

Department of Housing and Community Development FY2017

Agency Department of Housing and Community Development

Agency Code DB0

Fiscal Year 2017

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 to revitalize underserved communities in the District of Columbia.

2017 Strategic Objectives

Objective Number	Strategic Objective
1	Increase New Affordable Housing Opportunities.
2	Preserve Existing Affordable Housing Stock.
3	Promote community development activities.
4	Create and maintain a highly efficient, transparent and responsive District government.**

2017 Key Performance Indicators

Measure	New Measure/ Benchmark Year	Frequency of Reporting	Add Data Fields (if applicable)	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
1 - Increase New Affordable Housing Opportunities. (3 Measures)									
Number of total new construction affordable rental housing units funded	<input type="checkbox"/>	Quarterly		929	1405	401	900	895	500
Number of affordable homeownership units produced or preserved	<input type="checkbox"/>	Quarterly		35	197	163	200	116	30
Number of Homebuyer Purchase Assistance Program loans	<input type="checkbox"/>	Quarterly		130	210	187	225	212	225
2 - Preserve Existing Affordable Housing Stock. (2 Measures)									
Number of affordable rental housing units preserved (rehabbed)	<input type="checkbox"/>	Quarterly		Not available	1005	816	1000	293	780
Number of affordable single-family homeownership units rehabbed from Single Family Rehab/Lead Safe Programs	<input type="checkbox"/>	Quarterly		54	90	76	110	85	100
3 - Promote community development activities. (4 Measures)									
Number of storefront facades improved	<input type="checkbox"/>	Quarterly		Not available	40	36	40	26	40
Number of capacity-building workshops given to organizations	<input checked="" type="checkbox"/>	Quarterly		Not available	Not available	Not available	Not available	New Measure	25
Number of properties disposed that were developed by DHCD (Turn-Key)	<input type="checkbox"/>	Quarterly		Not available	12	0	3	1	5
Number of Section 3 Jobs Created	<input type="checkbox"/>	Annually		Not available	25	24	25	29	25
4 - Create and maintain a highly efficient, transparent and responsive District government.** (25 Measures)									
Percentage of loans at least one year old in good standing	<input checked="" type="checkbox"/>	Annually		Not available	Not available	Not available	Not available	New Measure	92%
Percentage of hardship petitions processed within 90 days	<input checked="" type="checkbox"/>	Annually		Not available	Not available	Not available	Not available	New Measure	100%
Average number of calendar days for compliance review	<input type="checkbox"/>	Annually		Not available	50	30	50	37	45
Percentage of required Asset Management site visits completed	<input checked="" type="checkbox"/>	Annually		Not available	Not available	Not available	Not available	New Measure	100%

Percentage of IZ lotteries held in 17 days or less after receiving a notice of availability	<input type="checkbox"/>	Annually		Not available	95%	67%	95%	81.5%	100%
Contracts/Procurement-Expendable Budget spent on Certified Business Enterprises	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement-Contracts lapsed into retroactive status	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Federal Funds returned	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service-Meeting Service Level Agreements	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Vacancy Rate	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee District residency	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee Onboard Time	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management-Employee Performance Plan Completion	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Percentage of development finance projects that close within 9 months of selection	✓	Annually		Not available	Not available	Not available	Not available	New Measure	80%
Percentage of Single Family Rehabilitation/Lead Safe Washington projects that start construction within 6 months after DHCD receives the application	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	80%
Percentage of HPAP loans that close within 45 days after sales contract approval	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	80%
Percentage of HPAP loans subordinated within 45 days upon receipt of a complete subordination package	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	80%
Percentage of Storefront Facade projects that complete within 10 weeks after pre-construction approval	✓	Annually		Not available	Not available	Not available	Not available	New Measure	80%
Median Number of Months Property is in DHCD's portfolio	✓	Annually		63	Not available	57	Not available	New Measure	40
Average number of days between Rental Housing Commission hearing a new case and final decision	<input type="checkbox"/>	Annually		471	90	89	90	30.8	50

