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# Department of Consumer and Regulatory Affairs

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Description	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change from FY 2011
Operating Budget	\$32,687,104	\$24,714,918	\$26,030,884	5.3
FTEs	254.6	265.0	267.0	0.8

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The mission of the Department of Consumer and Regulatory Affairs (DCRA) is to protect 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, and 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 housing code violations are abated, if necessary.

The agency's FY 2012 proposed budget is presented in the following tables:

## FY 2012 Proposed Gross Funds Operating Budget, by Revenue Type

Table CR0-1 contains the proposed FY 2012 agency budget compared to the FY 2011 approved budget. It also provides FY 2009 and FY 2010 actual expenditures.

**Table CR0-1**  
(dollars in thousands)

Appropriated Fund	Actual FY 2009	Actual FY 2010	Approved FY 2011	Proposed FY 2012	Change from FY 2011	Percent Change*
<b>General Fund</b>						
Local Funds	17,153	15,499	7,871	10,041	2,169	27.6
Special Purpose Revenue Funds	16,084	16,752	16,844	15,990	-854	-5.1
<b>Total for General Fund</b>	<b>33,237</b>	<b>32,251</b>	<b>24,715</b>	<b>26,031</b>	<b>1,316</b>	<b>5.3</b>
<b>Intra-District Funds</b>						
Intra-District Funds	620	436	0	0	0	N/A
<b>Total for Intra-District Funds</b>	<b>620</b>	<b>436</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>Gross Funds</b>	<b>33,856</b>	<b>32,687</b>	<b>24,715</b>	<b>26,031</b>	<b>1,316</b>	<b>5.3</b>

\*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to Schedule 80 Agency Summary by Revenue Source in the FY 2012 Operating Appendices located on the Office of the Chief Financial Officer's website.

## FY 2012 Proposed Full-Time Equivalents, by Revenue Type

Table CR0-2 contains the proposed FY 2012 FTE level compared to the FY 2011 approved FTE level by revenue type. It also provides FY 2009 and FY 2010 actual data.

**Table CR0-2**

Appropriated Fund	Actual FY 2009	Actual FY 2010	Approved FY 2011	Proposed FY 2012	Change from FY 2011	Percent Change
<b>General Fund</b>						
Local Funds	119.2	69.0	82.0	97.0	15.0	18.3
Special Purpose Revenue Funds	179.5	185.6	183.0	170.0	-13.0	-7.1
<b>Total for General Fund</b>	<b>298.7</b>	<b>254.6</b>	<b>265.0</b>	<b>267.0</b>	<b>2.0</b>	<b>0.8</b>
<b>Total Proposed FTEs</b>	<b>298.7</b>	<b>254.6</b>	<b>265.0</b>	<b>267.0</b>	<b>2.0</b>	<b>0.8</b>

## FY 2012 Proposed Operating Budget, by Comptroller Source Group

Table CR0-3 contains the proposed FY 2012 budget at the Comptroller Source Group (object class) level compared to the FY 2011 approved budget. It also provides FY 2009 and FY 2010 actual expenditures.

**Table CR0-3**  
(dollars in thousands)

Comptroller Source Group	Actual FY 2009	Actual FY 2010	Approved FY 2011	Proposed FY 2012	Change from FY 2011	Percent Change*
11 - Regular Pay - Cont Full Time	19,952	16,032	17,185	18,017	832	4.8
12 - Regular Pay - Other	248	207	318	149	-170	-53.4
13 - Additional Gross Pay	962	1,010	0	0	0	N/A
14 - Fringe Benefits - Curr Personnel	3,942	3,640	3,353	3,915	562	16.8
15 - Overtime Pay	219	267	129	129	0	0.0
<b>Subtotal Personal Services (PS)</b>	<b>25,323</b>	<b>21,157</b>	<b>20,985</b>	<b>22,210</b>	<b>1,225</b>	<b>5.8</b>
20 - Supplies and Materials	152	95	151	141	-10	-6.4
30 - Energy, Comm. and Bldg Rentals	107	28	0	0	0	N/A
31 - Telephone, Telegraph, Telegram, Etc	406	370	0	389	389	N/A
32 - Rentals - Land and Structures	4,029	7,454	0	0	0	N/A
33 - Janitorial Services	52	0	0	0	0	N/A
34 - Security Services	150	269	0	0	0	N/A
35 - Occupancy Fixed Costs	39	38	0	0	0	N/A
40 - Other Services and Charges	1,700	1,589	1,124	860	-264	-23.5
41 - Contractual Services - Other	1,881	1,661	2,434	2,415	-19	-0.8
70 - Equipment and Equipment Rental	18	25	21	16	-5	-22.9
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>8,534</b>	<b>11,530</b>	<b>3,729</b>	<b>3,821</b>	<b>91</b>	<b>2.5</b>
<b>Gross Funds</b>	<b>33,856</b>	<b>32,687</b>	<b>24,715</b>	<b>26,031</b>	<b>1,316</b>	<b>5.3</b>

