



# **DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS**

## **FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT**

**JANUARY 15, 2023**

# CONTENTS

---

- Contents** **2**
- 1 Department of Consumer and Regulatory Affairs** **3**
- 2 2022 Accomplishments** **4**
- 3 2022 Objectives** **6**
- 4 2022 Operations** **7**
- 5 2022 Strategic Initiatives** **8**
- 6 2022 Key Performance Indicators and Workload Measures** **14**

# 1 DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS

---

*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.

*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 licenses, professional licenses, registers corporations, inspects weighing and measuring devices used for monetary profit and issues special events permits. In FY 2021, DCRA registered over 22,000 corporations, completed over 68,000 inspections, and issued over 54,000 permits\*, 26,000 business licenses, 7,500 professional licenses, and conducted more than 1,000 consumer protection investigations.

## 2 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
Successful Agency Transition from DCRA to DOB and DLCP.	During this transition, DCRA held virtual community town hall meetings to respond to questions and concerns about the agency split, to inform employees which agency would be their new home, and to let staff know about new opportunities in each agency. We also engaged in several team building activities, focus groups and trainings to assist staff with the split.	During the creation of two new agencies, customers were able to conduct business activities without service interruptions. This meant that DOB and DLCP could continue to issue permits and licenses; conduct inspections and investigations; and regulate construction activities and business, professional and vending activities. Both agencies launched new websites, performance dashboards, and rebranded over 20 internal applications and 400 customer-facing forms and guides.
Licensing and Enforcement of Short-Term Rentals	The agency was able to use a relatively small number of resources to stand up an entire enforcement area in about four months. The launch of these tools put the agency on track to success in the future of this licensing area.	In FY22 DCRA successfully rolled out both licensing and enforcement for short term rental housing. This involved not only standing up an entire new licensing enrollment and tracking application, but outreach to major booking services for short-term rental housing, such as Airbnb, to bring them into compliance. The new application and cooperation from the booking services allowed the team to roll out a large number of proactive infractions in the first months of enforcement based on data analysis. New tools allow the team to provide ongoing proactive oversight of this market. Residents and visitors may now enjoy safe and legal licensed short-term rental in the District. Property owners may quickly secure such a license, if they qualify. Neighbors have a way to report non-compliant behavior. There is no longer a loophole around short-term rentals-all rentals, of any duration, now are required to be, and have a way to become, licensed in the District.

*(continued)*

Accomplishment	Impact on Agency	Impact on Residents
Enhanced the Protection of our Residents and Vulnerable Populations	The agency is better able to accomplish its mandate of regulating the built environment of the District.	During FY22, DCRA issued 9,133 Notices of Infraction (NOI). This is a 53% increase from FY21 when 4,286 NOIs were issued. By protecting our residents through increased enforcement regulations overseen by DCRA, this will lead to safer housing for DC residents and safer business operations for residents and visitors.

### 3 2022 OBJECTIVES

---

Strategic Objective	Number of Measures	Number of Operations
Provide timely and efficient processes to promote and improve the progression and business development in the District of Columbia.	6	1
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	1
Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing.	3	1
Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to preserve safety and development in the District of Columbia.	3	1
Create and maintain a highly efficient, transparent, and responsive District government.	13	1

## 4 2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
<b>Provide timely and efficient processes to promote and improve the progression and business development in the District of Columbia.</b>		
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
<b>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.</b>		
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
<b>Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing.</b>		
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
<b>Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to preserve safety and development in the District of Columbia.</b>		
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
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>		
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

## 5 2022 STRATEGIC INITIATIVES

In FY 2022, Department of Consumer and Regulatory Affairs had 10 Strategic Initiatives and completed 90%.

