



FY 2015 PERFORMANCE PLAN

Department of Housing and Community Development

MISSION

The mission of the Department of Housing and Community Development (DHCD) is to create and preserve opportunities for affordable housing and economic development, and revitalize underserved communities in the District of Columbia.

SUMMARY OF SERVICES

DHCD's fundamental activities consist of financial operations, program delivery, administration of regulations, and support of the independent Rental Housing Commission. The specific strategic objectives that DHCD focuses on to stimulate economic development and spur the dream of home ownership in underserved communities include: (1) Preserve and increase the supply of quality affordable housing throughout DC, (2) Increase homeownership opportunities to residents of low and moderate income households, and (3) revitalization of D.C. neighborhoods by promoting community development that embraces economic opportunities for local businesses. DHCD creates and preserves affordable housing by providing low-cost gap financing and subsidies for single family residential rehabilitation and multi-family construction projects to garner affordable rental and homeownership opportunities throughout the city. DHCD also leverages appropriated local and federal funding to help finance community facilities, acquire property, and administer disposition activities for vacant and abandoned properties to help stabilize D.C. neighborhoods. DHCD partners with community based organizations city wide to implement residential and community services that include homeownership assistance programs, housing counseling services, storefront façade improvement initiatives, and small business technical assistance services. In addition, DHCD administers the rental housing regulations that govern condominium and cooperative conversions, rent control, inclusionary zoning, and affordable dwelling unit programs. The Affordable Housing Locator is also a service of DHCD and is available online at dchousingsearch.org. All of these programs and services can be accessed through DHCD's Housing Resource Center located in the Historic Anacostia neighborhood in Ward 8.

PERFORMANCE PLAN DIVISIONS:

- Office of the Director (OTD)
- Development Finance Division (DFD)
- Housing Regulation Administration (HRA)
- Office of Program Monitoring (OPM)
- Portfolio and Asset Management Division (PAMD)
- Property Acquisition and Disposition Division (PADD)
- Rental Housing Commission (RHC)
- Residential and Community Services Division (RCSD)



AGENCY WORKLOAD MEASURES

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 YTD ¹
DFD: # of applications for financial assistance	39	43	64
HRA: # of customers who utilize Housing Resource Center services	6,750	6,618	4,175
HRA: # of inclusionary zoning units built	2	6	42
OPM: # of internal and external environmental reviews requested	279	141	123
PADD: # of properties in PADD's inventory	160	150	155
PAMD: # of loans in portfolio	7,144	7,378	7,520
PAMD: # of loan subordination requests ²	n/a	n/a	n/a
RHC: # of cases received	23	7	4
RCSD: # of HPAP applications	544	631	385

¹ As of June 30, 2014

² New KPI for FY 2015



Office of the Director

SUMMARY OF SERVICES

The Office of the Director (OTD) leads DHCD in meeting its mission to create and preserve opportunities for affordable housing and economic development and to revitalize underserved communities in the District of Columbia. DHCD has three strategic objectives: (1) preserving and increasing the supply of quality affordable housing; (2) increasing homeownership opportunities; and (3) revitalizing neighborhoods, promoting community development, and providing economic opportunities.

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

INITIATIVE 1.1: Execute the Fifth Year of DHCD's Five-Year Consolidated Plan (Sustainable DC Plan Built Environment Actions 1.1 and 2.5, Age-Friendly DC Goal: Domain # 3).

Fiscal Year 2015 (FY15) will mark the fifth and final year of the FY11 – FY15 Five-Year Consolidated Plan. The overarching theme of the Plan is “Sustainable City, Complete Neighborhoods” and is embodied in the Six Livability Principles: Provide More Transportation Choices, Promote Equitable Affordable Housing, Enhance Economic Competitiveness, Support Existing Communities, Coordinate Policies and Leverage Investment and Value Communities and Neighborhoods. The FY15 Action Plan, which is also an application to the U.S. Department of Housing and Urban Development (HUD) for Federal FY14 funding, will serve as a strategic roadmap for the activities that each Division will perform and ensure that the Livability Principles are embodied in the services that are provided. **Completion date: September 30, 2015.**

INITIATIVE 1.2: Collaborate With District Agencies on Database Capturing Environmental Health Status of Affordable Housing (Sustainable DC Plan Built Environment Action 3.2, Age-Friendly DC Goal: Domain # 3).