\*Percent change is based on whole dollars.

### Division Description

The Department of Consumer and Regulatory Affairs operates through the following 7 divisions:

**Licensing** – serves as a central point of the agency’s customer service intake and issuance responsibilities for business, corporate, and professional licenses, and for compliance with business regulations.

This division contains the following 4 activities:

- **Business Service Center** – provides a public-facing office where customers can inquire about, apply for, and receive business licenses and vending licenses, and can register corporations;
- **License and Registration Renewal** – processes and conducts research for business license applications, renewals, and certifications for businesses seeking to conduct business in the District;
- **Occupational and Professional Licenses** – develops licensing standards, administers examinations, processes license applications, makes recommendations for board rulings, issues licenses and certificates, and provides technical support and administrative assistance; and
- **Corporations** – protects the health, safety, and welfare of the residents of the District of Columbia and the community through maintenance services and the timely registration, includ-

ing trade name registration, of corporations, limited liability companies, and partnerships conducting affairs within the District of Columbia.

**Enforcement** - coordinates and monitors enforcement of violations cited by the agency's regulatory programs, and works closely with the Office of the Attorney General to ensure that actions taken are legally sufficient. The division also registers vacant properties to encourage their return to productive use and condemns existing properties for the existence of unsafe and deteriorating conditions.

This division contains the following 6 activities:

- **Enforcement Unit** – processes all civil infractions with the Office of Administrative Hearings, represents DCRA in most civil proceedings, collects fines, and places property liens for unpaid fines;
- **Regulatory Investigations** – investigates unlicensed business activity;
- **Rehabilitation** – abates housing and building code violations when cited property owners fail to do so, processes abatement contracts, and collects unpaid abatement costs;
- **Vacant Property** – registers vacant properties in the District of Columbia and condemns properties that endanger the health or lives of the occupants or persons living in the vicinity;
- **Weights and Measures** – inspects all commercially used weighing and measuring devices in the District of Columbia; and
- **Consumer Protection** – serves as the District of Columbia's central clearinghouse for consumer complaints, mediates disagreements between consumers and businesses, and investigates claims of illegal and unfair trade practices.

**Inspections** - protects District residents and visitors and ensures habitable housing by performing residential inspections and by inspecting construction sites for code compliance and proper permits, manages the District's third-party inspection program, monitors elevators and boilers in District buildings, and maintains the District's building codes to ensure that the District's state-of-the-art and unique buildings are structurally sound.

This division contains the following 3 activities:

- **Building Inspection** – manages commercial building and permit-related inspection requests, and issues citations for violations of the District's Building Codes and District's Zoning Regulations to correct construction code violations;
- **Residential Inspections** – manages inspection requests for residential properties and issues citations of housing code violations; and
- **Construction Compliance** – manages and coordinates revisions to the District's building and trade codes to meet current demands for adequate and safe construction and the maintenance of new and existing building structures as outlined by the International Code Council Family of Codes.

**Permitting** – certifies compliance with current building and land use codes, manages a consolidated permit application intake center hosting multiple agencies, issues permits for District construction projects, and maintains land records.

