

**COUNCIL OF THE DISTRICT OF COLUMBIA
COMMITTEE OF THE WHOLE
COMMITTEE REPORT**

1350 Pennsylvania Avenue, NW, Washington, DC 20004

TO: All Councilmembers

FROM: Chairman Phil Mendelson
Committee of the Whole

DATE: June 4, 2019

SUBJECT: Report on PR 23-129, the “Department of Consumer and Regulatory Affairs Ernest Chrappah Confirmation Resolution of 2019”

The Committee of the Whole, to which PR 23-129, the “Department of Consumer and Regulatory Affairs Ernest Chrappah Confirmation Resolution of 2019” was referred, reports favorably thereon, and recommends approval by the Council.

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I. BACKGROUND AND NEED

Proposed Resolution 23-129, the “Department of Consumer and Regulatory Affairs Ernest Chrappah Confirmation Resolution of 2019,” was introduced by Chairman Mendelson at the request of the Mayor on February 26, 2019 and referred to the Committee of the Whole. The purpose of PR 23-129 is to confirm the Mayor’s nomination of Mr. Ernest Chrappah for appointment as the Director of the Department of Consumer and Regulatory Affairs, to serve at the pleasure of the Mayor. On November 19, 2018, Mayor Muriel Bowser appointed Ernest Chrappah as the Interim Director of the Department of Consumer and Regulatory Affairs.

Mr. Chrappah is responsible for managing an agency that is supposed to support a thriving community of residents, businesses, and visitors through diligent protection of health and safety and equitable administration of regulation and compliance in our District. The Department does this through the regulation of construction and business activity in the District of Columbia,

including issuing licenses and permits, conducting inspections, and enforcing building and housing codes.

During his confirmation hearing, Mr. Chrappah stated that he has already taken steps to address concerns about DCRA's performance since his interim appointment last November. He noted, for instance, that he has held over 45 listening sessions with staff and stakeholders that resulted in the evaluation, development and updating of 19 standard operating procedures (SOPs). Mr. Chrappah stressed the importance of "Vision 2020," his initiative to improve agency performance, in meeting the needs of District residents. As part of Vision 2020, DCRA has already launched numerous pilot programs, including streamlining housing code enforcement and compliance, providing inspectors mobile tablets, and launching a DCRA data dashboard. When pressed on why his priorities were not framed around development, Mr. Chrappah said he believes that programs such as expedited permit review have a direct nexus to economic development in the District by enabling projects to move forward more quickly.

Prior to his appointment as Interim Director, Mr. Chrappah served as Director of the Department of For-Hire Vehicles. Before that, Mr. Chrappah served as the Deputy Chief Information Officer for the Child and Family Services Agency where he implemented innovative technology solutions leveraging analytics, mobility, cloud, APIs, and user-oriented design for an 800+ workforce to improve child welfare outcomes. In addition, he created an IT governance framework and project portfolio management system to enhance fiscal management, transparency and accountability. From July 2012 to October 2013, Mr. Chrappah was the Chief of Operations for the DC Taxicab Commission.

Mr. Chrappah earned his Master of Business Administration (MBA) from the University of Maryland, Robert H. Smith School of Business. He currently lives in Ward 3.

Concerns about the agency: One of the core responsibilities of DCRA is to ensure effective enforcement of the housing code. The continued lack of investment in robust housing code enforcement on behalf of DCRA will continue to allow habitually negligent and malicious landlords to operate without proper accountability and put the health and safety of tenants at greater risk. Jurisdictions with similar housing stock, density, and populations have much larger investments in housing code enforcement. In Baltimore for instance, the FY19 budget allocated \$14.9 million to housing code enforcement and listed a total of 93 housing inspectors under the city's Department of Housing and Community Development.¹ According to both the organizational chart and the personnel position list (the "Schedule A") submitted to the Committee, there are only 15 dedicated housing code inspectors employed with the agency by DCRA.

The Committee continues to be concerned that the Proactive Inspections program dilutes the agency's ability to target "bad actors" effectively. Additionally, the Committee is concerned about DCRA's ability to meet the goals of the program. Currently, proactive inspections are handled by five contract inspectors with the Veterans Contractor Assistance Support Services.² To inspect all renter-occupied units that are currently eligible, inspectors would need to conduct

¹ City of Baltimore, Fiscal Year 2019 Agency Detail, pgs. 285-288.

² Contract number CW58444.

roughly 33,022 inspections every two years.³ In fiscal years 2017 and 2018, a total of 8,846 proactive inspections were conducted.⁴ That only amounts to 26.7% of the units that should have been inspected during that timeframe.

In regard to illegal construction, the Committee receives reports and complaints about lax enforcement and untimely responsiveness to complaints. Over the past two years the complaints have not lessened. For D.C. residents like Jamie Hope, who testified at the Committee’s Performance Oversight Hearing, illegal construction activity at an adjoining property has resulted in significant damage to her home.⁵ In her testimony, Ms. Hope noted that DCRA did not even issue a stop work order (SWO) for the illegal construction despite multiple inspections.⁶

While the data provided on DCRA’s dashboard suggests more aggressive enforcement of illegal construction laws is taking place, the Committee sees room for improvement.⁷ Specifically, the Committee recommends that the Department conduct proactive random inspection blitzes and inspection of areas with a high volume of complaints, and of contractors who have a track record of complaints and stop-work orders related to illegal construction. Further, the agency must improve its business processes to track bad actors and ensure compliance with fines. Illegal construction must result in swift sanctions.

Finally, the Committee reiterates its concern that DCRA is not effectively controlling overtime. Each year, DCRA has requested less overtime funding than it has ultimately used. An analysis of overtime budgets for DCRA from fiscal year 2015 through March 16th of fiscal year 2019 shows that the actual overtime budget has been anywhere from 14% to nearly 100% higher than what was proposed. In fiscal year 2019, DCRA’s proposed overtime budget is \$180,000. According to the agencies fiscal officer, Rebecca Berry, DCRA has already spent \$361,873.

Conclusion: Based on Mr. Chrappah’s career and previous experience, and with the hope that Mr. Chrappah’s knowledge of business processes can change DCRA, the Committee recommends approval of Mr. Chrappah’s nomination as the Director of DCRA.

II. LEGISLATIVE CHRONOLOGY

- | | |
|-------------------|---|
| February 26, 2019 | PR 23-129, the “Department of Consumer and Regulatory Affairs Ernest Chrappah Confirmation Resolution of 2019” is introduced by Chairman Mendelson at the request of the Mayor. |
| March 5, 2019 | PR 23-129 is “read” at a Committee of the Whole meeting; on this date the referral of the PR to the Committee of the Whole is official and the 90-day |

³ Estimated using American Community Survey 2017 (1-Year Estimate) data, Tenure by Units in Structure. Accessed via American FactFinder (<https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>).

⁴ Data via the DCRA Agency Dashboard. Accessed on March 29, 2019.

⁵ Testimony of Jamie Hope to the Committee of the Whole, DCRA Performance Oversight Hearing, Feb. 27, 2019.

⁶ *Ibid.*

⁷ In FY 2017, only 114 NOIs were issued for illegal construction. This jumped to 569 NOIs in FY 2018. To date in FY 2019, 379 NOIs have been issued.

period for Council review begins. If this measure is not acted upon by the Council before June 12, PR 23-129 will be deemed approved.

March 8, 2019 Notice of Intent to Act on PR 23-129 is published in the *DC Register*.

March 22, 2019 Notice of a Roundtable on PR 23-129 is published in the *DC Register*.

April 23, 2019 The Committee of the Whole holds a roundtable on PR 23-129.

June 4, 2019 The Committee of the Whole marks-up PR 23-129.

III. POSITION OF THE EXECUTIVE

Mr. Chrappah is the Mayor's nominee for appointment as Director of the Department of Consumer and Regulatory Affairs.