Multiple District agencies have programs mitigating health risks posed by environmental contaminants such as lead, mold, and carbon monoxide. DHCD will work with DDOE, DCHA, FEMS, and other agencies to catalog and provide status on environmental health hazards in the District affordable housing stock. **Completion Date: September 30, 2015.**

OBJECTIVE 2: Increase Homeownership Opportunities.

INITIATIVE 2.1: Host the Seventh Annual D.C. Housing Expo (Age-Friendly DC Goal: Domain # 3).

As part of National Home-Ownership Month, DHCD has worked with community partners to host a housing expo each June for the last six years. The Expo provides resources for all residents of the District, including information for renters, homeowners, potential homeowners, landlords and residents facing foreclosure. Activities include hands on demonstrations, classes on financial and homeownership issues, presentations about DHCD programs and how to access them, and an exhibitor hall with private, public and community based organizations offering an array of products, services, and programs for District residents. **Completion date: June 30, 2015.**



OBJECTIVE 3: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.

INITIATIVE 3.1: Develop a "Healthy by Design" Program for New Affordable Housing Projects (Sustainable DC Plan Health and Wellness Action 2.1, Age-Friendly DC Goal: Domain # 3).

In FY15, DHCD will bring together housing development government and non-governmental stakeholders to develop standards for site selection and urban design which meet the standards of Healthy by Design. DHCD will then implement Healthy by Design standards when evaluating and selecting projects for affordable housing.

Completion Date: September 30, 2015.

OBJECTIVE 4: Oversee the implementation of agency-wide priorities.

INITIATIVE 4.1: Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor's Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3)

Within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment and the Office of Planning, each agency head subject to the authority of the mayor shall use the criteria to evaluate the sustainability of their respective operations in accordance with the requirements of Mayor's Order 2013-209, the Sustainable DC Transformation Order, and submit to his or her responsible Deputy Mayor and the Office of the City Administrator the results of the agency's internal assessment.

Completion Date: April 2015



Development Finance Division

SUMMARY OF SERVICES

DHCD's Development Finance Division (DFD) provides funding for the development of affordable rental and homeownership developments, as well as community facilities. As the key division for both the creation and preservation of affordable housing units, DFD plays a prominent role in helping the agency achieve its annual multifamily housing production goals.

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing (Age-Friendly DC Goal: Domain # 3).

INITIATIVE 1.1: Implement Tiered Target Area Investment Strategy.

DHCD has identified several areas for targeted investment through the Five-Year Consolidated Plan's city-wide citizen participation process. Tier One focuses on projects in Wards 5, 7, and 8 that complement DHCD's Livability Principles. Tier Two focuses on high priority projects while coordinating with other District agencies to leverage resources. Tier Three focuses on areas of general poverty and Tier Four focuses on distributing mixed income housing more equitably across the entire city. This initiative will be implemented through the prioritization of Tiered Target Areas in Requests for Proposals (RFPs) and other future funding opportunities, an increase in the percentage of dollars expended in the Tiered Target Areas. In effecting this tiered strategy, DFD's role will be to increase affordable housing by leveraging private investment and to cultivate vibrant and safe places to live by prioritizing projects that prevent further concentration of poverty. **Completion date: September 30, 2015.**

OBJECTIVE 3: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.

INITIATIVE 3.1: Develop Active and Vibrant Neighborhoods to Create New Economic Opportunity and Support a High Quality of Life (Sustainable DC Plan Built Environment Action 2.5, Age-Friendly DC Goal: Domain # 3).