Percentage of TOPA notices received listed in a published online report on DHCD's website within two weeks	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	100%
Met HPTF Statutory Requirements - 30% AMI	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	40%
Met HPTF Statutory Requirements - 50% AMI	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	40%
Met HPTF Statutory Requirements - 80% AMI	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	20%

2017 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Increase New Affordable Housing Opportunities. (3 Activities)			
AFFORDABLE HOUSING PROJECT FINANCING	Affordable Housing Project Financing	DHCD's Development Finance Division provides funding for the development of rental, homeownership and community facility projects that serve DC neighborhoods. As both the creation and preservation of affordable housing units are important to DHCD, DFD plays a prominent role in helping the agency achieve its annual affordable housing production and preservation goals.	Daily Service
INCLUSIONARY ZONING PROGRAM	Inclusionary Zoning	Inclusionary Zoning requires that a certain percentage of units in a new development or a substantial rehabilitation that expands an existing building set aside affordable units in exchange for a bonus density. The Housing Regulation Administration Division at DHCD administers the Inclusionary Zoning program, including developer compliance, holding lotteries for District residents to occupy units, and general program policy development.	Daily Service
NEIGHBORHOOD BASED ACTIVITIES	Down Payment Assistance	The Home Purchase Assistance (HPAP) program, Employer Assisted Housing Program (EAHP) and the Negotiated Employer Assisted Housing Program (NEAHP) provides interest-free loans and closing cost assistance to qualified applicants to purchase single family houses, condominiums, or cooperative units. The loan amount is based on a combination of factors, including; income, household size, and the amount of assets that each applicant must commit towards a property's purchase.	Daily Service
2 - Preserve Existing Affordable Housing Stock. (2 Activities)			
RENTAL CONVERSION AND SALES DIVISION	Rental Conversion and Sales	The Rental Conversion and Sale Division at DHCD administers the Rental Housing Conversion and Sale Act of 1980 and the Condominium Act of 1976. Through the Conversion Act, District tenants have the opportunity to purchase rights, tenant first rights of refusal, receipt of offer of sale notices, notices of transfer and the conversion of property to cooperatives or condominiums. The Condominium Act regulates condominium formation and registration of condominium units before a developer may offer units to interested buyers, including administration of the Structure Defect Warranty Claim Program.	Daily Service
NEIGHBORHOOD BASED ACTIVITIES	Home Rehab Assistance	Single Family Residential Rehabilitation (SFRRP) administers loans and/or grants for home repairs to alleviate DC building code violations and assists homeowners in repairing physical threats to health and safety, and modify and/or eliminate barriers to accessibility for persons with mobility or other physical impairments. SFRRP helps households finance minor home repairs that will; address building code violations, repair roofs, remove threats to health and safety, and modify and/or eliminate barriers to accessibility for persons with mobility or other physical impairments The Lead Safe Washington (LSW) Program provides grant funds for the identification and control of lead-based paint hazards. Deteriorated lead-based paint and lead-contaminated dust present significant health hazards to individuals of all ages, and children younger than six-years-old in particular. LSW provides funds to reduce lead-based paint hazards in eligible single and multi-family properties.	Daily Service
3 - Promote community development activities. (4 Activities)			
COMMUNITY DEVELOPMENT	Foster Small Business Development	Grantee organizations provide technical assistance, support and training to small and retail businesses focusing on neglected commercial corridors in low and moderate income areas in the District of Columbia. The program does not provide grants, loans, or direct subsidies to businesses. The neighborhood areas where grantees currently operate include, but are not limited to: Anacostia, Congress Heights, Columbia Heights, Adams Morgan, Mount Pleasant, Georgia Avenue, Petworth, Rhode Island Avenue NE, and Deanwood/Marshall Heights. Grantee organizations are also involved in business attraction and retention. Assistance provided includes micro-loan packaging, business planning, entrepreneurial training, one-on-one business technical assistance, tax preparation assistance, accounting assistance, or legal assistance. Grantee organizations also provide collective business support activities, such as the formation of business alliances, business corridor promotion, mass marketing, volume discount efforts, and collective space management. Through these organizations, DHCD is also heavily involved in neighborhood revitalization efforts in these areas, including major commercial project planning and interagency business development coordination.	Daily Service

