

Department of Housing and Community Development FY2019

Agency Department of Housing and Community Development

Agency Code DB0

Fiscal Year 2019

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.

2019 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.

2019 Key Performance Indicators

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
1 - Increase New Affordable Housing Opportunities. (12 Measures)					
Percent of loans at least one year old in good standing	Up is Better	Not Available	87.5%	90%	85%
Percent of development finance projects that close within 12 months of selection	Up is Better	Not Available	15%	19.2%	50%
Percentage of IZ lottery notifications sent to households within 7 days after receipt of confirmation from owner of satisfactory registration on dchousingsearch.org	Up is Better	81.5%	97.3%	89.3%	100%
Number of Homebuyer Purchase Assistance Program loans	Up is Better	212	307	351	325
Average number of days between Rental Housing Commission hearing a new case and final decision	Down is Better	30.8	45.8	210	60
Percent of HPAP loans that close within 15 days after final lender package is received.	Up is Better	Not Available	40.8%	72.8%	80%
Percent of HPAP loans subordinated within 45 calendar days upon receipt of a complete subordination package	Up is Better	Not Available	60.3%	47.3%	80%
Number of total new construction affordable rental housing units funded	Up is Better	895	554	609	500
Met HPTF Statutory Requirements - 30 percent AMI	Up is Better		35.5%	76.8%	40%

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
		Not Available			
Met HPTF Statutory Requirements - 50 percent AMI	Up is Better	Not Available	31%	109.5%	40%
Met HPTF Statutory Requirements - 80 percent AMI	Down is Better	Not Available	15%	13.8%	20%
Number of affordable homeownership units produced or preserved	Up is Better	116	48	64	30
2 - Preserve Existing Affordable Housing Stock. (6 Measures)					
Average number of calendar days for compliance review	Down is Better	37	27	38.25	45
Percent of Single Family Rehabilitation/Lead Safe Washington projects that start construction within 6 months after DHCD receives compliance approval.	Up is Better	Not Available	67.5%	5%	65%
Number of affordable single-family homeownership units rehabbed from Single Family Rehab/Lead Safe Programs	Up is Better	85	108	61	135
Number of affordable rental housing units preserved (rehabbed)	Up is Better	293	1417	895	780
Percent of hardship petitions processed within 90 calendar days	Up is Better	Not Available	100%	100%	100%
Number of total affordable housing units preserved through OPA acquisition assistance program	Up is Better	Not Available	Not Available	393	Waiting on Data
3 - Promote community development activities. (7 Measures)					
Percent of Storefront Facade projects that are completed within 10-24 weeks after Notice to Proceed.	Up is Better	Not Available	30%	0%	75%
Number of Section 3 Jobs Created	Up is Better	29	27	28	25
Percent of required Asset Management site visits completed	Up is Better	Not Available	100%	100%	100%
Median Number of Months Property is in DHCD's portfolio	Down is Better	Not Available	39	40	40
Number of storefront facades improved	Up is Better	26	32	58	30
Number of properties developed by DHCD (Turn-Key)	Up is Better	1	2	0	5
Percent of Tenant Opportunity Purchase Assistance (TOPA) notices received listed in a published online report on DHCD's website within two weeks	Up is Better	Not Available	100%	100%	100%
4 - Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)					

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Up is Better	Not Available	No data available	90.7%	Not Available
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Up is Better	Not Available	84.8%	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Up is Better	Not Available	No data available	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Down is Better	19.3%	7.9%	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Average number of calendar days between requisition and purchase orders issued (Updated by OCA)	Up is Better	Not Available	8.7	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Up is Better	98.2%	101.1%	Waiting on Data	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Up is Better	Not Available	No data available	No applicable incidents	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Down is Better	9.3%	14.5%	Waiting on Data	Not Available
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Down is Better	Not Available	Not Available	Not Available	New Measure

2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Increase New Affordable Housing Opportunities. (3 Activities)			
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

Operations Header	Operations Title	Operations Description	Type of Operations
AFFORDABLE HOUSING PROJECT FINANCING	Affordable Housing Project Financing	DHCD's Development Finance Division (DFD) 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
2 - Preserve Existing Affordable Housing Stock. (2 Activities)			
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.	Daily Service
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
3 - Promote community development activities. (7 Activities)			
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
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 Internal Revenue Service (IRS) on the Low	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
		Income Housing Tax Credits (LIHTC) Program and HUD on the HOME, Community Development Block Grant (CDBG) and ESG Programs, DHCD reports directly to them on issues of non-compliance.	
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
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
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

2019 Workload Measures

Measure	FY 2016	FY 2017	FY 2018
1 - Affordable Housing Project Financing (2 Measures)			
Number of loan closings	28	28	28
Number of financial applications submitted	43	48	64
1 - Down Payment Assistance (1 Measure)			