In conjunction with Mayor Gray's Sustainable DC Plan, DFD will continue to work with developers to promote Transit Oriented Development in the affordable housing projects DHCD provides funding for. By creating affordable housing in areas with various public transportation options, DHCD will work to help District residents increase economic and quality of life opportunities by lowering both housing and transportation costs. **Completion date: September 30, 2015**



KEY PERFORMANCE INDICATORS – *Development Finance Division*

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD³	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
# of affordable housing units funded (new and rehab)	379	1300	302	2410	1900	2000
# of special needs housing units funded (elderly, disabled, and homeless units)	95	300	0	452	400	450
# of new homeownership units funded	7	100	9	197	200	230
# of First Right Purchase Assistance Program (tenant purchase) units funded – FRP New and Rehab Units	22	100	195	197	190	200
Total affordable housing units rehabilitated	212	500	195	1005	1000	1100
% of new affordable housing units within an area with a WalkScore of 70 or higher	n/a	80%	22%	80%	80%	80%
% of affordable housing units competitively evaluated and advancing to underwriting in the respective FY, that are highly sustainable and meet the Green Communities criteria	100%	100%	100%	100%	100%	100%

³ As of June 30, 2014



Housing Regulation Administration

SUMMARY OF SERVICES

The Housing Regulation Administration (HRA) administers residential housing regulations relating to condominium and cooperative conversions, condominium registration, sale of rental housing, rent adjustment procedures, licensing, affordable housing creation and preservation and other related matters. It is composed of three divisions, the Rental Accommodation Division (RAD), the Rental Conversion and Sales Division (CASD), and the Housing Resource Center (HRC). The HRC houses the housing provider ombudsman and RAD contact representatives. HRA staff administers the District's Inclusionary Zoning Program, monitors and enforces many of the District's affordable dwelling units (ADUs), and manages the Housing Resource Center, which is located on the first floor of DHCD's main office in Historic Anacostia.

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing

INITIATIVE 1.1: Records Management and Tracking System Implementation

DHCD will implement a Records Management and Tracking System for HRA. The new system will allow HRA to operate more efficiently, by providing better electronic access to documents, including applications, petitions, and other processes. DHCD will migrate electronic records and began a comprehensive scanning project to transfer RAD and CASD paper records to electronic form. HRA will also complete and implement a records retention policy and research and plan for a case management tracking system implementation in Fiscal Year 2016. **Completion date: September 30, 2015.**

INITIATIVE 1.2: Housing Locator Enhancements

DCHousingSearch.org went live in the District in December 2009. From July 1, 2013 to June 30, 2014 the site had 1,861,167 views for affordable rental and sale properties in the District. In FY15, DHCD will continue to improve and enhance the housing locator to increase functionality and ensure available affordable housing in the District is captured in the housing locator. **Completion date: September 30, 2015**

INITIATIVE 1.3: Housing Regulation Administration Electronic Information

In FY15, HRA will enhance its website to include education and information, with the end goal of providing stakeholders with a comprehensive understanding of HRA's processes and procedures. In particular, HRA's forms will be updated and available in PDF fillable forms online. Further, the website will include program descriptions, stakeholder guides regarding processes and procedures, answers to frequently asked questions, and lists of stakeholder resources. **Completion date: September 30, 2015.**

OBJECTIVE 2: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities

INITIATIVE 2.1: Expand and Enhance the Housing Regulation Administration Education Series

In FY15, HRA will continue its regularly scheduled quarterly stakeholder meetings, as well as provide an array of educational opportunities regarding condominium and



cooperative conversions, sale of rental housing, rent adjustment procedures, licensing, affordable housing creation and preservation, and other related matters. HRA will enhance its education series by expanding its outreach format to include webinars and by compiling a video library of taped outreach sessions which clients can access via DHCD's website. Consistent with available funding, the Housing Provider Ombudsman will further expand HRA outreach efforts by compiling and creating list of written materials for publication on the agency's website to assist housing providers in managing their rental properties, including but not limited to best practices for property management, tenant retention, and real estate trends. HRA's educational events are based upon stakeholder requests, legislative changes, market driven conditions, and coordinated efforts with other agencies resulting in more comprehensive programs.

Completion date: September 30, 2015.



