



**THE DEPARTMENT OF BUILDINGS
FY 2025 PERFORMANCE PLAN**

NOVEMBER 26, 2024

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1 INTRODUCTION

This document is the Fiscal Year 2025 Performance Plan for the The Department of Buildings.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily in March when the Mayor’s budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency’s mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency’s overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like “How much did we do?”, “How well did we do it?”, “How quickly did we do it?”, and “Is anyone better off?” as described in the table below. Measures are printed throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase “Number of...”.	“Number of public art projects completed”
Quality	Quality measures assess how well an agency’s work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	“Percent of citations issued that were appealed”

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Measure Type	Measure Description	Example
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report. Not all measures are associated with a target. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are outside of the agency's direct control. In some cases the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 THE DEPARTMENT OF BUILDINGS OVERVIEW

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.

Summary of 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.

Objectives:

1. Provide accurate and timely plan reviews for permit issuance.
2. Enforce vacant property regulations to promote productive use.
3. Provide quality property maintenance and construction inspections to ensure safety.
4. Efficient, Transparent, and Responsive Government

Structures:

1. Office of the Director
2. Office of Construction and Building Standards
3. Office of Zoning and Surveyors
4. Office of Strategic Code Enforcement

3 OBJECTIVES

3.1 PROVIDE ACCURATE AND TIMELY PLAN REVIEWS FOR PERMIT ISSUANCE.

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.

No Related Measures

3.2 ENFORCE VACANT PROPERTY REGULATIONS TO PROMOTE PRODUCTIVE USE.

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

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number (#) of vacant properties returned to productive use	Outcome	Up is Better	1,515	1,218	150

3.3 PROVIDE QUALITY PROPERTY MAINTENANCE AND CONSTRUCTION INSPECTIONS TO ENSURE SAFETY.

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

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number (#) of housing code violation(s) abated by property owners or DOB	Quantity	Up is Better	17,614	24,533	4,500
Percent (%) of construction inspections completed on the original date scheduled	Outcome	Up is Better	96.9%	93.8%	90%
Percent (%) of initial illegal construction inspections that are completed within (34) business days of the original request	Efficiency	Up is Better	New in 2024	99.43%	No Target Set

(continued)

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent (%) of Property Maintenance (Housing) Notices of Infractions (NOIs) that are initiated within two (2) business days following inspections where violations were observed	Efficiency	Up is Better	99.7%	99.66%	90%
Percent (%) of Property Maintenance (complaint-based) inspections that are completed within 15 business days from the date of request	Efficiency	Up is Better	97.5%	94.99%	80%

3.4 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent (%) of abandoned incoming calls	Outcome	Down is Better	New in 2024	15.06%	No Target Set
Percent (%) of Customer Relationship Management (CRM) cases that are resolved within (3) business days from date of receipt by DOB	Efficiency	Up is Better	97.4%	97.17%	95%
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Outcome	Up is Better	NA	42.86%	No Target Set
Percent of employees that are District residents	Outcome	Up is Better	49.84%	50.65%	No Target Set

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Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Outcome	Up is Better	23.29%	31.03%	No Target Set
Percent of new hires that are District residents	Outcome	Up is Better	60.38%	64%	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Outcome	Up is Better	100%	No incidents	No Target Set

4 ADMINISTRATIVE STRUCTURES

4.1 OFFICE OF THE DIRECTOR

The Office of the Director includes Customer Affairs, Data Analytics, Performance Management, Human Resources, Support Services, Records Management, Resource Allocation, Communications, the Office of Information Systems (OIS), General Counsel's office and the FOIA team.

Activities under Office of the Director:

1. Resource Allocation: 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.
2. Administrative Support: Responsible for providing administrative support and the required tools to achieve operational and programmatic results.