PROPERTY MANAGEMENT	Maintain DHCD's property portfolio	The Property Acquisition and Disposition Division (PADD) stabilizes neighborhoods by decreasing the number of vacant and abandoned residential properties in the District and transforming vacant and/or abandoned properties into productive use. PADD acquires vacant, abandoned and deteriorated properties through negotiated friendly sale, eminent domain, donation or tax sale foreclosure when owners are unwilling or unable to maintain their properties; and it disposes of properties in the PADD inventory by selling the properties to individuals or developers to be rehabilitated into high quality affordable and market-rate single-family and/ or multifamily for-sale housing in District neighborhoods.	Daily Service
HOUSING RESOURCE CENTER	Housing Resource Center	The DHCD Housing Resource Center is open Monday – Friday from 8:30 am – 3:30 pm for residents to obtain information about affordable housing options, attend events, and use computers to access DCHousingSearch.org, a free listing service that provides easy access to information about housing opportunities within the District of Columbia.	Daily Service
NEIGHBORHOOD BASED ACTIVITIES	Housing Counseling	Residential and Community Services works through Community Based Organizations (CBO) to provide comprehensive housing counseling services and other community economic development activities.	Daily Service
4 - Create and maintain a highly efficient, transparent and responsive District government.** (3 Activities)			
Housing Regulation Oversight	Housing Regulation Administration and Rental Housing Commission	The Housing Regulation Administration (HRA) administers residential housing regulations relating to condominium and cooperative conversions, rent adjustment procedures, licensing and other related matters. It is composed of two divisions, the Rental Accommodation Division (RAD) and the Rental Conversion and Sales Division (CASD), and manages the DHCD Housing Resource Center. The Rental Housing Commission is charged with the responsibility of enforcing the Rental Housing Act of 1985 through statutory functions. Although the Commission is an independent quasi-judicial body, it has direct reporting responsibility to DHCD on administrative, management and budgetary matters.	Daily Service
Program Monitoring	Program Monitoring	The Office of Program Monitoring (OPM) conducts oversight and reviews of DHCD projects and funding recipients. Its core functions include contract compliance, quality assurance to ensure compliance with federal and local regulations, and affordability covenant compliance to ensure project maintains compliance throughout the duration of the projects period of affordability. OPM staff performs project reviews of environmental standards, Davis Bacon, relocation, fair housing and Section 3 as each project relates to these programs. Project compliance takes the form of annual report reviews and on-site visits to properties where file reviews and physical inspections occur. As the monitoring entity for the IRS on the LIHTC Program and HUD on the HOME, CDBG and ESG Programs, DHCD reports directly to them on issues of non-compliance.	Daily Service
PORTFOLIO AND ASSET MANAGEMENT	Portfolio and Asset Management	The Portfolio and Asset Management Division (PMD) manages the allocation of Low Income Housing Tax Credits (LIHTC) and provides portfolio management oversight to outstanding loans in the division. The division monitors the status of existing loans to ensure compliance with loan covenants and collections of loans that are due and conducts the reviews of the risks and relationships of potential borrowers to protect the Department's assets.	Daily Service