This division contains the following 5 activities:

- **Plan Review** – conducts technical building plan reviews for approval and issues building permits;
- **Homeowner Center** – functions as a dedicated resource center for homeowners conducting small interior and exterior renovations of their personal residences;
- **Development Ambassador** - assists large-scale projects through the permit processing to the issuance of a permit;
- **Permits** – serves as the District's central intake and issuance center for building permits and certificates of occupancy; and
- **Surveyor** – produces and maintains the District's land records.

**Zoning and Construction Compliance** – interprets and enforces the District's zoning regulations.

**Agency Management** - provides for administrative support and the required tools to achieve operational and programmatic results. This division is standard for all agencies using division-based budgeting.

**Agency Financial Operations** – 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 division-based budgeting.

### Division Structure Change

The Department of Consumer and Regulatory Affairs has no division structure changes in the FY 2012 Proposed Budget.

## FY 2012 Proposed Operating Budget and FTEs, by Division and Activity

Table CR0-4 contains the proposed FY 2012 budget by division and activity compared to the FY 2011 approved budget. It also provides FY 2010 actual data.

**Table CR0-4**

(dollars in thousands)

Division/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2010	Approved FY 2011	Proposed FY 2012	Change from FY 2011	Actual FY 2010	Approved FY 2011	Proposed FY 2012	Change from FY 2011
<b>(1000) Agency Management</b>								
(1010) Personnel	478	338	225	-113	3.6	3.0	2.0	-1.0
(1015) Training and Employee Development	89	0	0	0	0.8	0.0	0.0	0.0
(1020) Contracting and Procurement	585	131	134	3	1.9	2.0	2.0	0.0
(1030) Property Management	8,451	176	178	3	3.6	2.0	2.0	0.0
(1040) Information Technology	680	1,399	1,520	122	5.2	12.0	12.0	0.0
(1055) Risk Management	277	400	337	-62	4.4	4.0	4.0	0.0
(1060) Legal	180	97	101	4	1.6	1.0	1.0	0.0
(1070) Fleet Management	396	181	277	96	1.0	1.0	1.0	0.0
(1080) Communications	155	167	0	-167	1.6	2.0	0.0	-2.0
(1085) Customer Service	977	945	927	-18	13.4	14.0	12.0	-2.0
(1090) Performance Management	1,347	1,178	933	-245	8.2	8.0	8.0	0.0
<b>Subtotal (1000) Agency Management</b>	<b>13,614</b>	<b>5,010</b>	<b>4,633</b>	<b>-377</b>	<b>45.3</b>	<b>49.0</b>	<b>44.0</b>	<b>-5.0</b>
<b>(100F) Agency Financial Operations</b>								
(110F) Budget Operations	266	259	270	11	2.9	2.0	2.0	0.0
(120F) Accounting Operations	409	437	456	19	4.7	5.0	5.0	0.0
(130F) ACFO Operations	301	393	372	-21	2.9	3.0	3.0	0.0
<b>Subtotal (100F) Agency Financial Operations</b>	<b>976</b>	<b>1,088</b>	<b>1,098</b>	<b>9</b>	<b>10.5</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>
<b>(2000) Permitting</b>								
(2020) Plan Review	2,035	2,435	2,379	-56	23.8	26.0	26.0	0.0
(2025) Homeowner Center	156	150	62	-88	1.8	2.0	1.0	-1.0
(2030) Development Ambassador	288	261	329	68	3.4	4.0	4.0	0.0
(2040) Regulatory Investigations	5	0	0	0	0.0	0.0	0.0	0.0
(2050) Permits	841	852	868	17	12.8	13.0	13.0	0.0
(2060) Surveyor	808	617	689	72	7.4	8.0	8.0	0.0
(2090) License and Registration Renewal	-50	0	0	0	0.0	0.0	0.0	0.0
(2095) Occupational and Professional Licensing	-60	0	0	0	0.0	0.0	0.0	0.0
<b>Subtotal (2000) Permitting</b>	<b>4,023</b>	<b>4,315</b>	<b>4,327</b>	<b>12</b>	<b>49.2</b>	<b>53.0</b>	<b>52.0</b>	<b>-1.0</b>