IV. COMMENTS OF ADVISORY NEIGHBORHOOD COMMISSIONS

The Committee received testimony from Advisory Neighborhood Council 6C. The ANC did not take a position on Mr. Chrappah's appointment, but asked the Committee to press Mr. Chrappah on four issues: 1) Achieving better outcomes in permit application review, 2) making permit application documents available online in a timely manner, 3) the need for an organized compilation of construction-code and zoning interpretations, and 4) why there are delays in responding to requests for the inspection of illegal construction.

V. SUMMARY OF TESTIMONY

The Committee of the Whole held a public hearing on PR 23-129 on Tuesday, April 23, 2019. The testimony summarized below is from that hearing. Submitted copies of testimony are attached to this report.

Art Eden, Public Witness, testified in support of the nominee.

Commissioner Mark Eckenwiler, ANC 6C04, testified on behalf of ANC 6C. ANC 6C did not testify in support or opposition to Mr. Chrappah, but offered overarching concerns about the agency.

Beth Harrison, Legal Aid Society of D.C., did not take a position on Mr. Chrappah's nomination but said that Legal Aid Society of D.C. is encouraged by steps Chrappah has taken to examine and revise standard operating procedures.

Kim Mitchell, CDKM Consulting LLC and District Expeditors Association, testified in support of the nominee. Ms. Mitchell believes Mr. Chrappah's focus on technology will streamline administrative tasks and service delivery.

Mary Fitch, American Institute of Architects, testified on behalf of the D.C. Chapter of the AIA. The D.C. Chapter of the AIA is in support of the nominee. AIA-DC believes that the “Vision 2020” program will make the permit process more streamlined and customer-friendly.

Marie Drissel, Public Witness, testified in support of the nominee. Mrs. Drissel noted that DCRA responded quickly and skillfully to the collapse of a retaining wall at the Afghan Embassy. Mrs. Drissel hopes Mr. Chrappah will improve communication between DCRA and the Office of Tax and Revenue regarding property renovations.

Linwood Jolly, Platinum Access Inc., testified in support of the nominee. Mr. Jolly worked with Mr. Chrappah previously in his role as Chairman of the Department of For-Hire Vehicles Advisory Council.

Kevin Wrege, Pulse Advocacy LLC, testified in support of the nominee. Mr. Wrege believes his previous experience and reform-minded focus are a good fit for the position of Director of DCRA.

Kathy Henderson, Public Witness, testified in support of the nominee. Ms. Henderson also stressed that DCRA needs more consistent and effective enforcement around illegal construction.

Michael Sindram, Public Witness, did not indicate support or opposition to the nominee, but complained that DCRA is not doing a good job regarding consumer protection.

Degfae Setegn, Chairman of United Ventures Consortium Inc. (Taxicab company), testified in support of the nominee. Mr. Setegn pointed to Mr. Chrappah’s experience at the Department of For-Hire Vehicles as evidence of Mr. Chrappah’s fitness for the position of Director of DCRA.

There were no comments received in opposition to the nominee.

VI. IMPACT ON EXISTING LAW

PR 23-129 is an exercise of the Council’s discretion to approve or disapprove Mayoral nominations of subordinate agency heads in the Executive Service, pursuant to § 1-523.01(a) of the District of Columbia Official Code.

VII. FISCAL IMPACT

The Office of the Chief Financial Officer indicates that a Fiscal Impact Statement is not needed for a confirmation. The annual compensation for Mr. Chrappah, which is \$197,280, is included as part of the annual budget for the Department of Consumer and Regulatory Affairs.

VIII. SECTION-BY-SECTION ANALYSIS

- Section 1 States the short title of PR 23-129.
- Section 2 Confirms the appointment of Ernest Chrappah to serve at the pleasure of the Mayor.
- Section 3 Provides that PR 23-129 shall take effect immediately.

IX. COMMITTEE ACTION

X. ATTACHMENTS

1. PR 23-129 as introduced.
2. Nominee's responses to Committee pre-hearing and post-hearing questions.
3. Written Testimony and Comments.
4. Legal Sufficiency Review.
5. Committee Print for PR 23-129.



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 "Ernest Chrappah".

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:

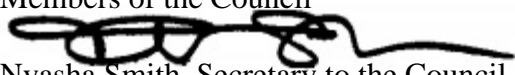
- Launched the agency dashboard with the interactive visualizations to highlight Key Performance Indicators, statistics and agency performance in order to create a culture of transparency with our customers;
- Released more functionalities such as print, download or email to make it easier for customers 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.

COUNCIL OF THE DISTRICT OF COLUMBIA
1350 Pennsylvania Avenue, N.W.
Washington D.C. 20004

Memorandum

To : Members of the Council

From : 
Nyasha Smith, Secretary to the Council

Date : March 05, 2019

Subject : Referral of Proposed Legislation

Notice is given that the attached proposed legislation was introduced in the Office of the Secretary on Tuesday, February 26, 2019. Copies are available in Room 10, the Legislative Services Division.

TITLE: "Department of Consumer and Regulatory Affairs Ernest Chrappah Confirmation Resolution of 2019", PR23-0129

INTRODUCED BY: Chairman Mendelson at the request of the Mayor

The Chairman is referring this legislation to the Committee of the Whole. This resolution will be deemed approved on Wednesday, June 12, 2019 without Council action.

Attachment

cc: General Counsel
Budget Director
Legislative Services



2019 FEB 26 PM 2:06
OFFICE OF THE
SECRETARY

MURIEL BOWSER
MAYOR

FEB 26 2019

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 504
Washington, DC 20004

Dear Chairman Mendelson:

In accordance with section 2 of the Confirmation Act 28 of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01), and pursuant to the Reorganization Plan No. 1 of 1983, effective March 31, 1983, I am pleased to nominate the following person:

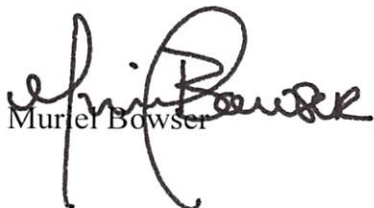
Mr. Ernest Chrappah
4000 Massachusetts Avenue, NW
Apartment #928
Washington, D.C. 20016
(Ward 3)

for appointment as Director of the Department of Consumer and Regulatory Affairs, to serve at the pleasure of the Mayor.

Enclosed you will find biographical information detailing the experience of Mr. Chrappah and a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,


Muriel Bowser



Chairman Phil Mendelson
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

Chairman Phil Mendelson, at the request of the Mayor, introduced the following resolution,
which was referred to the Committee on _____

To confirm the appointment of Mr. Ernest Chrappah as the Director of the Department of
Consumer and Regulatory Affairs.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this
resolution may be cited as the "Department of Consumer and Regulatory Affairs Ernest
Chrappah Confirmation Resolution of 2019".

Sec. 2. The Council of the District of Columbia confirms the appointment of:

Mr. Ernest Chrappah
4000 Massachusetts Avenue, NW
Apartment #928
Washington, D.C. 20016
(Ward 3)

as the Director of the Department of Consumer and Regulatory Affairs, established by
Reorganization Plan No. 1 of 1983, effective March 31, 1983, in accordance with section 2 of the
Confirmation Act 28 of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-
523.01), to serve at the pleasure of the Mayor of the District of Columbia

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution,
upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

ERNEST CHRAPPAH

EXECUTIVE PROFILE

Strategy and Operations executive with a reputation for applying innovation to solve complex problems. Fifteen years of progressive experience leading various functions of an organization from business administration, technology, finance, operations, compliance, and marketing. Stellar track record of transforming District of Columbia government agencies and successfully implementing high profile initiatives for the Executive Office of the Mayor, Child and Family Services, Special Education Transportation, Taxicab Commission, and Office of the Chief Technology Officer.