2017 Workload Measures

Measure	New Measure/ Benchmark Year	Add Historical and Target Data (FY17)	Numerator Title	Units	Frequency of Reporting	FY 2014	FY 2015	FY 2016 Actual
1 - Affordable Housing Project Financing (2 Measures)								
Number of loan closings	✓		# of loan closings	# of loan closings	Quarterly	Not available	Not available	New Measure
Number of financial applications submitted	✓		# of financial applications submitted	# of financial applications submitted	Semi-Annually	Not available	Not available	New Measure
1 - Down Payment Assistance (1 Measure)								
Number of HPAP applications received	✓		# of HPAP application	# of application	Quarterly	Not available	Not available	New Measure
1 - Inclusionary Zoning (1 Measure)								
Number of IZ units available for occupancy	✓		# of IZ units available for occupancy	Number of IZ units	Quarterly	Not available	Not available	New Measure
2 - Home Rehab Assistance (2 Measures)								
Number of Single Family Rehab applications received	✓		# of Rehab Applications	# of applications	Quarterly	Not available	Not available	New Measure
Number of Lead Safe Washington applications received	✓		# of Lead Safe Washington Applications	# of applications	Quarterly	Not available	Not available	New Measure
2 - Rental Conversion and Sales (1 Measure)								
Number of TOPA notices processed	✓		# of TOPA notices processed	# of TOPA notices	Quarterly	Not available	Not available	New Measure

3 - Foster Small Business Development (1 Measure)									
Number of small business technical assistance sessions	✓		# of small business technical assistance sessions	small business TA sessions	Quarterly	Not available	Not available	New Measure	
3 - Housing Counseling (1 Measure)									
Number of housing counseling sessions given	✓		# of housing counseling sessions	# of housing counseling sessions	Quarterly	Not available	Not available	New Measure	
3 - Housing Resource Center (1 Measure)									
Number of customers who utilize the Housing Resources Center	✓		# of customers who utilize the Housing Resources Center	# of customers	Quarterly	Not available	Not available	New Measure	
3 - Maintain DHCD's property portfolio (2 Measures)									
Number of properties acquired	✓		# of properties acquired	acquired properties	Annually	Not available	Not available	New Measure	
Number of total properties disposed	✓		# of properties disposed	disposed properties	Annually	Not available	Not available	New Measure	
4 - Housing Regulation Administration and Rental Housing Commission (2 Measures)									
Number of Rental Housing Commission appeals disposed	✓		# of Rental Housing Commission appeals disposed	# of appeals	Annually	Not available	Not available	New Measure	
Number of hardship petitions received	✓		# of hardship petitions received	# of petitions	Quarterly	Not available	Not available	New Measure	
4 - Portfolio and Asset Management (2 Measures)									
Number of submitted financial reviews	✓		# of submitted financial reviews	# of financial reviews	Quarterly	Not available	Not available	New Measure	
Number of loans serviced by a third-party vendor	✓		Number of loans serviced by a third-party vendor	Number of loans serviced by a third-party vendor	Quarterly	Not available	Not available	New Measure	
4 - Program Monitoring (2 Measures)									
Number of Davis Bacon inspections	✓		# of Davis Bacon inspections	# of inspections	Quarterly	Not available	Not available	New Measure	
Number of compliance reviews completed	✓		# of compliance reviews completed	reviews completed	Quarterly	Not available	Not available	New Measure	

2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
AFFORDABLE HOUSING PROJECT FINANCING (7 Strategic initiative-operation links)		
Establish a Preservation Unit	Establish a "Preservation Unit" located within a designated District agency that is tasked with being the District's central source to (a) preserve existing assisted affordable housing in the city, (b) identify opportunities to place "naturally affordable," unassisted units under covenant or to otherwise preserve their affordability, and (c) maintain comprehensive data on all affordable housing in the city.	09-30-2017
Commit local and Federal Resources for affordable housing preservation and production	DHCD will continue to fully commit unprecedented local and federal resources towards affordable housing production and preservation. To ensure adequate flow of funds, the Development Finance Division will take the following measures in FY17: - Update and align the Qualified Allocation Plan (QAP) - a plan that enables the agency to allocate its low-income housing tax credits - with the revamped Request for Proposal process. The latest QAP was published in 2012. - Commit to two RFPs per year which will increase the number of potential applicants for funding. - Evaluate how the division can decrease the time at which the Agency reviews and selects qualified applications and underwrites deals. - Launch a new loan program called Great Spaces, Healthy Places. Landlords with buildings up to 50 units will be able to apply for low-interest loans to address sub-standard property issues (safety and environmental hazards). DHCD will draft an application, pilot the program, and develop recommendations for the next fiscal year.	09-30-2017
Public Private Preservation Fund	Provide seed funding to a Public-Private Preservation Fund to facilitate early investments while leveraging greater amounts of private capital to preserve affordable housing.	09-30-2017
Small Properties Program	Develop a Small Properties Preservation and Affordability Program within DHCD to assist properties with 5 to 50 units with funds for renovations and repairs.	09-30-2017
Implement DOPA	Implement DOPA by releasing draft regulations that will allow the District to take greater advantage of DOPA through the transfer of ownership to pre-qualified developers.	09-30-2017