4.2 OFFICE OF CONSTRUCTION AND BUILDING STANDARDS

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent (%) of ProjectDox permit application re-reviews that are reviewed by the Department of Buildings (DOB) within (15) business days of acceptance by the agency	Efficiency	Up is Better	94%	92.95%	90%

Activities under Office of Construction and Building Standards:

1. Code Regulation: Manages and coordinates revisions to the District's building and trade codes. 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.
2. Construction code inspection contracts: Contracts authorized nongovernmental persons or entities to perform inspections to certify that work complies with the District of Columbia Construction Codes.
3. Inspect buildings and enforce building codes and zoning regulations.: 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.
4. Plan review contracts: Contracts authorized nongovernmental persons or entities to perform plan reviews to certify that work complies with the District of Columbia Construction Codes.
5. Permitting and Plan Review: Conducts technical building plan reviews for approval and issues building permits.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent (%) of Solar Plan Reviews that are reviewed within ten (10) business days	Efficiency	Up is Better	93.9%	90.85%	90%
Percent (%) of permit applications that are reviewed by PRC within two (2) business days after submission	Outcome	Up is Better	95.10%	91.2%	90%
Percent (%) of Project Dox permit applications that are initially reviewed by the Department of Buildings (DOB) within 30 business days of assignment by a Plan Review Coordinator (PRC) at DOB	Outcome	Up is Better	97.7%	97.11%	90%

4.3 OFFICE OF ZONING AND SURVEYORS

Activities under Office of Zoning and Surveyors:

1. Code Enforcement, Civil Infractions & Fine Assessment: Develops and implements enforcement strategies and procedures. Processes all civil infractions with the Office of Administrative Hearings, collects fines, places property liens on unpaid fines and collects unpaid abatement costs.
2. Zoning compliance: Responsible for administering and determining compliance with the Zoning Regulations.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent (%) of standard building plat requests completed within three (3) business days	Efficiency	Up is Better	93.4%	94.44%	85%

3. Custodian of legal records for land plats and subdivisions: Produces and maintains legal records of all land plats and subdivisions of private and District government property within the District of Columbia.

4.4 OFFICE OF STRATEGIC CODE ENFORCEMENT

Activities under Office of Strategic Code Enforcement:

1. Residential housing inspections and enforcement: Inspects residential properties and issues citations of housing code violations.
2. DOB abatement: Abates numerous housing and building code violations, and processes abatement contracts.
3. Administrator of vacant properties, related tax exemption requests, and inspections.: Registers vacant properties in the District of Columbia, processes requests for vacant property tax exemptions, and inspects designated vacant and blighted properties.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent (%) of construction exempt properties that are re-inspected within (90) calendar days of receiving an 'exempt' status	Outcome	Up is Better	98.8%	99.79%	90%
Percent (%) of initial inspections of vacant properties completed within (30) business days from date of complaint submission	Efficiency	Up is Better	98.3%	99.08%	85%

5 ADDITIONAL MEASURES

Measure	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Administrator of vacant properties, related tax exemption requests, and inspections.					
Number (#) of proactive housing inspections conducted	Outcome	Neutral	13,238	15,805	*
Number (#) of inspections conducted	Quantity	Neutral	77,267	87,350	*
Number (#) of One- and Two-Family Rental Inspections Conducted	Quantity	Neutral	New in 2024	74	*
Number (#) of Property Maintenance (complaint-based) housing inspections conducted	Quantity	Neutral	New in 2024	16,331	*
Number (#) of Vacant Property Inspections	Quantity	Up is Better	New in 2024	11,006	*
Code Enforcement, Civil Infractions & Fine Assessment					
Number of infraction notices issued	Outcome	Neutral	N/A	13,607	*
Number (#) of Property Maintenance Abatements	Quantity	Up is Better	New in 2024	816	*
Permitting and Plan Review					
Number (#) of addresses issued	Outcome	Neutral	291	183	*
Number (#) of Certificates of Occupancy issued	Outcome	Neutral	2,800	2,551	*
Number (#) of conveyances inspections conducted (elevators, man lifts, escalators, and dumbwaiters)	Outcome	Neutral	82	135	*
Number (#) of illegal constructions inspections conducted	Outcome	Neutral	5,508	5,501	*
Number (#) of permit construction inspections conducted	Outcome	Neutral	23,286	28,236	*
Number (#) of subdivisions processed	Outcome	Neutral	266	460	*
Number of permits issued	Outcome	Neutral	51,826	58,107	*