AREAS OF EXPERTISE

- Organizational Development
- Innovation & Technology
- Board Relations
- Marketing
- Business Development
- Financial Management
- Statistical Analysis & Analytics
- Public Administration

EDUCATION

MBA, University of Maryland, Robert H. Smith School of Business College Park, MD
BA, Economics American University Washington DC

CAREER HISTORY

Acting Director, DC Department of For-Hire Vehicles, Washington DC 6/16 – Present

Chairman, DC Taxicab Commission, Washington DC 8/15 – 6/16

- Oversaw all policy and management decisions for a regulatory agency with a \$12M operating budget and 64 FTEs. Developed a vision, strategy, and implemented the transformation of the taxicab industry to provide better customer experiences.
- Expanded economic opportunities by providing almost \$1M in grants to independent taxicab owners and companies for wheelchair accessible transportation options and electric vehicles.
- Restored public trust by eliminating a two-year backlog of complaints through business process reengineering. Complaints are now resolved within 30 days or less.
- Launched innovative programs including the DC Taxi app and an on-demand delivery service.
- Led 9 members of the Commission to promote public interest and a viable taxicab industry

Deputy Chief Information Officer, Child and Family Services, Washington DC 10/13 – 8/15

- Senior level executive with responsibility for developing and implementing innovations to support 300+ social workers.
- Led a team 15 employees and contractors to implement mobile apps and paperless forms that increased productivity by 2 hours a day per worker.
- Provided oversight on administering a \$10M budget and administered several high profile contracts.
- Created a project governance system to enhance fiscal management, transparency, and accountability.

Chief of Operations, DC Taxicab Commission, Washington DC 4/12 – 10/13

- Senior level executive with responsibility for providing analysis, advice, and recommendations on matters of policy development.
- Architected and managed the implementation of three major taxi reform initiatives: credit card/mobile phone payments, uniform color, and universal dome light in 6500 vehicles.
- Managed a staff of 5 direct reports in delivering services to over 200 customers a day.
- Developed a wheel chair accessible taxi program in concert with WMATA to increase the District's fleet of accessible taxis by 75-100 while saving \$3.6M in two years.
- Designed market research studies and provided statistical analyses of proposed legislations.

Director of Fiscal Management, Office of the State Superintendent of Education, Washington, DC 12/10-03/12

- Managed a 4-person team responsible for planning, designing, and administering a \$95M budget for transportation services in a timely, effective and cost-efficient manner.
- Increased the number of invoices paid on-time by 51% in thirteen months by reengineering the invoice payment process and developing a Quickbase software and Google apps application to manage the process.

accountability in procurement, vendor payments, and budget execution.

- Led the development of policies and department based budgets resulting in \$3M+ in cost savings.

Program Analyst, *Office of the City Administrator. Executive Office of the Mayor, Washington, DC. 02/10-12/10*

- Provided oversight, operational advice, and support to ensure the Mayor's policy and program priorities are executed for five district agencies with a combined operating budget of \$283.6million.
- Facilitated the development of annual performance plans and budgets for Department of Motor Vehicles, Department of Public Works, Office of the Chief technology Officer, District Commission of Arts and Humanities, and Department of Insurance Securities and Banking.
- Saved the District \$3M in telecomm expenses by partnering with the Office of the Chief Technology Officer and Office of Resource Management to implement pooled wireless plan, dispute billing, and disconnect unnecessary circuits.
- Managed the execution of a cost saving initiative that resulted in \$900,000 savings in procurement.

Program Manager, *Office of the Chief Technology Officer, Washington, DC. 04/08- 02/10*

- Managed the financial health of a \$70M portfolio of information technology projects using the stock market model for performance management.
- Won the NASCIO 2008 award for innovation in IT Project Management category as a member of six portfolio managers overseeing all IT initiatives for the DC government.
- Planned, organized, analyzed, evaluated, and controlled projects through application of project management principles, practices, and techniques.
- Advised agencies in the development and execution of information technology strategic plans leveraging technology for efficient delivery of government services.

Account Director, *Corporate Executive Board, Washington, DC. 01/07- 04/08*

- Exceeded revenue target of \$3M by soliciting/closing new business and renewing existing membership accounts.
- Built and maintained relationships with Board members of Fortune 1000 companies through a consultative selling process.
- Discussed cutting edge strategic issues and risk management with Audit Committee chairs/members of large public companies.

Account Manager, *First Advantage Corporation, Rockville, MD. 08/05-12/06*

- Increased revenue by 20% in a \$5M market by analyzing the customer lifetime value, developing and implementing customized account management plans for clients.
- Identified over \$700,000 in new business opportunities for the sales team, by maintaining information on clients' business strategies, objectives, organizational structure and issues.

Client Relations Manager/Sales Executive, *MCMC LLC, Bethesda, MD. 10/03-07/05*

- Analyzed survey data using SPSS, segmented customers by buying patterns and developed an account management plan that increased annual volume of referrals by over 15% from top 20 clients.
- Retained 98% of existing accounts in a competitive market by building strong relationships with clients through meetings, primary research, satisfaction reviews, and project plans.

Management Consultant *ES Inc., Washington, DC. 09/02-10/03*

- Analyzed local government management information systems, business requirements, processes, and prepared reports on improvement opportunities on time and on budget.

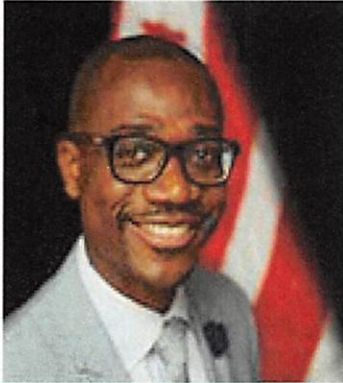
Project Manager, *Americas Nextlinx Inc., Rockville, MD 12/99-07/02*

- Successfully led a team of 7 analysts and software engineers in developing and implementing new software functionality for major clients including FedEx, Panasonic, Proctor and Gamble, and Expeditors.
- Managed all aspects of the software development life cycle from planning, analysis, design, implementation, and maintenance for the Americas region resulting in two promotions within 14 months.



Executive Office of the Mayor - Office of Talent and Appointments
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

Ernest Chrappah



Ernest Chrappah is an experienced government executive and successful entrepreneur with a reputation for finding innovative solutions to complex challenges.

Mr. Chrappah was named by Mayor Muriel Bowser as Director of the Department for Hire Vehicles. He also served as the Acting Chairman of the DC Taxicab Commission. Previously, he served as the Deputy Chief Information Officer for the District of Columbia Child and Family Services Agency, where he implemented innovative technology solutions leveraging analytics, mobility, cloud, APIs, and user-oriented design for a workforce of over 800 employees to improve child welfare outcomes. In addition, he created an IT governance framework and project portfolio management system to enhance fiscal management, transparency, and accountability.

From July 2012 to October 2013, Mr. Chrappah was the Chief of Operations for the DC Taxicab Commission. His responsibilities included supervising the strategic and operations management of industry reform initiatives and internal business process reengineering programs. He provided technical analysis and recommendations on matters of regulatory policy development, with a focus on creating an enabling environment for innovation while balancing diverse competing interests, and directed a staff responsible for delivering account management services to over 200 customers per day. Among the projects he oversaw were the successful transition to a noncash payment system, the installation of the universal dome light, the implementation of the uniform color scheme, and an expansion of the wheelchair accessible taxi fleet.

A Ward 3 Resident, Mr. Chrappah received a Master of Business Administration from the University of Maryland's Robert H. Smith School of Business.



