Department of Consumer and Regulatory Affairs FY2017

FY2017 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

Mission

The Department of Consumer and Regulatory Affairs (DCRA) protects the health, safety, economic interests, and quality of life of residents, businesses, and visitors in the District of Columbia by ensuring code compliance and regulating business.

Summary of Services

DCRA is responsible for regulating construction and business activity in the District of Columbia. The agency operates a consolidated permit intake center and reviews all construction documents to ensure compliance with building codes and zoning regulations. To protect consumers, DCRA issues business licenses, professional licenses, special events permits, registers corporations, and inspects weighing and measuring devices used for monetary profit. Construction activity, building systems, and rental housing establishments are inspected, and building code violations are abated if necessary.

FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Growth and enhancements of the DCRA Business Portal.	The Business Portal has also provided significant positive impacts at DCRA as thousands of customers have been able to simplify, or negate entirely, their visit to DCRA. Since it's launch, the business Portal has received over 20,000 new user accounts and has processed over 14,000 transactions.	The Business Portal allows customers to apply for a business license and track business entities. Additionally, the Portal helps new applicants determine the appropriate license type and related actions to obtain, based on their prospective business needs.
Online access to Surveyor Documents.	By providing access to SurDocs to customers, DCRA has been able to significantly reduce the traffic of customers visiting DCRA's Office. This helps reduce wait-times for ALL DCRA customers, while providing customers of DCRA's Surveyor Team, with direct access to documents that negate the need to interact with DCRA staff.	DCRA's online access to Surveyor Documents application (SurDocs) allows applicants and residents to find land records, such as plats, and other surveyor documents without having to visit physically visit DCRA, SurDocs provides customers with access to more than 475,000 documents online, dating back 200 years. DCRA also created an instructional video to assist first-time customers to navigate this tool.
Implementation of Mobile Inspections for Vacant Property.	The Vacant Property Mobile Inspections has greatly improved the cycle times associated with many of the Vacant Property Program's daily operations. Reduction in cycle time allows for additional inspections to be conducted and also provides reduced report writing cycle times. Furthermore, Mobile Inspections is being piloted in the Vacant Property Program and DCRA is excited to implement Mobile Inspections in DCRA's other inspection programs.	By implementing Mobile Inspections for the Vacant Property Team, DCRA has been able to reduce the time between complaint submission and date of inspection. Additionally, the mobile workflow facilitates inspector compilation of reports reducing wait-time, post inspection. By decreasing cycle time in this respect, DCRA Vacant Property Inspectors are able to inspect more properties each day and turn around subsequent reports much quicker.

2017 Strategic Objectives

Objective	Strategic Objective

	Number	
	1	Provide timely and efficient business processes to promote and improve the progression and development of the District.
	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
	3	Provide effective enforcement of vacant and blighted surveying, and the notice of violation and fining process, to allow for additional options for affordable housing.
	4	Provide timely and efficient Residential, Commercial, and Illegal construction inspections to improve the safety and progression of the District of Columbia.
	5	Create and maintain a highly efficient, transparent and responsive District government.**

2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
1 - Provide timely and efficient business processes to promote and improve the progression and development of the District. (7 Measures)									
Percentage of Business licenses issued within 1 business day.	Quarterly	40%	51.5%	78.9%	73.3%	79.5%	71.7%	Met	
Percentage of eligible business licenses that renew	Quarterly	50%	36.3%	50.6%	26.5%	38.4%	36.9%	Unmet	DCRA is unable to require renewal for expiring licenses by license holders. This KPI is included to help track volume of businesses that remain consistently licensed or operational over license cycles.
Percentage of Business Licenses Renewed within 3 business day	Quarterly	40%	29.5%	50.2%	47.5%	25.9%	42.6%	Met	
Percentage of completed special event applications processed within 1 business day.	Quarterly	100%	96.7%	100%	85.7%	85.7%	88.7%	Unmet	DCRA experienced a higher volume of special event applications in Quarters 3 and 4. DCRA will continue to improve operations to support consistency and achieve targets.
Percentage of Corporate Registrations processed within 5 business day	Quarterly	80%	92.8%	100%	93.4%	87.4%	87.8%	Met	
Percentage of Professional Licenses issued within 3 business days	Quarterly	80%	100%	100%	100%	100%	100%	Neutral Measure	
Percentage of pre-license investigations completed by regulatory investigations within 5	Quarterly	100%	96.1%	97.2%	97.1%	97.4%	96.9%	Nearly Met	DCRA came very close to achieving the 100% target for this KPI. Room for improvement remains.

