and council members with answers to their most pressing property questions.</p> |
| <p>With the expansion of the agency’s inspector workforce, DOB has increased inspection capacity by 200% in FY23.</p> | <p>The agency has increased it’s ability to meet it’s current inspection service level agreement (SLA) and of response within thirty (30) days as well as sustain a construction exemption key performance indicator (KPI) of 90% throughout the FY23.</p> | <p>This accomplishment has increased the agency’s ability to respond to concerns related to the nuisance properties as well as the ability to turn these properties potential housing stock.</p> |

3 2023 OBJECTIVES

Strategic Objective

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.

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

Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to preserve safety and development in the District of Columbia.

Create and maintain a highly efficient, transparent, and responsive District government.

4 2023 OPERATIONS

| Operation Title | Operation Description |
|--|---|
| 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. | |
| Permitting, Construction Compliance, Building Inspections, Green Building, Surveyor, Third Party Inspections: Daily Service | Conducts technical building plan reviews for approval and issues building permits. Manages and coordinates revisions to the District's building and trade codes. Inspects commercial buildings, manages permit-related inspection requests, issues citations for violations of the District's building codes and zoning regulations to correct violations, and conducts building and structure assessments for emergency and disaster response. Regulates construction in the District of Columbia that falls under the regulations of green codes including the Green Building Act, Green Construction Code, and Energy Conservation Code. Produces and maintains legal records of all land plats and subdivisions of private and District government property within the District of Columbia. Contracts authorized nongovernmental persons or entities to perform inspections and plan reviews to certify that work complies with the District of Columbia Construction Codes. This includes Program Codes (2010, 2020, 2030, 2040, 2050, 2060). |
| Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing. | |
| Code Enforcement, Civil Infractions & Fine Assessment: Daily Service | Develops and implements enforcement strategies and procedures. Processes all civil infractions with the Office of Administrative Hearings, collects fines, and places property liens on unpaid fines. This includes Program Codes (4010, 4020). |
| Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to preserve safety and development in the District of Columbia. | |
| Vacant and Blighted Property, Rental Housing Inspections, Housing Rehabilitation: Daily Service | Registers vacant properties in the District of Columbia, processes requests for vacant property tax exemptions, and inspects designated vacant and blighted properties. Inspects residential properties and issues citations of housing code violations. Abates numerous housing and building code violations, processes abatement contracts, and collects unpaid abatement costs. This includes Program Codes (3010, 3020, 3030). |
| Create and maintain a highly efficient, transparent, and responsive District government. | |
| Zoning Administration: Daily Service | Responsible for administering and determining compliance with the Zoning Regulations. This includes Program Code (5010). |
| Budget Operations, Accounting Operations: Daily Service | Provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This division is standard for all agencies using performance-based budgeting. This includes Program Codes (110F, 120F). |

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| Operation Title | Operation Description |
|---|--|
| Personnel, Training and Employee Development, Labor Relations, Contracting and Procurement, Property Management, Information Technology, Risk Management, Legal, Logistics and Fleet Services, Communications, Customer Service & Complaint Resolution, Performance Management, Internal Audit: Daily Service | Responsible for providing administrative support and the required tools to achieve operational and programmatic results. This includes Program Codes (1010, 1015, 1017, 1020, 1030, 1040, 1055, 1060, 1070, 1080, 1085, 1090, 1095). |

5 2023 STRATEGIC INITIATIVES

In FY 2023, The Department of Buildings had 7 Strategic Initiatives and completed 42.86%.

| Title | Description | Update |
|--|--|---|
| Architecture and Engineering Career Pathways Program | In FY 23 The Department of Buildings will create a Career Pathways program designed to provide recent Architecture and Engineering graduates with support and career experience. Recruits will rotate between all DOB departments to have a wide array of exposure in learning permit intake, inspections, plan review, enforcement, and customer service. The goal is to create a pipeline of talent to mitigate staff and field shortages. | Completed to date: Complete In Q4, DOB onboarded 4 interns from this program into full-time positions to a new career path. This program was a success in providing recent graduates career experience and developing a pipeline of talent to DOB. Feedback was collected from program participants and will be considered in future iterations of the program. |
| Expand Enforcement and Information Vacant Properties | During FY23, The Department of Buildings will enhance the enforcement and data collection related to vacant properties by establishing a portal(s) that will assist property owners by accomplishing the followings: 1) notify property owners of their most current occupancy status with the Office of Tax and Revenue (OTR), to include last notification date; 2) notify property owners of their most current registration/exemption status to include end date. Additionally, DOB will initiate an outreach program to partner with stakeholders on the existence of resources to assist with the transfer of ownership Class 3 and Class 4 properties. Finally, DOB will increase both enforcement and occupancy determinations with the additional FTE inspectors and enhanced usage of Resident Inspectors. | Completed to date: 75-99% In Q4, DOB conducted a cost-benefit analysis for implementing the Salesforce application to support the agency's expanded enforcement and vacant property inspection activities. Leadership agreed that the transition would benefit the agency's current land management application, Accela, to meet the growing needs of the business units while also increasing critical communication to property owners. DOB has successfully met the heightened demand with the assistance of additional ARPA-funded inspectors in the Vacant & Blighted Properties Division (V&BP). The V&BP training plan for staff has been developed and coordination with the agency's Training Academy Coordinator has begun with total completion projected by the end of FY24. |