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

To: Alana Intrieri, Steven Walker
From: Betsy Cavendish
Date: February 12, 2019
Subject: Legal sufficiency review of Resolution nominating Ernest Chrappah as Director, Department of Consumer and Regulatory Affairs

This is to Certify that this office has reviewed the above-referenced legislation and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call Karuna Seshasai, Deputy General Counsel, Executive Office of the Mayor, at 202-724-1303, or me at 202-724-7681.

A handwritten signature in cursive script that reads 'Elizabeth A. Cavendish'.

Elizabeth Cavendish

**Written Testimony of Advisory Neighborhood Commission 6C¹
Before the Committee of the Whole**

**Public Hearing on PR23-0129,
Department of Consumer and Regulatory Affairs Ernest Chrappah
Confirmation Resolution of 2019**

April 23, 2019

Presented by Mark Eckenwiler, Commissioner, ANC 6C04

Mr. Chairman and Members of the Committee,

We write to provide our testimony on Mr. Chrappah's nomination to serve as DCRA Director. ANC 6C takes no position on whether Mr. Chrappah should be confirmed, but we ask the Council to press Mr. Chrappah for answers on four specific issues in its efforts to determine his suitability:

- 1. Achieving better outcomes in permit application review**
- 2. Making permit application documents available online in a timely manner**
- 3. Need for an organized compilation of construction-code and zoning interpretive rules**
- 4. Delays in responding to requests for illegal-construction inspections**

1. Achieving better outcomes in permit application review

DCRA's permit application review process remains a source of numerous inexcusable errors. As detailed in ANC 6C's February 27 and March 27 testimony (for performance and budget oversight, respectively), recent failures include approving facially deficient applications and re-issuing a certificate of occupancy identical to an improper one revoked only six weeks earlier. In the past year alone, ANC 6C has filed two BZA appeals leading to the revocation or surrender of an illegally issued permit or certificate of occupancy; we anticipate filing another such appeal in the next few days.

The chronic recurrence of these failures shows that if there are consequences for DCRA staff members making such errors, they are wholly insufficient. Because individual personnel actions cannot be made public, the Council should ask Mr. Chrappah to explain

¹ On April 10, 2019, at a duly noticed, regularly scheduled monthly meeting of ANC 6C, with a quorum of 6 out of 6 commissioners and the public present, the Commission voted 6-0 to adopt this testimony.

- the overall disciplinary and/or counseling process;
- any changes introduced to that process by Mr. Chrappah since he became the Acting/Interim Director; and
- what further steps, if any, he plans to take to introduce better quality control and achieve better, more appropriate outcomes with respect to construction code and zoning compliance.

2. Making permit application documents available online in a timely manner

ANC 6C has raised this issue repeatedly in recent years—including at both DCRA oversight hearings earlier this year—but DCRA still does not comply with its obligations under District law.

At the April 23 hearing, Mr. Chrappah testified that he had created a pilot portal for access to such documents, and that documents are posted in a timely manner. Both claims are false.

First, the e-Records system (available at <https://records.dcrd.dc.gov/e-records/>) has existed since at least March 2018, when ANC 6C noted its shortcomings in oversight testimony to the Council. DCRA has launched no new portal for permit documents under Mr. Chrappah.

Second, supporting documents for issued permits remain unavailable in many (if not most) cases. For example, here are the available documents for 337 H St. NE:

Showing results for: DCRA Building Permits

Name	Address	File_Number	Permit_Type	Document_Type	Document_Date
OCPI_Application.pdf	337 H ST NE Washington DC 20002	B1608971	Alteration and Repair	Application	9/2/2016, 10:56 AM
PERM_BUILDING_Permit_v3_20160902_145652.pdf	337 H ST NE Washington DC 20002	B1608971	Alteration and Repair	Building Permit	9/2/2016, 10:56 AM
PERM_BUILDING_Permit_v4_20190415_163403.pdf	337 H ST NE WASHINGTON DC 20002	B1908278	Alteration and Repair	Building Permit	4/15/2019, 12:34 PM
PERM_BUILDING_Permit_v4_20190415_163419.pdf	337 H ST NE WASHINGTON DC 20002	B1908278	Alteration and Repair	Building Permit	4/15/2019, 12:34 PM
PERM_BUILDING_Permit_v4_20190415_163434.pdf	337 H ST NE WASHINGTON DC 20002	B1908278	Alteration and Repair	Building Permit	4/15/2019, 12:34 PM

Note for permit B1908278, issued on April 15, 2019, the total lack of plans, drawings, or other associated records.

We ask the Council to continue to press Mr. Chrappah for his plans, and specific schedule, for correcting this longstanding failure to follow District law.

3. Need for an organized compilation of construction-code and zoning interpretive rules

As ANC 6C discussed in its March oversight testimony, DCRA has numerous internal interpretations of the zoning regulations and construction codes. Even where portions of

these rules are made public, as through zoning determination letters, the source materials are not coherently organized, are not text searchable, and may even be contradictory over time. The Council should ask Mr. Chrappah whether he plans to direct the creation and publication of organized compendia of these rules to improve DCRA's transparency and accountability (and if so, when these compilations will be publicly available).

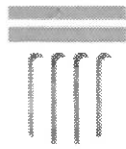
4. Delays in responding to requests for illegal-construction inspections

Members of ANC 6C continue to hear of—and at times, personally experience—intermittent delays of several days between a report of illegal construction and the inspection of the site at issue. We urge the Council to question Mr. Chrappah closely about

- DCRA's current benchmark for time between complaints and inspections;
- whether DCRA is meeting its goals (and if so, whether records exist to substantiate its position); and
- Mr. Chrappah's plans to make the time to inspection shorter and more consistent.

* * *

Thank you for the opportunity to testify. ANC 6C welcomes any follow-up questions the Committee may have.



**Testimony of Beth Mellen Harrison
Supervising Attorney, Housing Law Unit
Legal Aid Society of the District of Columbia**

**Before the Committee of the Whole
Council of the District of Columbia**

Public Hearing Regarding Public Resolution 23-0123

**“Department of Consumer and Regulatory Affairs
Ernest Chrappah Confirmation Resolution of 2019”**

April 23, 2019

The Legal Aid Society of the District of Columbia¹ submits the following testimony regarding the nomination of Ernest Chrappah to serve as Director of the Department of Consumer & Regulatory Affairs (DCRA).

Legal Aid provides advice, brief services, and representation to hundreds of low-income tenants in the District every year. Many of these tenants are living in substandard conditions, in homes with serious housing code violations that threaten the health and safety of their families. The longstanding failure of DCRA to enforce the housing code and protect tenants is an issue of critical importance to our client community.

Legal Aid is encouraged by several changes already underway at DCRA under Director Chrappah’s leadership, including the creation of working groups to examine and revise policies and procedures and the sharing of data to support this work and improve transparency. At the same time, we are concerned that some of Director Chrappah’s ideas for change – including a proposal to privatize housing code inspections – could do more harm than good.

Regardless of who serves as Director of DCRA, Legal Aid continues to believe that fundamental and comprehensive reform to the agency is needed to ensure that landlords comply with the housing code. The Committee should move forward with B23-0091, the Department of Buildings Establishment Act of 2019, to address these concerns.

¹ The Legal Aid Society of the District of Columbia was formed in 1932 to “provide legal aid and counsel to indigent persons in civil law matters and to encourage measures by which the law may better protect and serve their needs.” Over the last 87 years, tens of thousands of the District’s neediest residents have been served by Legal Aid staff and volunteers. Legal Aid currently works in the areas of housing, family law, public benefits, immigration, and consumer protection. More information about Legal Aid can be obtained from our website, www.LegalAidDC.org, and our blog, www.MakingJusticeReal.org.