Title	Description	Completion to Date	Update	Explanation for Incomplete Initiative
Fast Track Licensing, Permitting, and Inspection Team	With significant business closures during COVID, many business owners are trying to restart their business while many are looking to go into business for the first time. To support these entrepreneurs to re-enter the economy as quickly as possible and to aid economic growth and recovery, DCRA will create a Fast Track Permitting, Licensing, and Inspection Team to accelerate approvals for business licensing and permits as well as complete speedy housing inspections for one and two-family rentals.	Complete	The agency met all relevant Key Performance Indicators and metrics and exceeded the year end targets for permitting, licensing and inspections. The additional resources contributed to increased performance in many areas, for example the agency improved processing business license renewals and new applications by 2% compared to FY21.	
Interactive Programming for Small Businesses	To help current and aspiring District entrepreneurs in the wake of the pandemic, DCRA will develop interactive programming on topics of interest to small businesses. Programming will include at least four live events covering topics not currently offered by DCRA's Small Business Resource Center (SBRC), such as how to expand small businesses, forming LLCs and sole proprietorships, and how to obtain business-related permits. The sessions will also be recorded and made available online. At least two of the events will be in-person events, hosted at venues in Wards 7 and 8 (notwithstanding pandemic related restrictions on in-person events).	Complete	The SBRC's Zoning and Permitting for your Small Business hybrid workshop took place on August 17, 2022 at 10 am. During the workshop DCRA's Zoning and Permits subject matter experts explained the processes of applying for a Certificate of Occupancy (C of O) and Home Occupancy (HOP) online permits. They also provided permitting tips needed when taking over existing business locations, what constitutes a change in use, best ways to work with construction contractors and major considerations for a new C of O to do business in the District of Columbia. Eighty-eight (88) people registered. Zero (0) people attended in person and twenty (20) people attended virtually.	



<p>Fee Reduction for Small Businesses</p>	<p>According to a nationwide survey published in February 2021 by Unidos US and Color of Change, Latino and African American small business owners reported having difficulty accessing federal government assistance. In an effort to improve racial equity in small business support, DCRA will implement fee reductions aimed at helping District small businesses and develop a more flexible and cost-efficient business licensing model to accommodate seasonal and temporary businesses that currently have to pay for a full two-year license, despite only operating a few months each year.</p>	<p>Complete</p>	<p>Licensing fees were reduced for certain categories; a new 6-month business license mandate (approved in July 2022) - programming was completed; and implementation will start in FY23 as we have to promulgate new fee schedule for 6 months license; expected implementation after new fees are enacted by end of November/early December.</p>
---	---	-----------------	--

Empower Staff Members through Technology Training and Regular Opportunities for Dialogue and Feedback

As more of DCRA's work moves to the digital realm, the agency will continue to foster a culture of tangible staff development through providing employees with additional support and training in technology readiness. In FY22, all DCRA employees will take three trainings in (1) digital communication, (2) data analysis, and (3) change management. Moreover, the agency will host quarterly town halls to increase employee engagement through open, two-way communication where employees will be able to comment and ask questions to the Director and his leadership team about recent and upcoming issues of concern.

Complete

In Q4, DCRA concluded its Focus Groups and Employee Engagement opportunities with 2 final sessions. These sessions were facilitated with the goal of allowing employees to voice concerns related to the split, communication and information sharing and solutions. The final sessions were held in late July and early August. A summary of the interaction concluded that employees felt a slight morale boost after attending 'Team Building Activities' earlier in the year and having an opportunity to have smaller discussion sessions with their immediate supervisor. Required DCHR training reminders have been sent consistently to employees - with most trainings needed to be complete prior to August 30th. 60% of employees were compliant as of the September 5th report from DCHR. The culmination event for Employee Engagement and Empowerment Group Training and DCRA Celebration took place on 9/21 at the Bullpen. This training engagement included participants in the DC Storytelling course sharing what they learned during the course and an opportunity to openly share their stories through individual presentations. Two open community (DC Residents and Stakeholders) townhalls were organized and conducted that gave employees the opportunity to virtually interact with the Director and ask questions on a variety of topics related to the upcoming agency split and expectations for the two agencies, the Department of Buildings (DOB) and the Department of Licensing and Consumer Protection (DLCP).