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**Table CR0-4 (Continued)**

(dollars in thousands)

Division/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2010	Approved FY 2011	Proposed FY 2012	Change from FY 2011	Actual FY 2010	Approved FY 2011	Proposed FY 2012	Change from FY 2011
<b>(3000) Enforcement</b>								
(3020) Scheduling and Enforcement Unit	401	245	267	22	4.0	3.0	3.0	0.0
(3025) Vacant Property	293	283	291	8	3.2	4.0	4.0	0.0
(3040) Condemnation	45	0	0	0	0.0	0.0	0.0	0.0
(3045) Regulatory Investigations	918	915	847	-68	8.1	10.0	9.0	-1.0
(3050) Rehabilitation	183	138	1,009	871	4.0	0.0	9.0	9.0
(3055) Consumer Protection	598	175	175	0	8.0	2.0	2.0	0.0
(3060) Weights and Measures	287	306	292	-13	4.8	4.0	4.0	0.0
<b>Subtotal (3000) Enforcement</b>	<b>2,726</b>	<b>2,061</b>	<b>2,881</b>	<b>820</b>	<b>32.2</b>	<b>23.0</b>	<b>31.0</b>	<b>8.0</b>
<b>(4000) Inspection</b>								
(3010) Building Inspections Division	2,706	3,145	3,095	-51	37.2	37.0	36.0	-1.0
(3080) Residential Inspections	1,664	2,029	2,239	210	25.9	30.0	30.0	0.0
(3095) Construction Compliance	287	282	309	27	3.2	4.0	4.0	0.0
<b>Subtotal (4000) Inspection</b>	<b>4,656</b>	<b>5,456</b>	<b>5,643</b>	<b>187</b>	<b>66.3</b>	<b>71.0</b>	<b>70.0</b>	<b>-1.0</b>
<b>(6000) Zoning and Construction Compliance</b>								
(6010) Zoning Administrator	1,158	1,080	1,106	26	11.3	12.0	12.0	0.0
<b>Subtotal (6000) Zoning and Construction Compliance</b>	<b>1,158</b>	<b>1,080</b>	<b>1,106</b>	<b>26</b>	<b>11.3</b>	<b>12.0</b>	<b>12.0</b>	<b>0.0</b>
<b>(7000) Licensing</b>								
(2070) Business Service Center	360	398	409	11	3.2	5.0	5.0	0.0
(2080) Corporation Division	693	608	1,204	596	6.5	8.0	10.0	2.0
(2090) License and Registration Renewal	1,554	1,313	1,221	-91	17.1	19.0	19.0	0.0
(2095) Occupational and Professional Licensing	2,927	3,385	3,509	124	12.9	15.0	14.0	-1.0
<b>Subtotal (7000) Licensing</b>	<b>5,534</b>	<b>5,704</b>	<b>6,343</b>	<b>639</b>	<b>39.7</b>	<b>47.0</b>	<b>48.0</b>	<b>1.0</b>
<b>Total Proposed Operating Budget</b>	<b>32,687</b>	<b>24,715</b>	<b>26,031</b>	<b>1,316</b>	<b>254.6</b>	<b>265.0</b>	<b>267.0</b>	<b>2.0</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2012 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## **FY 2012 Proposed Budget Changes**

**Intra-Agency Adjustments:** The FY 2012 DCRA budget reflects the agency's effort to continue providing code compliance and regulation of businesses for District residence and visitors. For Local funds, the agency shifted a total of \$957,194 and 9.0 FTEs from multiple programs to Special Purpose Revenue and adjusted certain salaries, decreasing the budget by \$152,443. Also, DCRA reduced agency-wide contractual costs by \$200,000, which reflects savings or reductions in several contracts including real estate licensing, green building, records management, and storage contracts.

The budget also includes the transfer of \$828,500 and 9.0 FTEs to the Local funds budget from the agency's capital program. DCRA's personal services costs related to salary, fringe benefits and grade and step adjustments increased by a total of \$435,163 agencywide. Projected fixed costs commodities, including fleet and information technology-related (IT) assessments, increased in the Administrative Services program by \$389,446. Also in that program, an increase of \$485,000 supports the upgrading of its property management system.