KEY PERFORMANCE INDICATORS – Housing Regulation Administration

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD ⁴	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
% of orders issued on voluntary agreement petitions within 45 days	100%	90%	62.5%	90%	90%	90%
% of initial orders issued on hardship petitions within 30 days of receipt ⁵	n/a	n/a	n/a	95%	95%	95%
% of final orders issued in 90 days w/o OAH hearing ⁶	n/a	n/a	n/a	95%	95%	95%
% of hardship petitions transferred to OAH within 70 days ⁷	n/a	n/a	n/a	95%	95%	95%
% of condo registration applications processed within 60 days	95.76%	98%	89.93%	95%	95%	95%
% of structural defect warranty claim notices processed within 45	83.33%	95%	66.67%	95%	95%	95%

⁴ As of June 30, 2014

⁵ New KPI for FY 2015

⁶ New KPI for FY 2015

⁷ New KPI for FY 2015



Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD⁴	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
days						
% of IZ lotteries conducted within 17 calendar days of receiving notice of availability	100%	95%	100%	95%	95%	95%
% of notifications provided to IZ owners within 7 days after lottery is held ⁸	n/a	n/a	n/a	90%	95%	95%

⁸ New KPI for FY 2015



Office of Program Monitoring

SUMMARY OF SERVICES

The Office of Program Monitoring (OPM) conducts oversight and reviews of DHCD projects and funding recipients. Its core functions include the following types of oversight: (1) contract compliance – completing various federally required compliance reviews as part of the underwriting and project development process; (2) quality assurance – monitoring the compliance of DHCD funded sub-recipients with federal HOME Investments Partnerships Program (HOME) and Community Development Block Grant Program (CDBG) Program funding requirements; and (3) compliance monitoring – ensuring projects developed by DHCD through the Housing Production Trust Fund (HPTF), CDBG, HOME and Low Income Housing Tax Credit (LIHTC) programs remain in compliance with federal and local program requirements throughout the duration of the projects' periods of affordability.

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

INITIATIVE 1.1: Ensure All Federal and Local Funds are Monitored and Reported Properly.

OPM will monitor local and federal funds as they are received and expended by DHCD and will report on areas as required under local and federal regulations. To perform this, OPM will expand current staff to include personnel designated to monitor the use of entitlement funds and local funds. OPM will also ensure that all sub-recipients of these funds meet accountability and transparency standards, including all reporting requirements. Additionally, OPM will create a tracking system to ensure all federal and local reports are completed on time and submitted to the proper jurisdiction. **Completion date: September 30, 2015.**

INITIATIVE 1.2: Standardization of Fair Housing Compliance Forms across Housing Agencies

DHCD and DC Housing Finance Agency will enter into a Memorandum of Understanding (MOU) to standardize and implement uniform fair housing and equal opportunity compliance certifications for all housing activities. Compliance monitoring will be carried by the agencies' respective compliance staff and DHCD will provide technical assistance. **Completion Date: September 30, 2015**

INITIATIVE 1.3: Finalize Administrative Instructions for DHCD

OPM will endeavor to complete the Administrative Instruction (AIs) project started in FY2014 so that each department has a complete set of AIs outlining policies and procedures of major tasks each program undertakes and who is responsible for each task. **Completion Date: September 30, 2015**

INITIATIVE 1.4: Develop Formal Audit Program

In response to increasing audit and regulatory responsibilities, OPM will create and staff a program that tracks and responds to audit findings as well as proactively engages program staff to implement policies and procedures that will prevent issues from becoming findings. The audit program will provide an objective view of DHCD programs and evaluate



effectiveness on a continuous basis by conducting internal audits of DHCD divisions and programs. The audit program will also develop an annual audit plan using a risk-based approach that will cover all Agency divisions and programs.

Completion Date: September 30, 2015.

OBJECTIVE 3: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.

INITIATIVE 3.1: Increase Compliance of Section 3 Program.