Measure	FY 2016	FY 2017	FY 2018
Number of HPAP applications received	661	767	904
1 - Inclusionary Zoning (1 Measure)			
Number of IZ units available for occupancy	191	149	134
2 - Home Rehab Assistance (2 Measures)			
Number of Single FamilyRehab applications received	51	59	99
Number of Lead Safe Washington applications received	18	26	21
2 - Rental Conversion and Sales (1 Measure)			
Number of TOPA notices processed	1554	1345	1620
3 - Foster Small Business Development (1 Measure)			
Number of small business technical assistance sessions	4077	10,503	11,963
3 - Housing Counseling (1 Measure)			
Number of housing counseling sessions given	32,736	24,281	36,255
3 - Housing Regulation Administration and Rental Housing Commission (2 Measures)			
Number of Rental Housing Commission appeals disposed	17	16	11
Number of hardship petitions received	Not Available	2	2
3 - Housing Resource Center (1 Measure)			
Number of customers who utilize the Housing Resources Center	6589	6338	5475
3 - Maintain DHCD's property portfolio (2 Measures)			
Number of properties acquired	8	4	2
Number of total properties disposed	1	6	18
3 - Portfolio and Asset Management (2 Measures)			
Number of loans serviced by a third-party vendor	7744	31,380	32,067

Measure	FY 2016	FY 2017	FY 2018
Number of submitted financial reviews	145	285	1121
3 - Program Monitoring (2 Measures)			
Number of compliance reviews completed	198	119	106
Number of Davis Bacon inspections	170	115	139

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Affordable Housing Project Financing (5 Strategic initiatives)		
Commitment of local and Federal Resources	<p>In FY19, 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 FY19:</p> <p>In FY19, DHCD will release two Request for Proposals (RFP) per year, which will increase the number of potential applicants /projects requiring funding.</p> <p>In FY19, DHCD will expend enough funds to reduce its fund balance.</p>	09-30-2019
Public Private Preservation Fund	<p>In FY19, DHCD will launch the Preservation Fund, in partnership with Local Initiatives Support Corp. and Capital Impact Partners.</p> <p>In FY19, DHCD will fund, at least, 8 properties through the Preservation Program.</p> <p>The goal of this fund is to facilitate early investments while leveraging greater amounts of private capital to preserve affordable housing.</p>	09-30-2019
Small Properties Program	<p>In FY19, DHCD will utilize information collected from the FY18 Small Buildings Pilot Program to further redesign the program and identify additional less restrictive funding sources to release an RFP with increased funding availability. This initiative will assist with smaller properties that have 5-50 units.</p> <p>Small Buildings Program Objective: The Department of Housing and Community Development (DHCD) and the Department of Consumer and Regulatory Affairs (DCRA) have joined together to minimize health risks in the home through Small Building Program.</p> <p>The partnership was created to improve housing conditions in the District by eliminating safety hazards and building sustainable housing choices. The program will enhance the existing services offered by the Department of Energy and Environment (DOEE) to reduce environmental hazards.</p>	09-30-2019
Implementation of DOPA	<p>In FY19, the DHCD Preservation Unit beginning to review DOPA notices to determine if the district will exercise its rights. Currently, the district receives between 1-4 notices per month resulting in approximately, 25-50 notices potentially reviewed for DOPA eligibility this upcoming fiscal year.</p> <p>In FY19, DHCD will release an RFP to prequalified developers to determine interest in the properties being</p>	09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
	considered for preservation. The Preservation Unit is preparing to conduct approximately 25 RFPs for the fiscal year.	
Improve TOPA	In FY19, DHCD will improve preservation under the Tenant Opportunity to Purchase Act (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.	09-30-2019
Foster Small Business Development (1 Strategic Initiative)		
PADD ReBoot	<p>In FY19, DHCD will solicit the services of a contractor to devise a strategic plan to acquire and dispose of properties within a specified time frame.</p> <p>In FY19, PADD will monitor construction activities for the over 30 Vacant to Vibrant auction properties.</p> <p>In FY19, PADD will acquire, at least, 25 new properties.</p> <p>In FY19, DHCD intends to hire a PADD Program Manager.</p>	09-30-2019
Home Rehab Assistance (1 Strategic Initiative)		
Program Merger	<p>In FY19, DHCD will collapse the Single Family Residential Rehabilitation Program (SFRRP), Lead Safe, Safe at Home and Healthy Homes programs to report to one manager to create program efficiency and effectiveness.</p> <p>In FY19, DHCD will develop and publish a new streamlined application process for eligible DC residents.</p>	09-30-2019
Housing Resource Center (1 Strategic Initiative)		
Upgrade Housing Resource Center	In FY19, DHCD DCHousingSearch.org to increase functionality and contain more affordable housing information for individuals utilizing the system. In FY19, DHCD will work to automate the HRC system and resources.	12-31-2018
Inclusionary Zoning (1 Strategic Initiative)		
Inclusionary Zoning	<p>DHCD submitted emergency regulations for the Inclusionary Zoning (IZ) Program in FY17.</p> <p>In FY19, DHCD will ensure completion of permanent regulations by first (1st) quarter.</p>	12-31-2018
Rental Conversion and Sales (1 Strategic Initiative)		
Revamp RCS Program	<p>In FY19, DHCD will hire new Rental Conversion and Sales Administrator by 2nd Quarter of FY19.</p> <p>In FY19, DHCD will evaluate current operational procedures and implement technology solutions to enhance program (on-line forms and upgraded systems).</p> <p>In FY19, DHCD will review current legislation and regulations and recommend technical revisions by 4th Quarter of FY19.</p>	09-30-2019