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|---|---|---|
| Elevator and Boiler Certificate Upgrade | <p>Currently the elevator and boiler certificate processes are paper or pdf-based reports reducing the usability of captured data. By the end of FY 23 The Department of Buildings will revamp and streamline the system so that data is captured and reported digitally. The platform would allow for searchable data, automatic notifications. Equipment recalls and similar inquiries or alerts would be readily available due to the digital information captured during routine inspections. Certificate issuance, tracking, and transparency will be publicly available.</p> | <p>Completed to date: 50-74%</p> <p>In Q4, DOB prioritized digitizing the Elevator Certificate process. The first cycle of User Acceptance Testing (UAT) provided important feedback that was utilized to improve the process. DOB is in the second cycle of internal and external UAT. Although DOB has not completed this initiative by the end of FY23, the initiative is slated for completion within the first quarter of FY24.</p> |
| Streamlining the Certificate of Occupancy Process | <p>In FY 23 The Department of Buildings (DOB) will streamline the Certificate of Occupancy (C of O) process, by creating a pre-application checklist that will by ensure applicants meet all prerequisite requirements to ensure a complete applications. DOB will accomplish this by automating the status notifications of the review process for business units and applicants. Applicants will no longer be able to email the agency to receive their C of O; which eliminates the unnecessary exchanges between DOB and applicants. This automation will improve the audit trail for legitimate C of O issuance and ensure higher quality C of O review, without slowing down the process.</p> | <p>Completed to date: 75-99%</p> <p>In Q4, DOB finalized User Acceptance Testing of the new Certificate of Occupancy (CO) platform and provided outreach to stakeholders to introduce the new platform. Outreach efforts consisted of demonstrations to expeditors, the D.C. Building Industry Association, and development firms. The new platform is slated to launched in October 2023. DOB will continue outreach efforts on the new CO platform as it fully launches. Standard Operating Procedures (SOPs) are currently being drafted/updated within the affected program areas. In the interim, user guides and job aides have been developed. Contracting and procurement delays paired with the need for additional testing shifted the timeline of this initiative.</p> |

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| Expansion of QA/QC Process | <p>During FY 23 The Department of Buildings (DOB) will implement quality control and quality assurance(QA/QC) processes to improve business operations for all inspections. These QA/QC processes will identify and resolve potential issues throughout the business process which will to lead to better customer satisfaction. DOB will engage an external partner to assist in this pilot program.</p> | <p>Completed to date: 50-74% In Q4, DOB acquired a new vendor and onboarded qualified contractors for QA/QC expansion. The project was stalled due to onboarding delays, but has now transitioned into the implementation phase, which includes a Standard Operating Procedure (SOP), filing system, and designated staff to support the project. The project was stalled due to onboarding delays of critical staff who would be facilitating the project.</p> |
| Training Academy | <p>In FY 23 The Department of Buildings will plan, develop, and execute a Training Academy platform that will be the central training repository for all trainings for DOB staff and Resident Inspectors. This includes the ability to see all courses and quizzes resident inspectors must take to meet required learning outcomes. This will also allow DOB staff to create trainings, evaluations and other tools to ensure staff have the most up to date techniques for interacting with internal and external customers.</p> | <p>Completed to date: Complete The first round of personnel training concluded at the start of Q4. Staff provided feedback via the DOB Training Impact Survey. The assessment was met with a 33.6% response rate. Per assessment feedback, the staff have significantly enhanced their understanding of the agency's mission, policies, and procedures and gained meaningful job-specific knowledge. 71% of employees reported having a better comprehension of the agency's operations and 96% would refer other employees to the platform for training purposes. The Academy has proven to be instrumental in enabling staff to expand their skillsets and excel in their roles with greater proficiency. Additional licenses were purchased for the training platform to allow DOB contractual staff to participate in the initiative in FY24.</p> |
| Coordinated Outreach | <p>In FY 23 The Department of Buildings will launch a coordinated outreach campaign that will actively engage communities across the District about DOB process and procedures. These includes workshops in the communities, educational sessions, online videos posted, and online and in-person training sessions.</p> | <p>Completed to date: Complete During Q4, DOB participated in 14 community events, and 30 Community Outreach Walks across the District. Among the agency's outreach tactics were workshops, educational sessions, online and in-person training, and increased direct engagement with community members. Collectively, in FY23 DOB completed approximately 125 Advisory Neighborhood Committee (ANC) meetings, 20 ANC training sessions, 13 Council Constituent Services training sessions, 2 MOCRS training sessions, 12 industry events, 36 stakeholder events, and 2 agency open house events. The total number of outreach related efforts exceeds the initial expectations set at the beginning of FY23. Residents and businesses have become more familiar with the newly established DOB, its purview, and how to obtain services.</p> |