DHCD's Section 3 program provides increased opportunities for the employment of low- and very low-income residents and business interests on DHCD projects funded through both the District and HUD funding sources. In order to achieve this goal, OPM will continue to notify Section 3 residents about training and employment opportunities, notify Section 3 businesses of contracting opportunities generated by Section 3 covered assistance, and facilitate the training and employment of Section 3 residents for Section 3 covered projects. DHCD will host training on Section 3 compliance for recipients of Section 3 covered funds and their contractors. **Completion date: September 30, 2015.**



KEY PERFORMANCE INDICATORS – Office of Program Monitoring

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD ⁹	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
# of compliance reviews completed ¹⁰	n/a	n/a	n/a	120	132	145
# of days for compliance review (avg) ¹¹	n/a	n/a	n/a	50	45	45
% of DHCD environmental reviews ¹² conducted within 45 days	93.52%	95%	98.63%	95%	95%	95%
% of Fair Housing Reviews completed within stated timelines	100%	98%	100%	98%	98%	98%
# of Fair Housing site inspections conducted ¹³	n/a	n/a	n/a	30	35	40
#of Section 3 Business Concerns Certified	10	15	13	15	15	15
# of Section 3 Jobs Created	29	25	19	25	25	25
# of CHDOs certified/recertified	6	6	6	6	6	6

⁹ As of June 30, 2014

¹⁰ New KPI for FY 2015

¹¹ New KPI for FY 2015

¹² OPM staff complete a HUD-approved checklist after it independently reviews all of the environmental information collected for each site. Additionally, in accordance with the National Environmental Protection Act (NEPA), OPM has provided public notice and reviewed the environmental effects of proposed housing related activities throughout the District and concluded that a broad range of activities will not have an adverse impact on the environment.

¹³ New KPI for FY 2015



Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD ⁹	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
# of required physical inspections and file reviews of units conducted annually	1,473	1,000	758	1,300	1,500	1,700
# of Davis Bacon eligible inspections ¹⁴	n/a	n/a	n/a	58	65	70
# of Davis Bacon deficiencies noted ¹⁵	n/a	n/a	n/a	65	80	65
# of Davis Bacon site visits ¹⁶	n/a	n/a	n/a	165	175	180

¹⁴ New KPI for FY 2015

¹⁵ New KPI for FY 2015

¹⁶ New KPI for FY 2015



Portfolio and Asset Management Division

SUMMARY OF SERVICES

The Portfolio and Asset Management Division (PAMD) manages the allocation of Low Income Housing Tax Credits (LIHTC) and provides portfolio management oversight to outstanding loans in the division. Established in FY 2008, the division monitors the status of existing loans to ensure collections of loans that are due and compliance with loan covenants. PAMD also analyzes the risks and relationships of potential borrowers to protect the Department's assets.

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

INITIATIVE 1.1: Increase Residency Compliance

PAMD will enhance monitoring and compliance of residency requirements by 50% for borrowers utilizing both federal and local funding sources. **Completion date September 30, 2015**

INITIATIVE 1.2: Increase Reporting Compliance from TOPA and Co-Op Borrowers

PAMD will proactively reach out to borrowers to educate them on the need for reporting compliance. PAMD hopes to reduce the non-compliance rate 25% through outreach and education with both the building owners/managers and DHCD Community Based Organization partners. **Completion date September 30, 2015**



KEY PERFORMANCE INDICATORS – *Portfolio and Asset Management Division*

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD ¹⁷	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
% of all required financial reviews completed	32.76%	50%	66.29%	50%	50%	50%
% of loans in good standing from previous quarter	92.71%	92%	91.5%	92%	92%	92%
% of loans more than 30 calendar days delinquent	1.87%	1.91%	1.73%	1.91%	1.91%	1.91%
% of loans in default	7.31%	12%	8.5%	12%	12%	12%
# of loans moved from delinquent to correct status	41	60	53	60	60	60
% of multi-family properties risk rated	11.14%	50%	0%	50%	50%	50%
Percentage of DC Preservation Network meetings attended	n/a	80%	83.33%	80%	80%	80%
% of TOPA/Co-op Multifamily properties in non-compliance for financial reporting reviews. ¹⁸	n/a	n/a	n/a	80%	80%	80%