business days									

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 (3 Measures)

Percentage of electronic applications (Project Dox) completed within 30 days (not including sister agencies).	Quarterly	100%	79.1%	72.8%	95.3%	81.3%	81.6%	Unmet	DCRA continues to make progress with the reduction of cycle-time for permit reviews. Additional opportunities for improvement remain and DCRA will continue its efforts to achieve our target in FY 18.
Percentage of walk-through applications reduced	Quarterly	10%	87.4%	111.6%	126.3%	123.8%	112.1%	Unmet	Walk-thru applications provide an opportunity for applicants of small scale projects to quickly receive permits or feedback on projects. Reducing availability to process walk-thru applications negatively impacts customers. As such, DCRA experienced higher levels of walk-thru applications in comparison to FY 16.
Percentage increase of customers paying for permit issuance online.	Quarterly	85%	16%	8.9%	37.1%	37.4%	27.2%	Unmet	In Q3, DCRA released an enhancement to its online permitting services making it easier for customers to make payments online. Customers are still being educated with respect to this new opportunity and we expect this percentage to continue to increase.

3 - Provide effective enforcement of vacant and blighted surveying, and the notice of violation and fining process, to allow for additional options for affordable housing. (3 Measures)

Percentage of vacant/blighted referrals scheduled within 2 business days	Quarterly	80%	100%	100%	100%	100%	100%	Met	
Percentage of referrals surveyed within 5 business days of being scheduled	Quarterly	80%	87.8%	100%	58.8%	59.6%	69.4%	Unmet	DCRA was unable to meet the 80% target due to a high-volume grass season in Quarters 3 and 4, increasing both DCRA's inspection load and the length of time between scheduling and inspection.
Percentage of emergency abatements completed within 5 business days, after the Notice of Violation is issued.	Quarterly	60%	100%	100%	100%	100%	100%	Met	

4 - Provide timely and efficient Residential, Commercial, and Illegal construction inspections to improve the safety and progression of the District of Columbia.   (3 Measures)

Percentage of inspection requests	Quarterly	75%	72.9%	92.3%	91%	90%	89.4%	Met	

scheduled within 2 business days							
Percentage of initial inspections completed within 7 business days (Residential, proactive, commercial, illegal)	Quarterly	75%	98.1%	90.3%	96.9%	96%	95.3%	Met
Percentage of inspections resulted (with NOV or inspection reports) within 30 business days	Quarterly	75%	99.9%	92.3%	99.9%	99.6%	97.9%	Met

We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
1 - Business Investigations (3 Measures)						
Number of Investigations conducted	Quarterly	141	160	156	127	584
Number of cases that required Enforcement Action	Quarterly	57	50	104	530	741
Number of business compliance surveys conducted	Quarterly	0	0	2009	2001	4010
1 - Business License Issuance (7 Measures)						
Number of applicantions submitted for new business licenses	Quarterly	2546	2809	3049	2976	11,380
Number of Elevator Certificates issued	Quarterly	685	923	1356	1281	4245
Number of business licenses renewed	Quarterly	3416	4784	3951	4947	17,098
Number of Business Licenses issued	Quarterly	5556	7696	7185	2976	23,413
Number of group workshops held by the Small Business Resource Center	Quarterly	22	20	25	23	90
Number of customers serviced by the Small Business Resource Center	Quarterly	354	499	598	1022	2473
Number of Outreach Events Attended by SBRC Staff	Quarterly	36	24	32	9	101
1 - Corporate Registrations (2 Measures)						
Number of corporate entities registered	Quarterly	4096	3924	3777	4306	16,103
Number of other corporate filings registered	Quarterly	4984	28803	12648	14809	61,244
1 - Professional Licensing Issuance (3 Measures)						