6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

| Measure | Directionality | FY 2021 | FY 2022 | FY 2023 Q1 | FY 2023 Q2 | FY 2023 Q3 | FY 2023 Q4 | FY 2023 | FY 2023 Target | Was 2023 KPI Met? | Explanation of Unmet KPI |
|--|----------------|-------------|---------|------------|------------|------------|------------|---------|----------------|-------------------|--------------------------|
| 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. | | | | | | | | | | | |
| Percent of Project Dox permit applications that are reviewed by the Department of Buildings (DOB) within 30 business days of acceptance by the agency | Up is Better | 98.6% | 98.8% | 98.7% | 99.5% | 96.7% | 96.2% | 97.7% | 90% | Met | |
| Percent of standard building plat requests completed within 3 business days | Up is Better | New in 2023 | 91.5% | 95.5% | 97% | 92.3% | 88.7% | 93.4% | 85% | Met | |
| Percent of Project Dox permit application re-reviews that are reviewed by the Department of Buildings (DOB) within 15 business days of acceptance by agency | Up is Better | 96.4% | 94% | 91.7% | 97.9% | 94.2% | 92% | 94% | 90% | Met | |
| Percentage of Solar Permits that are reviewed within 10 calendar days | Up is Better | New in 2023 | 97.3% | 96.2% | 93.9% | 93.8% | 92.4% | 93.9% | 90% | Met | |
| Percent of Permit applications that are reviewed by PRC within 2 business days | Up is Better | 97.2% | 95.7% | 88.8% | 96.8% | 95.9% | 98.5% | 95.1% | 90% | Met | |
| Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing. | | | | | | | | | | | |
| Percent of Vacant Building Unit initial inspections completed within 30 business days from date of complaint submission | Up is Better | New in 2023 | 98.7% | 96.8% | 99.4% | 99.1% | 97.7% | 98.3% | 85% | Met | |
| Percent of exempted properties that are reinspected within 90 calendar days of receiving exempt status | Up is Better | New in 2023 | 93% | 96.3% | 98.8% | 100% | 100% | 98.8% | 90% | Met | |
| Percent of Notices of Infraction related customer inquiries that are resolved in one interaction with the Department of Buildings (DOB) staff | Up is Better | New in 2023 | 99.3% | 97.7% | 99.3% | 97.6% | 99.3% | 98.8% | 80% | Met | |

Key Performance Indicators (continued)