¹⁷ As of June 30, 2014

¹⁸ New KPI for FY 2015



Property Acquisition and Disposition Division

SUMMARY OF SERVICES

The Property Acquisition and Disposition Division (PADD) stabilizes and revitalizes neighborhoods by decreasing the number of vacant and abandoned residential properties in the District, and transforming vacant and/or abandoned residential properties into homeownership opportunities for District of Columbia residents at all income levels. PADD has three main functions: (1) encourage property owners to rehabilitate and/or occupy their vacant and abandoned residential property; (2) acquire vacant, abandoned and deteriorated properties through negotiated friendly sale, eminent domain, donation or tax sale foreclosure; and (3) dispose of properties in the PADD inventory for rehabilitation into high quality affordable and market-rate single-family and/or multifamily for-sale housing in District neighborhoods.

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

INITIATIVE 1.1: Reduce the Property Acquisition and Disposition Division Inventory (Sustainable DC Plan Built Environment Action 1.1).

PADD will conduct two new solicitations for properties in the PADD inventory to dispose of vacant lots/buildings and reduce blight in District neighborhoods. The FY15 goal is to dispose of 45 properties in PADD's inventory to developers in the hopes of increasing the supply of affordable housing and mixed use development in the District.

Completion Date: September 30, 2015

INITIATIVE 1.2: Increase Turnkey Program Capacity

The Turnkey Program is PADD's internal development platform. PADD is increasing its budget, setting up Memorandums of Understanding (MOU), and seeking to contract with general contractors and architects through OCP & DGS. The goal of the turnkey program is to combat blight, increase production of affordable and market rate housing, control development and construction costs, and develop or rehab projects that other stakeholders may not be willing or able to deliver. In FY15 PADD projects 12 units developed through the Turnkey Program. **Completion Date: September 30, 2015**

OBJECTIVE 2: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.

INITIATIVE 2.1: Acquire Specific Commercial Properties in Targeted Commercial Corridors.

PADD has targeted specific commercial corridors and will work with DMPED to acquire commercial properties in these corridors to stimulate commercial revitalization in these areas. PADD has identified specific properties along the Martin Luther King Jr. Avenue and Good Hope Road commercial corridors in Historic Anacostia, but will not limit the scope of these acquisitions to just those corridors.

Completion date: September 30, 2015.



INITIATIVE 2.2: Urban Farming/Green Space collaboration (Sustainable DC Plan Food Action 1.2, Age-Friendly DC Goal: Domain # 1)

In collaboration with non-profits, community organizations, Office of Planning, and Department of Parks and Recreation, PADD will provide space for the development of community gardens and urban agriculture. The space is, typically, provided at no cost to the non-profit organization for a one to three year term.

Completion Date: September 30, 2015

OBJECTIVE 3: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.

INITIATIVE 3.1: Stabilize and Prepare Identified Properties as Part of Business Incubation Center Program (Sustainable DC Plan Built Environment Action 2.3).

PADD will work with DMPED to prepare identified sites for use as Business Incubation Centers as outlined in the Five Year Economic Development Plan.

Completion date: September 30, 2015.

**KEY PERFORMANCE INDICATORS – Property Acquisition and Disposition Division**

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD¹⁹	FY 2015 Projection	FY 2016 Projectio	FY 2017 Projectio
# of properties acquired	0	3	10	15	14	13
# of total properties acquired in targeting commercial corridors ²⁰	n/a	n/a	n/a	5	6	7
# of properties recaptured from developers or transferees	0	5	3	4	3	3
# of properties for which disposition agreements were executed	2	3	0	40	25	15
# of properties disposed of via solicitation for offer ²¹	n/a	n/a	n/a	2	36	19
# of Turn-Key units created ²²	n/a	n/a	n/a	12	10	11
# of affordable housing units created through acquisition of abandoned properties	0	2	21	19	20	21
Targeted Average cost per property of acquisitions	\$0	\$300,000	\$241,000	\$80,000	\$75,000	\$70,000