Streamline Construction Inspections	In FY21, DCRA began work to operationalize an inspection scheduling system that automatically assigns inspections based on inspector availability and prioritizes complaints based on risk factors. This included IT development and related process updates for illegal construction, property maintenance, basic business license, and vacant property inspections. In FY22, DCRA will expand the inspection scheduling system to include construction inspections, which currently require manual scheduling by administrative staff members. Through this initiative, DCRA aims to improve scheduling efficiency and to apply risk and priority-based scheduling.	Complete	The new construction inspections scheduling system has been implemented to improve scheduling efficiency.
Implementation of the Department of Buildings Establishment Act of 2020	Pursuant to D.C. Act 23-616, DCRA, in collaboration with the Deputy Mayor for Operations and Infrastructure, will prepare and submit to the Council a transition plan to facilitate the establishment of the Department of Buildings. Milestones will include proposed organizational plan, strategic human capital plan, communication strategy, document control inventory, business process analysis and reengineering assessment, and information technology needs assessment.	Complete	The functions of the Department of Consumer and Regulatory Affairs are now performed by the new Department of Buildings and Department of Licensing and Consumer Protection.
Initiate Modernization of Land Use and Vacant Property Information Management	In FY22, DCRA will initiate market research and procurement of an information management system to streamline its licensing, permitting, and inspection operations with an initial focus on modernizing DCRA's current vacant property information management. This is a multi-year project, and the implementation of the new system will occur in subsequent fiscal years. During FY22, DCRA will complete market research, platform selection, drafting of statement of work, and release of procurement.	Complete	In FY 22, DCRA completed its market research and platform selection for the new vacant property information system. The recommendation for vacant buildings to transition to Salesforce will be made to the Director in Q1 of FY 23. User Acceptance Testing (UAT) to meet the needs the of the business unit will extend into FY 23 due to the contracted application team not being able to meet their implementation schedule. The application should be able to be implemented not later than the end of Q1 FY 23.

Support Affordable Housing through Code Enforcement and Abatement Tracking	Mayor Bowser has committed to creating 36,000 new homes including 12,000 affordable housing units by year 2025. To support this goal, DCRA will focus its efforts on preserving existing housing stock through targeted enforcement approach against landlords with high volume of unaddressed housing code violations and supporting successful issuance of affordable housing related permit applications. This initiative's success will be measured by increase in housing abatements and quarterly publication of affordable housing-related permits issued by DCRA.	Complete	In FY22, the Agency stepped up re-inspections and utilizing targeted enforcement strategy. This effort has so far yielded 3,803 abatements (i.e., 50%) up to date. DCRA has also made several referrals to the Office of Attorney General for those entities that failed to show any progress in curing outstanding violations.
--	---	----------	---

Implement New Consumer Protection Case Management System	Towards the end of FY21, a vendor was selected to build a new case management system for DCRA's Consumer Protection Unit. In FY22, DCRA will complete the development work and launch the new case management system. New features will include proactive identification of consumer complaint trends to provide management with key areas for strategic outreach and consumer education, automated risk-based assignment of cases, and case load balancing based on complexity of cases. The new system will result in better allocation of resource, speed up investigatory timeline, and faster resolution for our customers.	Complete	The new case management system was integrated into Consumer Protection Units operations. The Consumer Protection Unit Standard Operations Procedures revisions are underway to memorialize changes from the new system and to prepare for the agency split.
--	--	----------	---