Number of Professional Licenses issued	Quarterly	2837	2276	2860	2828	10,801
Number of applicants tested	Quarterly	730	927	966	594	3217
Number of Professional Licenses Renewed	Quarterly	1832	5197	4635	5081	16,745
1 - Special Event Approval (1 Measure)						
Number of special events issued	Quarterly	30	3	55	35	123
1 - Weighing Devices Registered (1 Measure)						
Number of weighing and measuring devices approved	Quarterly	1269	2005	2667	1779	7720
2 - Address Issuance (1 Measure)						
Number of addresses issued	Quarterly	64	103	58	95	320
2 - Issuance and Maintaining of land survey plats (4 Measures)						
Number of Plats prepared	Quarterly	2754	3484	3565	1628	11,431
Number of plats processed with expedited service	Quarterly	566	709	686	753	2714
Number of Sub-Divisions processed	Quarterly	93	107	97	103	400
Number of Street or Alley closings processed	Quarterly	1	3	3	2	9
2 - Permit issuance (4 Measures)						
Number of permits issued	Quarterly	9986	12404	13964	13611	49,965
Number of Permit applications submitted	Quarterly	15604	20704	16712	15894	68,914
Number of Certificates of Occupancy issued	Quarterly	819	812	826	859	3316
Number Permit applications submitted online	Quarterly	8998	13942	9231	6694	38,865
3 - Abatement (3 Measures)						
Number of Buildings abated	Quarterly	717	247	904	264	2132
Number of properties requiring contractor abatement.	Quarterly	16	23	10	22	71
Number of Vacant lots Abated	Quarterly	0	8	33	9	50
3 - Civil Infractions (1 Measure)						
Number of infraction notices issued	Quarterly	324	359	440	899	2022

3 - Liens and Fines (1 Measure)						
Number of Liens issued	Quarterly	4	69	50	52	175
3 - Vacant building (2 Measures)						
Number of Vacant buildings Surveyed	Quarterly	1632	1693	1593	1670	6588
Number of vacant Lots inspected	Quarterly	30	17	44	92	183
4 - Construction Inspections (2 Measures)						
Number of Illegal constructions inspections conducted.	Quarterly	601	591	728	664	2584
Number of Permit Construction inspections conducted	Quarterly	5488	5372	5077	6311	22,248
4 - Housing inspections (1 Measure)						
Number of Residential Inspections conducted.	Quarterly	3054	2843	3287	2326	11,510
4 - Proactive inspections. (1 Measure)						
Number of Proactive Inspections conducted	Quarterly	1408	1322	782	740	4252
4 - Specialty Inspections Program (2 Measures)						
Number of conveyances inspections conducted (elevators, man lifts, escalators, dumbwaiters).	Quarterly	23	56	45	101	225
Number of Boiler inspections conducted	Quarterly	103	82	205	310	700
4 - Third Party inspections Program (2 Measures)						
Number of Quality Control inspections performed on Third Party Inspections	Quarterly	86	86	181	161	514
Number of Third Party reports entered into Accela	Quarterly	3334	4395	825	5361	13,915

▾ 2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
BUSINESS SERVICE CENTER (1 Strategic Initiative)				
Increase utilization of licensing online applications	To improve utilization, DCRA will increase marketing and advertising efforts to include Social Media marketers; in-house training for community stakeholders; recorded webinar; and a road show with demos and step by step instructions. Undertaking this effort will increase the usage of our online	Complete	The DC Business Portal celebrated its first anniversary in FY 17. Over the first year of its availability, more than 20,000 new user accounts have been created and more than 14,000 transactions have been conducted.	

and renewals	business portal making it easier and more seamless for customers to do business with DCRA and the District. In FY17, DCRA will report on the quarterly percentage rate of businesses who use the online system.			

CONSTRUCTION COMPLIANCE (1 Strategic Initiative)

Increase efficiency in permit based inspections.	DCRA will soft launch both mobile and web based inspection modules. The mobile inspection module will enable DCRA inspectors to electronically complete inspection reports while in the field and reduce paper processing within the agency. It will speed the delivery of information to the property owner, neighbors, and other interested parties. The web-based inspection module will allow permit holders to use their smartphone, tablet or other web-based electronic device to schedule inspections, confirm inspector arrival and receive electronic confirmation of inspection results.	75-99%	This initiative is completed pending the acquisition of the mobile devices and staff training within the agency. Mobile inspections are currently utilized by the agency's Vacant Property Enforcement unit and will be expanding to the Housing Enforcement Unit in Q1 2018.	This initiative is nearly complete and is pending the purchase of a suite of mobile devices and staff training.

CORPORATION DIVISION (1 Strategic Initiative)

In FY 17, BPLA will initiate the process to significantly enhance the functionality of the CorpOnline system	In FY 17, Business and Professional Licensing Administration will initiate the process to significantly enhance the functionality of the CorpOnline system with the goal of improving the customer experience for our 100,000 Corporate customers. This initiative is expected to cross fiscal years due to the complexity; logistics of budgeting and procurement; and IT priorities. In FY 17 the goals are to: -Provide more available services online. -Complete back office enhancements that will improve data collection. By accomplishing the goals above, the agency will be in a position to continue enhancing the CorpOnline system with the following goals in FY18. -Create a more user friendly landing page for the customers. -Have a "Cleaner" design image. -Have more intuitive web forms and data entry fields. -Increased use of "Wizards" to direct customers to the correct information and more efficient processing for staff. -Better integration with the DC Business Portal	50-74%	DCRA has engaged the Office of Information Systems (OIS) and the vendor to complete enhancements to the existing system. Several of the newly added features will provide DCRA stakeholders with a more seamless process for filing transactions.	This initiative was designed to span FY 17 and 18.