Regardless of Who Serves as Director of DCRA Fundamental Agency Reform Remains Vital and Ultimately Requires the Creation of a New Agency

During the past two years, Legal Aid has testified at ten prior Council hearings and roundtables about DCRA's fundamental failure to enforce the housing code and protect tenants in the District. Too often, tenants encounter obstacles in scheduling inspections, a variety of difficulties during the inspection process, and challenges obtaining reports after inspections occur. Even when violations are found, too often the agency fails to pursue fines and other remedies against landlords who have broken the law and also lacks strategic focus to target problem landlords. The result is under-enforcement of the housing code. Many of the concerns raised by tenants and advocates in past testimony before this Committee, including by Legal Aid, were confirmed in a report last year by the D.C. Auditor.²

While the Auditor's report focuses on the current state of enforcement at DCRA and the leadership of former Director Melinda Bolling, it is important to note that the problems identified by the Auditor have been ongoing for years. It has been over ten years since the *Washington Post's* investigative series on the systemic failures in DCRA's rental housing inspection program, including a near total failure to cite violations or assess or collect fines against landlords.³ Through multiple directors, DCRA has continued to come up short at every step in the enforcement process.

At the end of the day, Legal Aid believes that many of DCRA's challenges with respect to rental housing inspections stem from a broken agency culture. DCRA does not have a clear sense of mission to enforce the housing code, and it brings neither a public health nor strategic perspective to its work. The focus of DCRA's overall mission is business development and regulation, and far too often it appears that landlord interests are trumping tenant interests in the realm of rental housing inspections. There are numerous steps DCRA could take to improve its inspections process and enforcement process. But without a transformation in agency mission and culture, we fear that real change never will be realized, and tenants throughout the District will continue to live in unsafe conditions.

Legal Aid has come to a similar conclusion as the many members of the Council who signed onto the Department of Buildings Establishment Act, B23-0091: the wide breadth of DCRA's mission and its lack of a strong enforcement and consumer protection culture has impaired its efficacy. Indeed, Legal Aid has suggested that the Council go further and establish an independent agency specifically tasked with rental housing inspections and enforcement.⁴ We

² Office of the District of Columbia Auditor, *Housing Code Enforcement: A Case Study of Dahlgreen Courts* (Sept. 24, 2018).

³ Debbie Cenziper & Sarah Cohen, A Failure in Enforcement, *Washington Post*, Mar. 11, 2008, <http://www.washingtonpost.com/wp-dyn/content/article/2008/03/10/AR2008031003193.html>.

⁴ Legal Aid provided more detailed comments on how a new agency should be structured in our April 2018 testimony on the previously-introduced version of the Department of Buildings Establishment Act, Bill 22-0669. See Written Testimony before the Committee of the Whole

continue to believe that this change is desperately needed, regardless of who serves as Director of DCRA. That said, as long as rental housing inspections remain within DCRA, the work of its Director will have a significant impact on the health and safety of low-income tenants and the conditions in which they live.

Legal Aid Supports Steps Already Taken by Director Chrappah to Revise Policies and Procedures But Also Has Concerns About His Proposals for Privatization

Legal Aid is encouraged by steps already taken by Director Chrappah to examine and revise DCRA policies and procedures, including those around housing code inspections and enforcement. Legal Aid is participating in two working groups convened by DCRA for this purpose, one to address compliance and enforcement issues generally and one to look specifically at the proactive inspection program. Both groups have representatives for landlord and tenant interests, as well as high-level agency staff. We hope that DCRA will continue to invest the time and resources needed to make these working groups truly effective.

We also appreciate steps already taken by Director Chrappah and his senior leadership team to improve transparency and make data about the agency's operations publicly available. Through the working groups mentioned above, DCRA has shared data about inspections and enforcement, something that advocates have been seeking for years. Some of this same data also now is available online through the DCRA Dashboard. Even these initial steps already are shining a light on agency failures – for example, showing that the number of notices of infraction issued by DCRA for housing code violations declined by 60 percent from fiscal year 2017 to fiscal year 2018. The data available online remains quite limited and should be expanded to provide greater transparency.

Director Chrappah also has acted quickly to strengthen housing code enforcement by announcing that, effective May 1, 2019, the agency will issue notices of infraction instead of notices of violation, proceeding immediately to fine landlords for cited violations. Legal Aid supports tougher enforcement, and in many instances proceeding directly to a notice of infraction makes sense. We hope the agency will be committed to devoting sufficient resources to follow through on enforcement cases at the Office of Administrative Hearings (OAH) and to re-inspect units to ensure compliance, not just enforcement.

While these changes are positive, Legal Aid also is concerned that some of the changes proposed by Director Chrappah could do serious harm. For example, Director Chrappah's call to privatize housing code inspections is rife with potential problems. As described by Director Chrappah, DCRA would train and certify private citizens to perform housing code inspections through an online, on-demand platform. Director Chrappah has stated that privatization would create a pathway into the real estate industry and the middle class for private inspectors.

Council of the District of Columbia, Public Hearing Regarding Bill 22-0669 "Department of Buildings Establishment Act of 2018", <https://www.legalaiddc.org/wp-content/uploads/2018/04/Legal-Aid-Testimony-re-B22-0669-FINAL.pdf>.

This proposal raises a host of questions. Will District residents feel comfortable inviting strangers who are not government employees into their homes to inspect? What liability will DCRA have for any negligent (or worse) behavior that occurs? How will DCRA maintain common standards and practices? What role will DCRA government inspectors play in a new regime? Can DCRA ensure that the same private inspector returns for follow-up inspections? Can DCRA ensure that private inspectors will appear at OAH hearings and take other steps needed for enforcement? When tenants raise claims against their landlords for housing code violations, will they be able to locate private inspectors to subpoena them to appear at hearings or produce documents? Can DCRA ensure those inspectors actually will show up for court and provide relevant documents?

In considering these types of changes, we urge Director Chrappah to proceed with caution, including taking the time (personally and through his senior leadership team) to study and analyze the existing housing code inspection process and to seek community and stakeholder input. As the Director acknowledged at the recent DCRA budget oversight hearing, successfully pulling off a program to privatize housing code inspections would be quite challenging. While fundamental agency reform is needed, changes that move in the direction of private industry are unlikely to address DCRA's underlying cultural problems or to bring the public health and strategic focus to housing code enforcement that DCRA currently lacks. We look forward to working with Director Chrappah to share and address our concerns about his proposal.

Conclusion

Thank you for this opportunity to share our thoughts on the nomination of Ernest Chrappah to serve as Director of the Department of Consumer & Regulatory Affairs. We are eager to continue working with the Council, DCRA, and other stakeholders to realize a more effective system of housing code inspections and enforcement.

Testimony of Kim Mitchell
Committee of the Whole
Council of the District of Columbia
Chair, Phil Mendelson
April 23, 2019

Testimony of Kim Mitchell
Committee of The Whole
Council of the District of Columbia
Chair, Councilmember Phil Mendelson
April 23, 2019

Good Afternoon Councilmember Phil Mendelson and other members of the Council who are present today.

I am a small business owner of a boutique expediting firm, CDKM Consulting, LLC and the founder of District Expeditors Association. I've been expediting for thirteen years and representing area developers, architects, and engineers in the District of Columbia. I also advocate for expeditors to have a greater role in shaping the policies and procedures that regulate the permitting process.

Over the past 3-5 months, I've had the opportunity to meet with Interim Director Ernest Chrappah along with other fellow expeditors and attend several events that he has spoken at.

Director Chrappah has put resources behind introducing digital solutions to increase response times and identify inefficiencies.

Director Chrappah's vision to modernize the technology and software used at DCRA will streamline administrative tasks and service delivery.

I foresee DCRA becoming a more organized and efficient under the direction of Director Chrappah and that is why I am here today to provide testimony for his confirmation hearing.