<p>Advance Climate Change Mitigation and Adaptation through Development of Construction Code</p>	<p>Mayor Bowser’s Clean Energy DC is the District’s plan to cut greenhouse gas emissions to half by 2032 and to create a carbon neutral city by 2050. It is to also establish highly efficient and zero emission new buildings, intensify energy use reductions in existing buildings, and convert fossil fuels to clean and renewable energy. To support the Mayor’s goals, DCRA in FY21 initiated the process of drafting the DC Energy Conservation Code and solicited the first round of public comments. In FY22, DCRA, through the Construction Codes Coordinating Board, will publish a proposed rulemaking and solicit another round of public comments. A final rulemaking is scheduled to be submitted to the Mayor by FY23.</p>	<p>50-74%</p>	<p>In Q4, the Construction Code Coordinating Board (CCCCB) approved five Commercial Energy code change proposals that will advance Mayor Bowser’s Clean Energy DC Plan. Additionally, 14 Commercial Energy code change proposals were introduced this quarter for future consideration.</p>	<p>The proposed rulemaking cannot be published until all of the Technical Advisory Groups (TAGs) have completed their work. The rulemaking also needs to be given legal sufficiency by the OAG.</p>
--	--	---------------	---	---

---

## 6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
<b>Provide timely and efficient processes to promote and improve the progression and business development in the District of Columbia.</b>											
Percent of businesses applying online that receive their license within one (1) business day from the date of submission	Up is Better	91.9%	91.4%	80%	90.5%	92.8%	94.5%	95.4%	93.3%	Met	
Percent of corporate registrations processed online, meeting the customer's request for expedited service of one (1) or three (3) business days	Up is Better	88.6%	91.9%	85%	92.5%	91.2%	91.5%	93.3%	92.1%	Met	
Percent of compliant businesses that have renewals processed within one (1) business day from the date of application receipt	Up is Better	97.9%	93.3%	80%	95.8%	92.7%	96%	97.5%	95.4%	Met	
Percent of Basic Business License, Corporation, and Occupational and Professional Licensing transactions that are conducted online	Up is Better	84.8%	87.4%	80%	89.7%	93.9%	90.8%	91.2%	91.8%	Met	
Percent of Consumer Protection cases closed within 30-days from date of complaint submission	Up is Better	85.3%	95.2%	85%	94.8%	99.5%	69.9%	94.1%	90.9%	Met	
Percent of Business Licensees for which prescreening is required, that receive a regulatory investigation within 15 business days	Up is Better	85.4%	98.5%	85%	98.3%	88.5%	98.9%	93.9%	95.5%	Met	
<b>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.</b>											
Percent of Project Dox permit applications that are reviewed by DCRA within 25 business days of acceptance by the agency	Up is Better	97.9%	98.6%	90%	98.1%	98.8%	99.1%	99.1%	98.8%	Met	
Percent of standard building plat requests completed within 3 business days	Up is Better	93.9%	96.2%	85%	95.8%	99%	76.5%	97.5%	91.5%	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of Project Dox permit application re-reviews that are reviewed by DCRA within 15 business days of acceptance by agency	Up is Better	91.4%	96.4%	90%	93.1%	94%	95.3%	93.6%	94%	Met	
Percentage of Solar Permits that are reviewed within 10 calendar days	Up is Better	77.8%	97.6%	90%	94.1%	95.9%	99.2%	99.5%	97.3%	Met	
Percent of Permit applications that are reviewed by PRC within 2-business days	Up is Better	97.7%	97.2%	90%	92.5%	98%	95.7%	96.5%	95.7%	Met	
<b>Provide effective enforcement of vacant and blighted properties, thereby encouraging increased housing stock for productive use, including affordable housing.</b>											
Percent of exempted properties that are reinspected within 90 calendar days of receiving exempt status	Up is Better	97.1%	97.6%	90%	91.9%	90.4%	90.8%	99%	93%	Met	
Percent of Notices of Infraction related customer inquiries that are resolved in one interaction with DCRA staff	Up is Better	94.1%	96.3%	80%	99.4%	99.4%	99.2%	99.2%	99.3%	Met	
Percent of Vacant Building Unit initial inspections completed within 30 business days from date of complaint submission	Up is Better	97.7%	99.5%	85%	99.9%	97%	99.1%	98.5%	98.7%	Met	
<b>Provide thorough and efficient property maintenance and construction inspections, within the specified timeframes, to preserve safety and development in the District of Columbia.</b>											
Percent of construction inspections completed on date identified when scheduled	Up is Better	92.9%	93%	90%	96.5%	95.6%	94%	90.6%	94.3%	Met	
Percent of Property Maintenance (Housing) inspections that are completed within 15 business days from date of request	Up is Better	96.7%	98.4%	80%	96.7%	97%	92%	99%	96.4%	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	97.2%	98.2%	90%	99.4%	99.8%	99.6%	99.7%	99.6%	Met	
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>											