**Transfer Out:** DCRA transferred a total of \$542,956 in Local funds to consolidate information technology (IT) assessment within the Office of the Chief Technology Officer (OCTO).

In Special Purpose Revenue funds, the budget reflects the transfer of \$899,504 and 8.0 FTEs from the Local fund budget and the conversion of certain full-time positions to temporary. An increase of \$465,914 reflects adjustments to salary, benefits, and other personal services-related costs; an increase of \$138,072 reflects adjustments to supply, professional services, and office support costs; and the agency experienced a net decrease in contractual costs of \$138,695. The Enforcement program increased its budget by \$200,000 to support equipment purchases.

**Policy Initiatives:** The agency shifted a total of \$1,309,013 from the Special Purpose Revenue funds budget to the Local funds budget, and the associated agency-collected revenues are also converted to Local funds. The budget also reflects the reduction of \$1,109,307 in Special Purpose Revenue fund associated with a legally-required transfer to Local funds. In addition, DCRA received \$574,962 and 2.0 FTEs for the implementation of the Office Code Title-29 (Business Organizations) Enactment Act of 2010.

## FY 2011 Approved Budget to FY 2012 Proposed Budget, by Revenue Type

Table CR0-5 itemizes the changes by revenue type between the FY 2011 approved budget and the FY 2012 proposed budget.

**Table CR0-5**  
(dollars in thousands)

	PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2011 Approved Budget and FTE</b>		<b>7,871</b>	<b>82.0</b>
Shift: FTEs from Capital to Operating	Enforcement	828	9.0
Cost Increase: Adjustments to salary, fringe benefits and step increases	Multiple Programs	435	0.0
Cost Increase: Property management system upgrades	Administrative Services	485	0.0
Shift: FTEs from Local fund to Special Purpose Revenue funds	Multiple Programs	-957	-9.0
Reduce: Real estate licensing, green building, records management/storage contracts	Multiple Programs	-200	0.0
Cost Increase: Fleet assessment	Administrative Services	94	0.0
Cost Increase: OCTO information technology assessment	Administrative Services	295	0.0
Cost Decrease: Adjustments to salaries	Multiple Programs	-152	0.0
<b>FY 2012 Initial Adjusted Budget</b>		<b>8,700</b>	<b>82.0</b>
Transfer Out: Local portion of the IT assessment to OCTO	Administrative	-543	0.0
Shift: Conversion of funds certain Special Purpose funds to Local funds	Multiple Programs	1,309	13.0
Enhance: Office Code Title-29 (Business Organizations) Enactment Act of 2012	Licensing	575	2.0
<b>LOCAL FUNDS: FY 2012 Proposed Budget and FTE</b>		<b>10,041</b>	<b>97.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2011 Approved Budget and FTE</b>		<b>16,844</b>	<b>183.0</b>
Shift: Positions from Local funds	Multiple Programs	900	8.0
Cost Increase: Adjustments to salary, fringe benefits and step increases	Multiple Programs	466	0.0
Cost Increase: Adjustments to supply, professional services and office support costs	Multiple Programs	138	0.0
Cost Decrease: Reduction in certain contracts	Multiple Programs	-139	0.0
Cost Increase: Net increase in equipment purchases	Enforcement	200	0.0
<b>FY 2012 Initial Adjusted Budget</b>		<b>18,409</b>	<b>191.0</b>
Shift: Conversion of certain Special Purpose Revenue funds to Local funds	Multiple Programs	-1,309	-13.0
Cost Decrease: Reduction as part of legislative obligation	Multiple Programs	-1,109	-8.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2012 Proposed Budget and FTE</b>		<b>15,990</b>	<b>170.0</b>
<b>Gross for CR0 - Department of Consumer and Regulatory Affairs</b>		<b>26,031</b>	<b>267.0</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)

## Agency Performance Plan

The agency's performance plan has the following objectives for FY 2012:

### 1. Business and Professional Licensing Administration (BPLA)

**Objective 1:** Maintain efficient licensing operations.

**Objective 2:** Manage corporate registration and maintenance services.

**Objective 3:** Ensure compliance with licensing requirements.

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## Business and Professional Licensing

Measure	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	FY 2011 Projection	FY 2012 Projection	FY 2013 Projection
Percentage of business license applications submitted online (new and renewal)	Not Available	Not Available	8.62%	60%	80%	90%
Percentage of business licenses issued within 45 business days	Not Available	Not Available	Not Available	90%	70%	85%
Percentage of professional license applications submitted online (new and renewal)	Not Available	Not Available	51%	60%	80%	90%
Percentage of new corporate filings submitted online	Not Available	Not Available	0%	60%	65%	70%
Percentage of regulatory investigations resulting in the issuance of a notice of infraction	Not Available	Not Available	99%	90%	87%	85%
Percentage of businesses that have obtained a business license after being issued a notice of infraction	Not Available	Not Available	Not Available	60%	70%	80%
Percentage of pre-license investigations conducted by regulatory investigations within 5 business days	Not Available	80%	94.32%	85%	90%	95%
Percentage of weighing and measuring devices approved	Not Available	Not Available	Not Available	80%	85%	90%

### 2. Permit Operations

**Objective 1:** Ensure building plans comply with construction codes.

**Objective 2:** Provide superior customer service in the Permit Center.

**Objective 3:** Manage and maintain District land records.

## Permit Operations

Measure	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	FY 2011 Projection	FY 2012 Projection	FY 2013 Projection
Average length of customer wait in Permit Center (minutes)	Not Available	Baseline	17.22	16	15	15
Percentage of walk through applications processed same day	Not Available	Not Available	Not Available	70%	75%	80%
Percentage of green building plan review completed within 30 days	Not Available	Baseline	Not Available	95%	97%	99%
Percentage of filed plan reviews completed on time	69%	92%	88.64%	94%	95%	96%
Percentage of TPR project reviews by DCRA Technical Review within 15 business days	Not Available	Not Available	Not Available	80%	85%	90%
Percentage of building plats utilizing expedited review service	Not Available	10%	13.85%	20%	30%	35%
Percentage of applications submitted online	Not Available	Not Available	Not Available	Baseline	TBD	TBD
Percentage of all permit applications held for correction	Not Available	Not Available	Not Available	Baseline	TBD	TBD
Percentage of permits issued online (postcard, supplemental, eHOP)	Not Available	Not Available	Not Available	Baseline	TBD	TBD
Percentage of permits issued on the same day as application <sup>1</sup>	Not Available	Not Available	Not Available	Baseline	TBD	TBD

eHOP = electronic Home Occupancy Permit

TPR: Third Party Review

### 3. Office of Zoning Administrator

**Objective 1:** Review permit applications for zoning regulation compliance, and ensure zoning compliance letter requests are processed efficiently.

**Objective 2:** Respond to enforcement referrals to ensure compliance is achieved in the shortest possible time.

**Objective 3:** Enhance online zoning information for customers.

## Office of the Zoning Administrator

Measure	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	FY 2011 Projection	FY 2012 Projection	FY 2013 Projection
Percentage of Certificate of occupancy applications receiving OZA initial review from the application date, in compliance with timelines (30 business days)	98%	95%	87.56%	95%	95%	95%
Percentage of HOPs issued within 10 business days of application submission	Not Available	Baseline	Not Available	80%	90%	95%
Percentage of successful defenses of appeals of Zoning Administrator decisions before the BZA	Not Available	60%	Not Available	70%	75%	78%
Percentage of complaint-initiated enforcement actions occurring within 60 days of receipt of concern	Not Available	Baseline	49%	70%	80%	90%

#### 4. Inspections

Objective 1: Manage an efficient combination inspection program.

Objective 2: Develop a premier specialty inspections program.