Sincerely
Kim Mitchell
CDKM Consulting, LLC/
District Expeditors Association, Inc
(202) 420-0091
kim@cdkmconsulting.com



THE WASHINGTON CHAPTER OF THE
AMERICAN INSTITUTE OF ARCHITECTS

Testimony before the DC City Council
Committee of the Whole

Regarding PR23-129 – Department of Consumer and Regulatory Affairs (DCRA)
Ernest Chrappah Confirmation Resolution of 2019

Mary Fitch, AICP, Hon. AIA
Executive Director, AIA | DC

April 23, 2019

Thank you for the opportunity to appear before you today. Please accept these comments on behalf of the Board of Directors of the Washington Chapter of the American Institute of Architects (AIA | DC). AIA | DC represents more than 2,300 architects in Washington and is the fifth-largest AIA chapter in the country.

Last year at this time, we testified before you seeking improvements in the processes used by DCRA for granting building permits. Today, we are very pleased to testify in favor of Ernest Chrappah's confirmation as Director of DCRA, because we believe that, during his tenure as acting Director, much of what we were seeking in our earlier testimony is now being addressed.

Our argument has been that a broken building permit process damages economic development. As we pointed out in our testimony last year, studies show that the District could reduce the cost of housing in DC by simply fixing the building permit process.¹ For the past two years, we have been working with DCRA and Council staff to sort through some of these inefficient processes, and as a result we have been able to make some minor improvements.

We believe that Chrappah's Vision 2020 program will significantly speed up the rate of improvement and make the District's permit process much more customer-friendly. As Chrappah says, if you can call up a ride on your phone or order dinner on your computer, then accessing city services should be just as frictionless. Under his tenure, DCRA has made the process more customer-centered and less impersonal

¹ See, for example, *Development Process Efficiency: Cutting through the Red Tape*. National Association of Home Builders, November 2015, which states on page 1:

In the quest for creative solutions [to housing affordability], less glamorous but often more important factors in housing costs are often overlooked. In fact, if there is one silver bullet to improve housing affordability, it is probably not found in a program or subsidy or type of mortgage. Instead it is more likely to be found among the practices, processes and regulations to which virtually every house built in the United States is subject. Lengthy and complicated review processes represent an especially difficult challenge to affordably priced housing..."

through the use of technology. If a customer can't figure out a particular aspect of the process, he or she can now call on one of DCRA's customer-relationship managers for help, and that manager will remain the point of contact until the project is finished.

In addition, DCRA has now made available data showing how quickly permits are being processed. That data is critical, because the time needed to process permits is a central metric of success, and you can't manage what you can't measure. We previously had no access to this data, and consequently had to run our own study, at some expense to the Chapter, to generate information on this issue. DCRA is now using technology to do this systematically, and to be more transparent about the improvement of its work.

In collaboration with the Codes and Standards committee of the national AIA organization, our Chapter is currently working with Director Chrappah to identify models of process streamlining that will further serve the needs of District residents. Using such models, cities like Pittsburgh and Denver have been able to accomplish major improvements in their permit-processing speeds while still protecting public safety, and we believe those successful efforts can help jump start our own process improvements here in DC. Our vision is to put in place a set of performance metrics based on best practices that will make the District a model for other large cities.

Thank you again for the opportunity to speak in support of the confirmation of Ernest Chrappah as Director of DCRA. Based on his work as acting Director and his vision for DCRA's future, we believe his confirmation would be an important step forward for the District.

Testimony in favor of the appointment of Ernest Chrappah as Director of DCRA PR 23-129 April 23, 2019 Marie Drissel

I am here to support the appointment of Mr. Ernest Chrappah for Director of DCRA. I am testifying as a 40 year owner of a home in Sheridan-Kalorama and owner with my husband of his 43 year medical practice and condo in the Palladium on 18th Street between Connecticut and Massachusetts Avenues and N Street.

Five weeks ago the Afghanistan's embassy/chancery's 30 foot retaining wall came crashing down at night. Part of the building is vacant and all is poorly maintained. The long-time property owner next door has a garage which is hanging over the precipice and there are other serious problems. DCRA staff were called to the scene on a weekend by the superb action of the Fire/EMS K-9 team and responded with great skill. The State Department also arrived quickly but State has not been able to solve the problem. We hope that DCRA will demand immediate action.

For decades I have been concerned that any renovation information such as building permits should be efficiency and speedily conveyed by DCRA to the Office of Tax and Revenue. No renovated property should be used to set the assessment of an unrenovated property hastening unfair gentrification. I bring this to the attention of the DCRA nominee and ask that he devote some time to this issue. Any process improvement within both DCRA and OTR will help to slow gentrification accidentally supported by DC Government bureaucracy. I reviewed the famous properties for which building permits were pulled and sold at much higher their assessed value, that is, former President Obama's home, Kushner's rental home and former Secretary Tillerson's. They are all in only the 4th category of condition or Very Good. They should be Excellent and only used as sales comparables for homes in Excellent condition. I am no longer up to speed on this but am willing to bet the problem persists especially in areas where suspect renovation is taking place.

Chairman Mendelson thank you for your support of our 100% opposition of a trade association buying a former chancery before the BZA. We are appealing the decision. Eventually we will need 100% cooperation of the Office of the Zoning Administrator to determine the square footage of the property which was self-certified by their architect only in writing and not under cross examination. Our expert, Ellen McCarthy, and our architect testified that the property was under 10,000 square feet which would have required a variance rather than a special exception hearing.

My husband and I own his medical practice and condo of over 43 years in the Palladium. Since 1975 the Palladium consists of 8 floors of residents and 2 floors of doctors, lawyers, nonprofits (SP zoning). Maybe some of these are DCRA issues or should be. The underground garage was never owned by the condo. Recently the new garage owner has put in 24 hour automatic door openers without attendants. The garage now is open to very drunk people who attend approximately 20 some bars on Connecticut Avenue and 18th Street. There are fights, car break-ins, accidents, urination, defecation, vomiting, guns and drugs. No government entity seems to regulate the operation of underground garages to include too much weight due to too many cars. Could DCRA at least inspect the garage? (MPD is faced with 1800 people exiting in the 1300 block of Conn Ave and many more in the 1200 block at closing time with insufficient of bathrooms to handle the crowds.)

Two new bars on 18th Street are before ABRA. One is a bar with a hookah outside smoking patio which will operate during the day and evening. The Palladium residents and the World Bank's child care center is within 100 feet of these two new bars. The Surveyor's Office comes under DCRA purview. The attorney for the owner of one of the new bars has claimed ownership of the outdoor patio. This has not been confirmed by the plats. If this is a "summer garden" it therefore will be not controlled by open space patios overseen by DDOT. The Palladium is overwhelmed with problems, people are moving out and just how many other summer gardens are operating freely in DC without any oversight. Should DCRA surveyor's office produce a "summer garden" list? Although I am not speaking as a board member, I think there are many facets to the issues in the Palladium and I would like to request that the Director of DCRA met with the present leadership.

I hope my testimony demonstrates how vital DCRA is and that the interfaces with various other government entities is extremely important. There is great need for continued community outreach to understand all that DCRA does which often confuses me.

Testimony of Kevin S. Wrege

Before the District of Columbia Council Committee of the Whole

PR 23-129, Department of Consumer and Regulatory Affairs Ernest Chrappah Confirmation Resolution of 2019

April 23, 2019

Good afternoon Chairman Mendelson and Members of the Council. I am Kevin Wrege, principal of Pulse Advocacy LLC. I appear before you today to offer my strong support for the confirmation of Ernest Chrappah as the Director of the Department of Consumer and Regulatory Affairs. I testify this morning strictly on my own behalf, and not on behalf or at the behest of any of my advocacy clients.

Acting Director Chrappah brings significant experience as a government executive to the DCRA, including leadership roles at the Department of For-Hire Vehicles, and the DC Taxicab Commission. He has also served in policymaking and/or technology-centered positions in District agencies as varied as the Child and Family Services Agency, the Office of the State Superintendent of Education, the Executive Office of the Mayor, and the Chief Technology Officer.