¹⁹ As of June 30, 2014

²⁰ New KPI for FY 2015

²¹ New KPI for FY 2015

²² New KPI for FY 2015



Rental Housing Commission

SUMMARY OF SERVICES

The Rental Housing Commission (RHC) is charged with the responsibility of enforcing the Rental Housing Act of 1985, as amended (Act). The RHC has three statutory functions which o preserve and increase the supply of quality affordable housing in the District: 1) to issue, amend and rescind regulations that are promulgated for enforcement of the Act; 2) to certify and publish the annual adjustment of general applicability to rents charged, which adjustment is based upon annual changes (if any) in the Consumer Price Index (CPI) for the applicable region in which the District of Columbia is located; and 3) decide appeals brought to the RHC from the Rent Administrator and the Office of Administrative Hearings (OAH). Although the RHC is an independent quasi-judicial body, whose members are appointed by the Mayor of the District of Columbia, the RHC has a unique relationship with the Department of Housing and Community Development (DHCD). Specifically, DHCD provides administrative support, management and budgetary assistance.

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

INITIATIVE 1.1: Place Commission Decisions on DHCD Website

Commission will work with DHCD Office of Communications and Community Outreach to create and upload RHC decisions and orders onto DHCD website in accordance with the Open Government Initiative, which provides public access and transparency to District government operations. **Completion Date: September 30, 2015.**

INITIATIVE 1.2: Update Rules and Regulations. One of the functions of the RHC is to issue, amend and rescind regulations that are promulgated for enforcement of the Act. To that end, the RHC is reviewing applicable regulations (14 DCMR §§ 3800-4300 (2004)) for the purposes of revising and amending them in order to comply with amendments to the Rental Housing act of 1985 and any other related laws that may affect the RHC's operations and responsibilities (for example, the 2006 amendment to the Act which abolishes rent ceilings). In addition, the RHC will continue to review all forms used and issued by the Rental Accommodations Division of DHCD and the Rent Administrator to housing providers and tenants under the Act. The RHC's regulatory review and amendment will be jointly carried out with OAH, the Rent Administrator and the office of the Attorney General to assure that the RHC's regulations meet all standards of legal sufficiency and are consistent with the regulations of other stakeholder agencies. RHC will publish rule making for public comment in 2015

Completion date: September 30, 2015

INITIATIVE 1.3: Reduction of Backlog. The RHC anticipates reducing the backlog by approximately 15 cases by the end of fiscal year 2015, from 24 to approximately 15 cases. RHC will be staffed with 2 additional attorney advisors assisting in the drafting of cases and the presence of an attorney mediator to expedite case resolution.

Completion date: September 30, 2015



KEY PERFORMANCE INDICATORS – *Rental Housing Commission*

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD ²³	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
# of appeals disposed	35	33	17	10	10	10
# of appeals cases > 3 years old	16	10	10	6	6	6
% of certified cases assigned to Commissioner within 14 calendar days ²⁴	n/a	n/a	n/a	90%	90%	90%
% of hearings scheduled within 30 day requirement	100%	100%	100%	95%	95%	95%
# of calendar days between hearing of new case and final decision (Avg) ²⁵	n/a	n/a	n/a	90	90	90

²³ As of June 30, 2014

²⁴ New KPI for FY 2015

²⁵ New KPI for FY 2015



Residential and Community Services Division

SUMMARY OF SERVICES

The Residential and Community Services Division (RCS D) provides funding for programs that focus on neighborhood revitalization and housing needs for communities within the District. Funding consideration is based on needs within the community with purchase money assistance for homeownership and other assistance that must meet individual program requirements that is determined by household size and income. RCS D works through neighborhood-based organizations providing comprehensive housing counseling, small business technical assistance and façade improvement opportunities. RCS D administers the District's Home Purchase Assistance Program (HPAP), Employer Assisted Housing Program (EAHP), and the Negotiated Employee Assistance Home Purchase Program (NEAHP). The RCS D has available rehabilitation assistance through RCS D's Single Family Rehabilitation Program in the form of loans and grants to income-qualified owner-occupied D.C. homeowners. RCS D also provides grants for removal of lead-based paint hazards in eligible homes with children under the age of six years old. In summary, RCS D offers homeownership opportunities, stabilizes communities and provides healthy and safe living conditions for District residents.

OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

INITIATIVE 1.1: Implement Healthy Homes Program (Sustainable DC Plan Built Environment Actions 3.1 and 3.1, Age-Friendly DC Goal: Domain # 3)

The Lead Safe Washington Healthy Homes Initiative Program (LSW-HHIP) will minimize environmental health hazards in low-income eligible rental and owner occupied housing in the District through a comprehensive integrated plan utilizing HUD's 29-point Healthy Homes Rating System (HHRS) to evaluate and reduce asthma allergens, asbestos, radon, mold, pest control, and other environmental hazards. By integrating LSW-HHIP services with weatherization and other resources; this program will create 65 healthy and energy efficient homes in FY15 where families are safe from home-based environmental health hazards. **Completion date: September 30, 2015**

INITIATIVE 1.2: Re-design and Upgrade the Single Family Residential Rehabilitation Program (SFRRP) (Sustainable DC Plan Energy Action 2.3, Age-Friendly DC Goal: Domain # 3).

RCS D will redesign the SFRRP to increase capacity, reduce the backlog and increase the quality of contracting work. The program will be reviewed and refined at every step of the process, from application intake to construction completion. The program will also initiate updated training of contractors, homeowners, and staff. In addition, the program will expand into energy efficiency products and installation such as energy audits, solar roof panels, insulation, appliances, etc. **Completion date: September 30, 2015**



OBJECTIVE 2: Increase Homeownership Opportunities.

INITIATIVE 2.1: Expand Use of FHA Insured 203(k) Streamlined Loans in Conjunction with the Home Purchase Assistance Program (HPAP).

DHCD provides a variety of homeownership assistance products to encourage homeownership and residency in the District. Allowing the use of FHA 203(k) Streamline Rehabilitation loans with these products permits homebuyers to finance an additional \$35,000 into their mortgage to improve or upgrade their home. DHCD will utilize its existing community partners to increase awareness of this program and the benefits of using the 203(k) loan in tandem with HPAP. The goal is to increase the use of this product by fifty percent. **Completion date: September 30, 2015.**

INITIATIVE 2.2: Standardize and Update Home Buyer Program Training Materials

RCSD will review, update and standardize the Homebuyer Program training materials that CBOs use to educate and train participants in preparation for homeownership and use of DHCD funding. DHCD will develop new course materials including an instructor guide and training manual. This will ensure that program participants receive a comprehensive and uniform approach to homebuyer education. This is an updated approach to homebuyer education that is designed to be fun, interactive and engaging. **Completion date: September 30, 2015.**



KEY PERFORMANCE INDICATORS – Residential and Community Services Division

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD ²⁶	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
# of affordable housing units funded	335	425	199	385	435	435
# of Single Family Rehab units funded	42	75	39	50	50	50
# of units funded by Homebuyer Programs	269	260	145	230	260	260
# of Lead Safe Washington units funded	24	80	15	40	60	60
# of Healthy Homes units funded ²⁷	n/a	n/a	n/a	65	65	65
# of Residential Rehab Special Needs units funded	15	15	11	15	15	15
# of HPAP Special Needs units funded	2	10	2	10	10	10
# of first-time homebuyers funded by HPAP	238	240	130	210	240	240
# of District employee homebuyers funded by EHAP	104	80	63	80	80	80
# of District employee homebuyers funded by NEAHP	33	35	39	25	25	25
# of District homebuyers funded by HUD 203(k) loans ²⁸	n/a	n/a	n/a	20	20	20

²⁶ As of June 30, 2014

²⁷ New KPI for FY 2015

²⁸ New KPI for FY 2015



Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD ²⁶	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
# of storefront façades improved	26	40	26	40	40	40
# of Small Business Technical Assistance sessions	1,907	1,500	1,250	1,500	1,500	1,500
# of Housing Counseling sessions	19,951	15,000	14,084	15,000	15,000	15,000