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of non-FOIA Records requests completed within 5 business days from date of receipt	Up is Better	96.2%	91.9%	85%	83.7%	94.5%	99.7%	100%	94.7%	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	95.7%	97%	95%	96%	97.4%	98%	98.3%	97.6%	Met	



Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
<b>Business, Occupational, and Professional Licensing, Corporations, and Compliance</b>							
Number of business licenses renewed	19,380	13,781	4527	4950	4256	4070	17,803
Number of business licenses issued	30,128	26,173	6950	7660	6505	6829	27,944
Number of customers serviced by the Small Business Resource Center (SBRC)	3460	4785	980	881	1088	1007	3956
Number of elevator certificates issued	3138	4018	744	722	504	498	2468
Number of applications submitted for new business licenses	10,042	10,093	2660	2928	2375	2792	10,755
Number of special events issued	28	14	20	3	26	25	74
Number of corporate entities registered	14,658	22,179	5180	5579	5251	5161	21,171
Number of other corporate filings registered	69,883	72,601	8864	40,462	16,199	12,357	77,882
Number of professional licenses issued	7252	7549	1497	1950	1699	1705	6851
Number of professional licenses renewed	16,165	38,253	11,238	6749	6568	8680	33,235
Number of weighing and measuring devices approved	6310	8229	1766	2064	2236	1612	7678
Number of business compliance surveys conducted	1184	1326	357	516	362	299	1534
Number of Consumer Protection investigations conducted	1407	1259	378	673	379	404	1834
Number of Short-Term Rental licenses applications	New in 2022	New in 2022	33	963	965	358	2319
<b>Plan Review, Permit Issuance, Permit Center, Surveyor, and Green Building</b>							
Number of addresses issued	262	313	72	44	32	45	193
Number of plats processed with expedited service	2758	2983	645	686	802	629	2762
Number of Sub-Divisions processed	379	378	88	11	70	105	274
Number of plats prepared	5592	6061	1452	1372	1527	1313	5664
Number of permits issued	54,380	54,229	12,387	13,402	13,933	13,539	53,261
Number of Certificates of Occupancy issued	2509	2767	538	718	644	681	2581
<b>Office of Civil Infractions, Vacant Property, and Abatement</b>							
Number of buildings abated	784	1200	240	145	246	193	824
Number of vacant lots abated	32	65	8	3	10	25	46
Number of vacant buildings surveyed	6768	7028	1667	1507	2448	2253	7875
Vacant lots inspected	229	419	76	116	151	165	508
Number of infraction notices issued	3358	5128	1589	1575	3261	4307	10,732
Number of liens issued	957	580	155	254	151	207	767

Workload Measures (continued)

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
<b>Illegal Construction, Property Maintenance and Permit-based Inspections</b>							
Number of illegal constructions inspections conducted	4913	5403	1167	1321	1270	1164	4922
Number of permit construction inspections conducted	26,442	26,891	6343	6624	7065	6727	26,759
Number of housing inspections conducted	5735	7607	2499	2991	2987	4973	13,450
Number of proactive inspections conducted	7412	8753	2753	3177	2997	2466	11,393
Number of conveyances inspections conducted (elevators, man lifts, escalators, dumbwaiters)	68	153	67	30	61	44	202
Number of quality control inspections performed on third party inspections	1078	1753	457	363	364	279	1463
Number of Inspections Conducted	57,286	68,232	18,156	19,975	21,685	20,736	80,552
<b>Human Resources, Fleet Management, Information Technology, Records, Customer Service, Legal, and Communications</b>							
Number of records requests completed by the Records Team	3402	1140	250	505	511	491	1757