Improve TOPA	Improve Preservation under TOPA and TOPA exemptions by providing financial incentives for preservation in TOPA transactions, including predevelopment work, legal services, third party reports, and acquisition bridge financing.	09-30-2017
Programs for low-income senior renters	Establish Programs to Facilitate Low-Income Senior Renters Aging in Place by formulating strategies for older residents to remain in place.	09-30-2017
INCLUSIONARY ZONING PROGRAM (1 Strategic Initiative-Operation Link)		
Update the IZ program	In FY17, DHCD will update the IZ program by doing the following: <ul style="list-style-type: none"> - Incorporate the Zoning Commission's changes to applicant income levels, adding a 60% AMI category - Address a conflict between IZ and rent control—we need to determine if this will be a regulatory fix and/or a statutory change - Address an omission in the IZ regulations relating to our process and definitions of reasonable accommodations for compliance with the Americans with Disabilities Act 	09-30-2017
NEIGHBORHOOD BASED ACTIVITIES (3 Strategic initiative-operation links)		
Improve the HPAP program	DHCD will undertake a few measures to improve the HPAP program: <ul style="list-style-type: none"> - Hire a new program manager - Identify ways in which DHCD can leverage other funding platforms that can be implemented in FY18 - Develop a new online homebuyer application and online counseling tool - Select administrator(s) from our most recent RFA - Implement and evaluate the new - Evaluate and develop recommendations for repayment terms to lowest-income borrowers - Implement program's new loan cap (\$80,000 from \$50,000) and evaluate the impact to the program 	09-30-2017
Streamline Single-Family Rehab Programs	In FY17, DHCD will focus on more quickly serving Single-Family Residential Repair program through the following activities: <ul style="list-style-type: none"> - Hire a new SFRRP program manager - Eliminate the program's 3-bid requirement by revising the program's administrative instructions - Implement a new emergency-based repair grant program to separate urgent repairs that need immediate attention from standard home repairs - Develop and publish a new streamlined application 	09-30-2017
Create Opportunities for Seniors to Age in Place	Partner with the DC Office on Aging for a second year to evaluate, tweak, enhance, and expand the Safe at Home program. The program promotes aging-in-place for older adults (60 years and older) and people with disabilities (18 to 59 years old) by providing up to \$10,000 in home accessibility adaptation grants to reduce the risk of falls and reduce barriers that limit mobility. DHCD will provide funding and execute a Memorandum of Understanding to DCOA to implement the program.	09-30-2017
PROPERTY MANAGEMENT (1 Strategic Initiative-Operation Link)		
Implement new Vacant to Vibrant Program	Launch and lead a new Vacant to Vibrant Program. Within FY2017, DHCD will: <ul style="list-style-type: none"> - Develop and launch online materials to improve transparency and education about DHCD's properties - Collaborate with DCRA to identify and enforce vacant/blighted properties - Reduce DHCD's current portfolio of 161 properties by 50% - Acquire 15 new vacant properties and begin their disposition process 	09-30-2017