Beyond these robust and diverse public sector experiences, the Acting Director brings two specific, complimentary qualities that I believe are essential requirements for new leadership at the Department. The first relates to a subject-matter thread that has run through much of Mr. Chrappah's public service: his experience shepherding the introduction or enhancement of innovative technological solutions to various public sector service challenges. The second rests on his well-articulated public commitment to bring much-needed systemic reforms to one of the District's most important and outward-facing public agencies.

I want to highlight the reform-minded focus Mr. Chrappah brings to DCRA, while recognizing that his prior public experience leading innovative change, technological and otherwise, should be helpful in facilitating a specific reform need at the agency. There is a growing awareness that the process for starting a business in the District is unnecessarily confusing and time-consuming, particularly when compared with other jurisdictions. Aspects of the District's business licensing process --- and especially our professional licensing process -- have through the years grown to become so minute and complex that the process can itself be a barrier to entry into a new business field, especially for low-income District residents.

According to the D.C. Policy Center, the DCRA itself regulates 125 occupational and professional categories organized under 18 different boards under the auspices of its Occupational and Professional Licensing Administration. The Acting Director has made a public pledge to "collapse" these categories as part of a broader set of reforms designed to streamline and rationalize the District's business licensing process. He has also established a working group to identify outdated agency rules that present unnecessary barriers to economic development.

I applaud these early efforts and commitments, and I strongly support Mr. Chrappah's confirmation resolution.

Honorable chairman Phil Mendelson.

Committee members:

My name is Degfae Setegn, currently I am the chairman of United Ventures Consortium Inc. (UVC). UVC is the largest taxicab company in the city with about 1,000 fleet members and it's also the largest Digital Taxi Solutions (DTS) provider with over 2,500 taxicabs for the calendar year.

I would like to thank the committee on behalf of my company and myself for allowing me to have this opportunity to testify about Mr. Ernest Chrappah the current acting Director of DCRA.

I had known Mr Chrappah for about ten years, since he first joined the taxicab commission as an assistant to the late commissioner Ron Linton. Those of us who have been in the taxicab business long enough would agree that the commission has undergone a visible change in the past few years. From mere customer service to organizational structure and record keeping, the commission has gradually made a 180° turn around.

I believe those changes were possible just because Mr. Chrappah brought some excellent skills and professionalism to the office, but also he had brought tremendous changes to the taxicab industry of the city.

Washington DC is the first major city to have digital taxi meter in the nation, the largest WAV (wheel chair accessible van) in the nation per capita of residents and also the electric vehicle as well. All this is the product of Mr. Ernest Chrappah. Mr. Chrappah uplifted the ground work for the out dated taxicab business to be competitive with the digital apps.

Therefore, I solely recommend the confirmation of Mr. Chrappah to the DCRA Director.

Thank you again for the opportunity to testify.



PUBLIC HEARING
BEFORE THE
THE COUNCIL OF THE DISTRICT OF COLUMBIA
RE: PR-139, THE DEPARTMENT OF CONSUMER AND
REGULATORY AFFAIRS ERNEST CHRAPPAH
CONFIRMATION RESOLUTION OF 2019

TESTIMONY
OF:

SOLOMON KEENE
PRESIDENT & CEO
HOTEL ASSOCIATION OF WASHINGTON, DC

Tuesday, April 23, 2019

1350 Pennsylvania Avenue, NW
Washington, DC 20004

Good Morning, Chairman Mendelson, and Members and Staff of the District Council and the Committee of the Whole. I am Solomon Keene, President & CEO, of the Hotel Association of Washington, D.C., a trade association representing the interests of hotels in the District of Columbia with over 90 plus members.

I am here to testify in support of PR-139, the Department of Consumer and Regulatory Affairs Ernest Chrappah Confirmation Resolution of 2019. HAWDC first worked with Mr. Chrappah when he was the Director of the Department of For-Hire Vehicles. As you may be aware, taxicab drivers are ambassadors for the hospitality industry. Travelers deserve a world class hospitality experience and often times this experience begins with a ride in one of our city's taxicabs. HAWDC worked for years championing for a modernized taxicab system in the District. Mr. Chrappah was a partner in those efforts. In his role as Director, he utilized his understanding of technology to improve service delivery. We experienced less complaints from our members and their guests regarding the District's for-hire vehicle system under the leadership of Mr. Chrappah. I am confident that he will use those skills as Director of the Department of Consumer and Regulatory Affairs ("DCRA").

Our members interface with the DCRA regularly for their permits and inspections. The length of time that it takes to receive a permit, and the consistency of the interpretation of District regulations during the inspection

process are the primary complaints that they have with the agency. We have met with Mr. Chrappah during his tenure as Interim Director of DCRA, and he has shared his vision for the agency with us. I am assured that with his leadership, complaints such as these would be drastically reduced.

Mr. Chrappah has a tendency to seek solutions in advance of foreseen issues becoming problems. He has always been available to meet with us and our members, and has a willingness to listen to all perspectives. These characteristics are key to being an effective leader. For these reasons, HAWDC supports the confirmation of the appointment of Ernest Chrappah as Director of the Department of Consumer and Regulatory Affairs. Thank you for the opportunity to testify regarding this important issue to our industry and city and I welcome any questions that you may have.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Department of Consumer and Regulatory Affairs



PR 23-0129, Department of Consumer and Regulatory Affairs Ernest Chrappah
Confirmation Resolution of 2019

Testimony of
Ernest Chrappah
Acting Director

Before the
Committee of the Whole
Phil Mendelson, Chairman
Council of the District of Columbia

April 23rd, 2019
1:00 PM
Room 120
John A. Wilson Building
1350 Pennsylvania Avenue, NW
Washington, D.C. 20004

Good morning, Chairman Mendelson, members of the Committee, and staff. I am Ernest Chrappah, the Acting Director of the Department of Consumer and Regulatory Affairs (DCRA). I am excited to have the opportunity to testify before you as you consider my nomination for permanent Director of DCRA.

It has been an honor to serve the Government of the District of Columbia in various roles for the past 10 years, and I was deeply humbled when Mayor Bowser placed her trust in me on February 5, 2019 by naming me the Acting Director of DCRA. I have enjoyed the challenges and rewards of government service, and I share the Mayor's commitment to improving the effectiveness and efficiency of the District Government. I look forward to, if confirmed, many more years of service to District residents and carrying out the mission of bringing transformative improvements in government services to residents in all eight wards.

My educational background and professional experience make me uniquely qualified to transform the Department of Consumer and Regulatory Affairs. I earned a Master of Business Administration with a focus in Strategy and Marketing from the University of Maryland, Robert H. Smith School of Business and my Bachelor of Arts in Economics from the American University.

I have 19 combined years of professional experience across both the private and public sectors. The last 10 years have been focused on serving District residents and businesses through several leadership roles as the Director of the Department of For-Hire Vehicles (DFHV), Chief of Operations at the DC Taxicab Commission (DCTC), Deputy Chief Information Officer at the DC Child and Family Services Agency (CFSA), Director of Fiscal Management for the Special Education Transportation Division at the Office of the State Superintendent of Education (OSSE), and Program Manager with the Office of the Chief Technology Officer (OCTO). In all the

positions I have held, the common thread is a history of delivering results and earning a reputation for applying innovation to solve complex problems.

During each of the last four calendar years as a public servant, I have been recognized through multiple awards as a direct result of the support of Mayor Bowser and the hard work of dedicated District employees and the Council. In 2016, I was a finalist for DC Top 50 Innovators awards from American Inno. In 2017, I received the International Regulator of the Year award from the International Association of Transportation Regulators. In 2018, I was recognized by the Greater Washington Clean Cities Coalition for being a Transportation trailblazer. In 2019, a project I led was recognized by Smart Cities Connect for transitioning for-hire vehicles to an all-digital platform. The award honored the 50 most transformative smart projects across the globe.