### Inspections

Measure	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	FY 2011 Projection	FY 2012 Projection	FY 2013 Projection
Number of units inspected by Proactive Inspections Team	606	1,700	1,750	2,500	2,500	2,500
Percentage of complaint-related inspections conducted within 3-5 days of the request <sup>2</sup>	Not Available	Not Available	Measure has changed for FY 2011	75%	80%	85%
Percentage of permit-related inspections completed within 48 hours of request	94%	82%	85.36%	85%	87%	90%
Percentage of emergency housing inspections conducted within 24 hours of complaint	87%	90%	67.35%	100%	100%	100%
Number of Quality Control inspections performed on Third-Party Inspections	Not Available	Not Available	Not Available	Baseline	TBD	TBD
Percentage of Third Party Inspection agencies with quality control audits found to be in compliance	Not Available	Not Available	Not Available	Baseline	TBD	TBD
Percentage of inspections conducted by 3rd Party agencies that were initially disapproved	Not Available	Not Available	Not Available	Baseline	TBD	TBD
Percentage reduction in the number of illegal construction cases dismissed at the initial DCRA appeal hearing	Not Available	Baseline	Baseline	10%	10%	10%
Percentage of inspections completed as scheduled	81%	85%	84%	80%	82%	85%
Average number of inspections per inspector daily	Not Available	Baseline	Not Available	Baseline	TBD	TBD

#### 5. Enforcement and Legislative Affairs

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

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

## Enforcement and Legislative Affairs

<b>Measure</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Target</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Projection</b>	<b>FY 2012 Projection</b>	<b>FY 2013 Projection</b>
Total number of vacant properties.	2,591	3,450	2,448	3,400	3,200	3,000
Percentage of registered vacant properties (includes properties that are registered and exempt)	Not Available	50%	56%	75%	80%	85%
Percentage of rate of return on special assessments filed	Not Available	Not Available	Not Available	TBD	TBD	TBD
Total dollar amount of Special Assessments collected	\$797,065	\$1,200,000	\$888,697	\$1,600,000	\$1,900,000	\$2,000,000
Percentage of cases "won" with OAH finding of liability ("upheld").	81%	87%	30.54%	80%	85%	90%
Total dollar amount of tax liens collected	Not Available	Not Available	Not Available	Baseline	TBD	TBD
Dollar amount of liens referred to credit agencies or collection agencies	Not Available	Not Available	Not Available	Baseline	TBD	TBD
Number of blighted properties reported to OTR.	Not Available	250	438	220	210	200
Percentage of DCRA abatements completed within 30 days	Not Available	60%	76.83%	70%	75%	80%

OAH: Office of Administrative Hearings

OTR: Office of Tax and Revenue

## 6. Agency Management

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

**Objective 2:** Increase public awareness of DCRA programs and services.

**Objective 3:** Manage agency performance and integrity.

**Objective 4:** Provide excellent customer service.

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

**Objective 6:** Expand and maintain technology infrastructure.

**Objective 7:** Manage the Construction Codes Coordinating Board (CCCCB).

## Agency Management

Measure	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	FY 2011 Projection	FY 2012 Projection	FY 2013 Projection
Percentage of calls received by IVR	Not Available	35%	Not Available	40%	45%	50%
Percentage reduction of calls received by ACD system	Not Available	Not Available	Not Available	Baseline	10%	10%
Percentage of staff with only a government issued cellular phones (No landline)	Not Available	Baseline	Not Available	30%	35%	40%
Percentage of OIG inquiries completed timely	100%	100%	95.15%	100%	100%	100%
Percentage of FOIA requests completed within 15 days	Not Available	85%	79.31%	90%	95%	95%

ACD: Automatic Call Distribution

FOIA: Freedom of Information Act

IVR: Interactive Voice Response

OIG: Office of the Inspector General

### Performance Plan Endnotes:

1. Industry Standard Measure: International City/County Management Associations (ICMA) reports that in FY 2009, 54 percent of permits issued in jurisdictions with over 100,000 in population were issued on the date of application. The 57 jurisdictions surveyed issued a mean 16,621 building permits in FY 2009.
2. Industry Standard Measure: International City/County Management Associations (ICMA) reports that in FY 2009, 3.3 calendar days pass between complaint and initial inspection in jurisdictions with over 100,000 in population. The 57 jurisdictions surveyed issued a mean 16,621 building permits in FY 2009.

