



Government of the District of Columbia  
Department of Consumer and Regulatory Affairs

April 22, 2019

The Honorable Phil Mendelson  
Chairman  
Committee of the Whole  
Council of the District of Columbia  
1350 Pennsylvania Ave., NW,  
Washington, D.C. 20004

Dear Chairman Mendelson:

Enclosed for consideration are the Department of Consumer and Regulatory Affairs responses to the Council's inquiries in preparation for a hearing to consider my confirmation as the Director of the Department of Consumer and Regulatory Affairs. If you have any questions on this matter, please contact me at (202) 442-8935.

Sincerely,

A handwritten signature in black ink that reads "ErnestChrappah".

Ernest Chrappah  
Acting Director

Enclosures



### **Responses to DCRA Confirmation Hearing Inquiries**

1. Please provide a copy of the most recent Financial Disclosure Statement you filed with the Office of Campaign Finance or the Board of Ethics and Government Accountability. If you have not filed a Financial Disclosure Statement, please provide answers to questions 2-8 in lieu of that statement.

Please see my answers below for questions 2-8 in lieu of that statement.

2. Please provide the name of each business entity transacting any business with the District Government in which you have a beneficial interest valued in excess of \$5,000, including publicly traded stock.

None.

3. Please provide the name of each business entity transacting any business (including consulting) with the District Government from which you or your immediate family have received (or are receiving) income for services rendered in excess of \$1,000 during the past two years.

None.

4. Please provide the name of each business entity transacting business with the District Government in which you or any member of your immediate family serves as an officer, director, partner, or agent. Also list the position(s) held, a brief description of the entity, and any other pertinent details.

None.

5. Please provide the name of any lender and the amount of liability for each outstanding liability borrowed by you or any member of your immediate family in excess of \$5,000. Do not include loans from a federal or state insured or regulated financial institution, or from any business enterprise regularly engaged in the business of providing revolving credit or installment accounts.

None.

6. Please list the location of all real property located in the District of Columbia in which you have an interest with a fair market value in excess of \$5,000.



None.

7. Please list all professional and occupational licenses held by you.

None.

8. Please list any professional organizations of which you are currently a member.

None.

9. Please list all boards and commissions connected with the District government on which you are or have been a member and include the term of service for each.

- DC Taxicab Commission: May 27, 2015 – June 27, 2016
- Department of For Hire Vehicles Advisory Council: June 28, 2016 -November 19,2018

10. Please list any other boards (e.g. Boards of Directors of a non-profit) on which you are a member.

None.

11. Do you have any outstanding liability for taxes, fees, or other payments to the District, federal, or other state or local governments, either contested or uncontested? If so, please provide documentation of attempts to pay the amount owed or to resolve the disputed claim.

No.

12. Do you or any member of your immediate family have any interest, financial or otherwise, that may directly or indirectly pose a conflict of interest for you in performance of your duties as Director?

No.

13. Please describe any local political activity (i.e. the District of Columbia local elections or campaigns) that you have engaged in over the past five years, including any campaign contributions to a local candidate or political action committee.



- Contributed to Mayor Adrian Fenty's Reelection in 2010.
- Volunteered for outreach activities at the Mayor Bowser Election and Reelection

14. Are you registered with any local, state, or federal government to lobby? If so, list the jurisdiction(s) in which you are registered.

No.

15. Please discuss any past and present experiences not already mentioned that you believe are relevant to support your appointment as Director.

None.

16. What are your priorities for the Department of Consumer and Regulatory Affairs? Include in your answer a statement of vision or mission.

My top priorities are as follows:

- Invest in the development of staff;
- Make expedited permitting more affordable and accessible to homeowners and small businesses;
- Improve the efficiency, quantity, and quality of inspections;
- Enhance consumer protection with targeted trainings and partnerships with other organizations; and
- Change the culture of the organization to put our customers first.

To meet and exceed our customer expectations, we are embarking on a digital transformation at DCRA—a fundamental change in processes, activities, and how value is provided to customers. Our strategic plan, *Vision 2020: A Roadmap to Digital Transformation* (“Vision 2020”), will simplify how residents can reach DCRA and eliminate unnecessary red tape as the agency carries out its mission to protect consumers and ensure code-compliance.

Vision 2020 is a six-prong strategic approach to transform DCRA and sustain dramatic operational improvements during Mayor Bowser’s second term. Vision 2020 will elevate the agency to achieve peak performance by examining and efficiently allocating the budget, instituting regulatory reform, streamlining communication efforts, enhancing staff training, implementing process improvements, and introducing technology improvements. The cumulative effect of



these policies will be a nimble agency operating at peak performance that is able to efficiently and effectively serve residents, protect consumers, license businesses, and ensure code-compliance.

17. Describe the significant steps you have seen or are taking, since you went to the Department of Consumer and Regulatory Affairs last fall, to improve the agency.

In the short time since I joined the agency as Interim Director in November 2018, we have made tangible improvements. This includes the following:

- Launched the agency dashboard with the interactive visualizations to highlight Key Performance Indicators, statistics and agency performance in order to create a culture of transparency with our customers;
- Released more functionalities such as print, download or email to make it easier for customers to access DCRA's records online;
- Completed over 45 listening sessions with DCRA staff and external stakeholders; including tenant advocates, children's advocates, ANCs, DC Building Industry Association (DCBIA), American Institute of Architects (AIA), Apartment and Office Building Association of Metropolitan Washington (AOBA), Councilmembers, and sister agencies to gather invaluable feedback, ideas, and concerns about the agency;
- Created two working groups (Compliance & Enforcement and Regulatory Reform) comprised of advocates, ANCs, and business representatives to enhance community involvement, identify consumer protection needs, and pinpoint ineffective policies;
- Assessed processes across agency, developed and updated 19 standard operating procedures (SOPs); and
- Established baselines and cleared or reduced the agency backlogs:
  - Identified backlog of enforcement actions totaling over 1,000 Notices of Infractions and reduced it to 151 and we expect it will be cleared by the end of May.
  - Identified a backlog of about 900 vacant building exemption appeals that had not been processed within the 30-day guidelines of the code and cleared them all at the end of March.

For questions, please call (202) 442-8935 or email [ernest.chrappah@dc.gov](mailto:ernest.chrappah@dc.gov).