During my time as Director of the Department of For-Hire Vehicles (DFHV), we transitioned from the D.C. Taxicab Commission (DCTC) into DFHV with an expanded mandate to regulate ride hailing companies and transformed the agency and industry in less than 24 months through innovative programs to reduce transportation barriers for veterans, children in foster care, seniors, people with disabilities, and government employees. The underpinning to turning around the reputation of the agency was a digital platform to authenticate and monitor for-hire vehicles, drivers, and analytics for data-driven policymaking and completing a major overhaul of the original taxicab equipment rules, replacing legacy meters with state-of-the-art equipment that allows drivers to choose from multiple apps and compete in the digital age.

My work as the Deputy Chief Information Officer at the DC Child and Family Services Agency also highlights how to implement a people-centered digital transformation to enhance operational efficiency and improve outcomes for residents. At CFSA, I led the effort to implement mobile apps for foster parents and social workers. For the first time in the agency's history, social

workers had real-time access to case files from a smartphone, could document notes from the field, receive notifications on dashboards, and use GPS turn-by-turn directions for home visits- from a phablet or smartphone at their fingertips. This effort helped social workers save time, stay safe, and engage with families. I also previously served as a Program Manager with the Office of the Chief Technology Officer overseeing IT initiatives for multiple District agencies. At OCTO, I was part of a team that won the National Association of State Chief Information Officers (NASCIO) 2008 award for innovation in the IT project management category. These experiences have prepared me to address the operational and cultural challenges facing DCRA during this time of rapid innovation and explosive growth across the District.

Under Mayor Bowser's administration, DCRA has made enormous strides in protecting the health and safety of the District's residents, putting a laser-focus on consumer protection and preserving affordable housing, while encouraging safe and green construction practices are implemented in every ward.

After taking the helm as Interim Director in mid-November, I completed over 45 listening sessions with DCRA staff and external stakeholders including tenant advocates, children's advocates, ANCs, the D.C. Building Industry Association (DCBIA), the American Institute of Architects (AIA), the Apartment and Office Building Association (AOBA), Councilmembers, and sister agencies to gather invaluable feedback, ideas, and concerns about the agency. Some of the key concerns discussed include inconsistent policies and procedures, lack or slow response to customer inquiries and requests, availability of DCRA records online with download and printing capabilities, performance data transparency, and qualification and training of staff. As a result of these discussions, several areas of improvement were implemented, agency processes were assessed, and 23 standard operating procedures (SOPs) were identified to develop and update. To

date, I am proud to share that 19 SOPs have been evaluated, developed, and completely updated; SOPs ensure consistent application of policies and procedures throughout the agency.

To address the responsiveness of customer service, we launched a Customer Relationship Management (CRM) framework to streamline how we communicate and address customer inquiries. CRM is a single point of contact for the customer, synchronize every touch with a customer, and allow DCRA to efficiently address customer concerns and enable matters to be seamlessly elevated to management when necessary. We also identified and assessed the nature and extent of issues that were degrading customer service and creating backlogs in the permits, inspections, and enforcement divisions and established baselines in order to measure future improvements and provide transparency to our customers. There was a backlog of enforcement actions totaling over 1,000 Notices of Infractions. Steps we took to clear the backlog include, correcting underlying notice of violations that were defective, tracking the Notices of Infractions on a dashboard and etc. That backlog has been reduced to 151; and we expect it will be cleared by the end of May. Additionally, the Vacant Building Enforcement team eradicated a backlog of more than 900 vacant and blighted appeal decisions. We did so by refocusing our efforts on delivering quality customer service and prioritizing the staff work to clear the backlogs. We assessed the processes and now have SOPs in place to prevent this sort of backlog from happening again.

To address other key concerns mentioned above by the stakeholders and staff and fulfilling the objective to better serve the public and the industry, I am proud that we have accomplished many tasks over the last six months that I have led the department. This includes:

- Launched a beta public data dashboard to improve agency transparency by providing visibility into agency performance metrics, service levels, and workload;

- Established two working groups to elicit feedback for regulatory reform and improvements to compliance and enforcement programs;
- Relunched a pilot database to provide public access to electronic records, including permit applications and approved plans; and
- Deployed an eLearning platform to provide self-paced online training for Employees.

To meet and exceed our customer expectations, we are embarking on a digital transformation at DCRA, Vision 2020: A Roadmap to Digital Transformation (Vision 2020) — this represents a fundamental change in processes and activities, and how we communicate and provide information to customers. Vision 2020 will simplify and streamline how residents can activate DCRA 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.

To this end, the agency is implementing a series of pilot projects to deliver on the promise of Vision 2020. These projects include streamlining its housing code compliance and enforcement activities by issuing a Notice of Infraction (NOI), instead of a Notice of Violation (NOV), whenever a housing code violation is not addressed by a housing provider; inspectors using mobile

tablets to access a housing provider's violation history, review relevant data, and submit inspection reports from the field; rental housing providers receiving electronic alerts for housing code violations; and a map visualization of housing code violations throughout the city available on the DCRA Dashboard. Other projects include on-demand professional inspections; establishing a rating system for design professionals, general contractors, and home improvement contractors; exploring a lower-cost alternative to Velocity expedited permit reviews; and aggressive enforcement actions, within the scope of our legal authority, against developers performing illegal construction or violating stop work orders.

I intend to approach each challenge determined to seek solutions with results meant to serve customers' best interests and meet the public's demand for quality service and ensuring code-compliant conditions throughout the District.

Ultimately, our initiatives, programs, and policies are intended to expand economic opportunities, solve problems for our customers, and foster innovation in support of our ambitious vision to efficiently provide services to all 700,000 of our residents and more than 58,000 business customers by the year 2020.

In conclusion, I am truly honored to be nominated for this position. I do not take lightly that the District is at a critical juncture for ensuring our affordable housing stock is code-compliant. We must manage this sacred responsibility while also ensuring our regulations do not limit the District's growth and ensure opportunities are open to all—including returning citizens, youth, victims of domestic violence, and long-time District residents opening a business and creating their own pathway to the middle class.

I am thrilled to be nominated for this position and bring my proven record to the agency. I am committed to finding and applying creative solutions to the complex problems within the

agency and the industry at large. Our agency decisions, under my leadership, will be based on meeting the needs of the District's residents, while striving to rebuild trust with our customers. I am honored to serve the District's residents, and to work closely with the Council and this Committee under the leadership of Mayor Bowser. This concludes my testimony. I am happy to address your questions at this time.

1 **DRAFT COMMITTEE PRINT**
2 Committee of the Whole
3 June 4, 2019
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9 A PROPOSED RESOLUTION

10
11 23-129
12

13 IN THE COUNCIL OF THE DISTRICT OF COLUMBIA
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18 To confirm the appointment of Mr. Ernest Chrappah as the Director of the Department of
19 Consumer and Regulatory Affairs.
20

21 RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this
22 resolution may be cited as the “Department of Consumer and Regulatory Affairs Ernest
23 Chrappah Confirmation Resolution of 2019.”
24

25 Sec. 2. The Council of the District of Columbia confirms the appointment of:

26 Mr. Ernest Chrappah
27 Massachusetts Ave, N.W.
28 Washington, D.C. 20016
29 (Ward 3)
30

31 as the Director of the Department of Consumer and Regulatory Affairs, established by
32 Reorganization Plan No. 1 of 1983, effective March 31, 1983, in accordance with section 2 of the
33 Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-
34 5203.01), to serve at the pleasure of the Mayor.

35 Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution,
36 upon its adoption, to the nominee and to the Office of the Mayor.

37 Sec. 4. This resolution shall take effect immediately.