| Measure | Directionality | FY 2021 | FY 2022 | FY 2023 Q1 | FY 2023 Q2 | FY 2023 Q3 | FY 2023 Q4 | FY 2023 | FY 2023 Target | Was 2023 KPI Met? | Explanation of Unmet KPI |
|---|----------------|-------------|-------------|------------|------------|------------|------------|---------|----------------|-------------------|--------------------------|
| Number vacant properties returned to productive use | Up is Better | New in 2023 | New in 2023 | 363 | 387 | 297 | 468 | 1515 | 150 | Met | |
| Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to preserve safety and development in the District of Columbia. | | | | | | | | | | | |
| Percent of Property Maintenance (Housing) inspections that are completed within 15 business days from date of request | Up is Better | 98.4% | 96.4% | 97.9% | 92.9% | 99.9% | 98.9% | 97.5% | 80% | Met | |
| Percent of construction inspections completed on date identified when scheduled | Up is Better | New in 2023 | 94.3% | 93.1% | 97.6% | 98.7% | 98.8% | 96.9% | 90% | Met | |
| Percent of Property Maintenance (Housing) Notices of Infraction (NOI) that are initiated within 2 business days following inspections where violations were observed. | Up is Better | New in 2023 | 99.6% | 99.4% | 100% | 99.8% | 99.6% | 99.7% | 90% | Met | |
| Number of housing code violation(s) abated by property owners or DOB | Up is Better | New in 2023 | New in 2023 | 4,296 | 4,840 | 3,870 | 4,608 | 17,614 | 4,500 | Met | |
| Create and maintain a highly efficient, transparent, and responsive District government. | | | | | | | | | | | |
| Percent of non-FOIA Records requests completed within 5 business days from date of receipt | Up is Better | New in 2023 | New in 2023 | 97.8% | 98.7% | 98.8% | 100% | 98.9% | 85% | Met | |
| Percent of Customer Relationship Management (CRM) cases that are resolved within 3 business days from date of receipt by the agency | Up is Better | New in 2023 | New in 2023 | 98.5% | 98.7% | 95.7% | 97.2% | 97.4% | 95% | Met | |

Workload Measures

| Measure | FY 2021 | FY 2022 | FY 2023 Q1 | FY 2023 Q2 | FY 2023 Q3 | FY 2023 Q4 | FY 2023 |
|---|-------------|---------|------------|------------|------------|------------|---------|
| Permitting, Construction Compliance, Building Inspections, Green Building, Surveyor, Third Party Inspections | | | | | | | |
| Number of permits issued | 54,229 | 53,261 | 12,754 | 13,980 | 12,190 | 12,902 | 51,826 |
| Number of plats processed with expedited service | New in 2023 | 2,762 | 461 | 541 | 577 | 561 | 2140 |
| Number of Sub-Divisions processed | New in 2023 | 274 | 87 | 76 | 57 | 46 | 266 |
| Number of plats prepared | New in 2023 | 5,664 | 1,000 | 1,197 | 1,235 | 1,151 | 4583 |
| Number of addresses issued | New in 2023 | 193 | 76 | 52 | 113 | 50 | 291 |
| Number of Certificates of Occupancy issued | New in 2023 | 2,581 | 669 | 747 | 654 | 730 | 2800 |
| Code Enforcement, Civil Infractions & Fine Assessment | | | | | | | |
| Number of infraction notices issued | New in 2023 | 10,732 | 3,035 | 2,748 | 2,747 | 3,505 | 12,035 |
| Number of liens issued | New in 2023 | 767 | 215 | 442 | 320 | 344 | 1321 |
| Vacant and Blighted Property, Rental Housing Inspections, Housing Rehabilitation | | | | | | | |
| Number of buildings abated | New in 2023 | 824 | 182 | 130 | 308 | 329 | 949 |
| Number of vacant buildings surveyed | New in 2023 | 7,875 | 1,750 | 1,832 | 2,873 | 2,631 | 9086 |
| Number of quality control inspections performed on third party inspections | New in 2023 | 1,463 | 325 | 403 | 389 | 330 | 1447 |
| Number of vacant lots abated | New in 2023 | 46 | 7 | 8 | 8 | 16 | 39 |
| Number of vacant lots inspected | New in 2023 | 508 | 151 | 196 | 236 | 216 | 799 |
| Number of illegal constructions inspections conducted | New in 2023 | 4,922 | 918 | 1,331 | 1,742 | 1,517 | 5508 |
| Number of permit construction inspections conducted | New in 2023 | 26,759 | 5,907 | 5,989 | 5,788 | 5,602 | 23,286 |
| Number of proactive inspections conducted | New in 2023 | 11,393 | 2,872 | 2,559 | 3,550 | 4,257 | 13,238 |
| Number of conveyances inspections conducted (elevators, man lifts, escalators, dumbwaiters) | New in 2023 | 202 | 10 | 22 | 31 | 19 | 82 |
| Number of inspections conducted | New in 2023 | 80,552 | 18,038 | 18,199 | 19,973 | 21,057 | 77,267 |
| Number of housing inspections conducted | New in 2023 | 13,450 | 4,310 | 3,825 | 3,103 | 3,694 | 14,932 |
| Personnel, Training and Employee Development, Labor Relations, Contracting and Procurement, Property Management, Information Technology, Risk Management, Legal, Logistics and Fleet Services, Communications, Customer Service & Complaint Resolution, Performance Management, Internal Audit | | | | | | | |
| Number of records requests completed by the Records Team | New in 2023 | 1,757 | 279 | 233 | 172 | 343 | 1027 |