*Specific targets are not set for this measure

6 ADDITIONAL ACTIVITIES

Activity Name	Activity 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	Responsible for providing administrative support and the required tools to achieve operational and programmatic results.

7 PROJECTS

7.1 BUSINESS PROCESS RE-ENGINEERING

Proposed Completion Date: September 30, 2027

In FY 25, DOB will conduct a radical redesign on its business processes to achieve improvements in productivity, cycles times, quality and employee and customer satisfaction. During the redesign, DOB will also transform its paper forms into digital formats for digital data capture and to enhance the customer experience.

7.2 ENHANCED CUSTOMER SERVICE

Proposed Completion Date: September 30, 2025

The Department of Buildings (DOB) is dedicated to delivering an improved customer service experience for District residents and small business owners. This project aims to build on that commitment with the addition of seventeen (17) newly converted Customer Affairs positions. DOB intends to expand customer education resources and offer services beyond standard business hours.

7.3 ERECORDS REPLACEMENT

Proposed Completion Date: September 30, 2025

Currently, DOB's eRecords application houses over 16 million records such as issued permits, applications, invoices, and certificates of occupancy. In FY 25 DOB will replace its current application, with a more user-friendly experience. This new application will enable customers to perform more refined document searches, meeting the growing demand of over 5,000 record requests each year more efficiently.

Related Administrative Structure: Office of the Director

7.4 ARTIFICIAL INTELLIGENCE

Proposed Completion Date: September 30, 2027

In FY 25, DOB will initiate a multi-year approach to implement, utilize and develop a strategic plan focusing on Artificial Intelligence (AI) to improve operations and boost efficiencies, while streamlining processes to increase customer throughput. DOB will specifically focus on pre-screening for plan review; comprehensive property case summaries; and a large language model (LLM) Chatbot that will provide AI generated responses to user-submitted inquiries regarding DOB process and building/construction code information.

Related Administrative Structure: Office of the Director

7.5 ABATEMENT SERVICES AND PROACTIVE INSPECTIONS

Proposed Completion Date: September 30, 2025

DOB received approved budget enhancements for Abatement Services and Proactive Inspections. This enhancement will allow DOB to continue to provide crucial resources in response to emergency illegal construction issues and help fund the important work conducting proactive inspections.

Related Administrative Structure: Office of Strategic Code Enforcement

7.6 HOMEOWNER'S RESOURCE CENTER

Proposed Completion Date: September 30, 2025

In FY 25, DOB will establish a Homeowner's Resource Center to help homeowners navigate the zoning, plan review, permitting process, and inspections process, with the goal of reducing barriers to permit issuance and inspections compliance.

Related Administrative Structure: Office of Construction and Building Standards

7.7 SMALL BUSINESS RESOURCE CENTER

Proposed Completion Date: September 30, 2025

In FY 25, DOB will re-establish its small business resource, that focuses on helping Small Business Owners (SBOs) navigate the permit and inspection process at DOB. This center will focus on collaboration and engagement with sister agencies that have a similar existing resource to provide a fully comprehensive resource for SBOs to successfully operate within the District.

Related Administrative Structure: Office of Construction and Building Standards

7.8 REDEFINE REVIEW CLASSIFICATION

Proposed Completion Date: September 30, 2025

In FY 25, DOB will conduct an analysis to reevaluate the review time for small and mid-level scopes of work; specifically, residential projects less than 3k sq. ft., and implement a process to review these projects within 15 business days.

Related Administrative Structure: Office of Construction and Building Standards