PERMITS (1 Strategic Initiative)

Increase the accuracy in permit applications	DCRA will work with The Lab@DC in the Office of the City Administrator to review and improve permitting forms used by the public. The effort will look for ways to modify permitting application forms primarily used by customers to make them	50-74%	DCRA continues to work with the Lab@DC to assess permitting documents with the goal of finding the format the best satisfies legal criteria and properly supports customers throughout the	DCRA's work with this initiative is a collaborative

submitted via paper or online in ProjectDox.	more user-friendly and simplified so that DCRA receives the most accurate and concise information at the beginning of the application process. The goal of this modification is to reduce the number submission errors by the public and decrease the processing time for permit applications.		permitting process.	effort with the Lab@DC. Competing priorities between both organizations resulted in delays.

PLAN REVIEW (2 Strategic initiatives)			
Increase outreach and training of permit application requirements across customer base.	DCRA will engage external stakeholders to increase the customer knowledge of updates to the Construction Codes, Zoning Regulations and online system requirements to improve plan submission at the beginning of the application process. If customers have a simplified process to follow and a better understanding of what is needed prior to submission, there should be a reduction in errors submitted and a reduction in second and third reviews. This will create a more efficient and expeditious experience for the customer.	Complete	The Permits Operations Division continues to make great strides with external outreach. In Q4 of FY17 we held our quarterly Stakeholders Meeting which included DDOT, DOEE and DCWater. In an effort to increase customer knowledge of our workflow processes bi-weekly ProjectDox Trainings are held and to date the team has trained over 75 participants. DCRA will continue to engage external stakeholders to increase the customer knowledge of updates to the Construction Codes, Zoning Regulations and online system requirements to improve plan submission	
Increase the efficiency of permit applications and issuance for homeowners.	Following our Safe and Simple Initiative, which is our commitment in making certain that every service, new and old, contributes to our goal of simplifying our customer's interactions with our agency's processes and, most importantly, keeps District residents and visitors safe; DCRA will implement standardized guide sheet templates for homeowners to follow when submitting permit applications. This will decrease the time for plan review and issuance for District homeowners and provide a simple process to ensure safety. The guide sheets will be introduced beginning second quarter of FY17.	Complete	The Permit Operations Division has released two Guide sheets that include, The Deck Guide and The Ramp Guide. Currently, we are working to complete the Age in Place Guide (for Senior Citizens) and The Chairlift Guide.	

RESIDENTIAL INSPECTIONS (1 Strategic Initiative)			
Increase proactive building wide inspections for multi-family dwellings.	In FY 2017, DCRA will increase the number of residential multi-family building wide inspections by 25%. Proactive inspections can help reduce the number of building closures and emergency abatements and increase the number of referrals to the Department of Housing and Community Development (DHCD) for the small landlord rehab program.	Complete	DCRA continues to conduct Proactive Inspections and is working with the Lab@DC to develop an algorithm that will better support the scheduling of Proactive Inspections of multi-family rental properties, every other year.	

VACANT PROPERTY (1 Strategic Initiative)			

| Increase vacant property inspection rate | In FY17, DCRA will realize operational efficiency from the realignment of the Housing Inspectors to the Enforcement Division. Specifically, both Enforcement and Housing Code Inspectors will be used to complete surveys of vacant referrals in order to maximize human capital and respond quicker and more proactively to the concerns of vacant properties in the District. Aligning the human capital resources under one division, will allow for better organization, more efficiency in identification and response, and better efficacy in resources. | 75-99% | Enforcement continues to work with OIS to establish more efficient workflows, to reduce hand to hand transmittal of documents, to provide more effective reporting, and to minimize the number of personnel needed to close cases. IPads were purchased and the surveyors conduct inspections using a Mobile Inspector App thru Accela, that are paperless. All of the bugs have not been worked out, but inspections and photographic evidence is now uploaded real-time, reducing the time surveyors spend in the office. | Enhancement for this initiative is in the final phases with unresolved programming issues being examined for resolution. |