

# Department of Housing and Community Development FY2020

**Agency** Department of Housing and Community Development

**Agency Code** DBO

**Fiscal Year** 2020

**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.

## 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.

## Key Performance Indicators

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
<b>1 - Increase New Affordable Housing Opportunities. (10 Measures)</b>					
Percent of loans at least one year old in good standing	Up is Better	87.5%	90%	90.5%	85%
Number of total new construction affordable rental housing units funded	Up is Better	554	609	682	500
Number of affordable homeownership units produced or preserved	Up is Better	48	64	12	30
Percent of development finance projects closed within 12 months of selection	Up is Better	15%	19.2%	36%	50%
Number of Homebuyer Purchase Assistance Program (HPAP) loans	Up is Better	307	351	351	325
Met HPTF Statutory Requirements - 30 percent AMI	Up is Better	35.5%	76.8%	12%	40%
Met HPTF Statutory Requirements - 50 percent AMI	Up is Better	31%	109.5%	76.5%	40%
Met HPTF Statutory Requirements - 80 percent AMI	Down is Better	15%	13.8%	11.8%	20%
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	97.3%	89.3%	100%	100%
Percent of HPAP loans that close within 60 days after final lender package is received.	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
<b>2 - Preserve Existing Affordable Housing Stock. (11 Measures)</b>					
Average number of calendar days for compliance review	Down is Better	27	38.25	25.25	45
Number of affordable single-family homeownership units rehabbed from Single Family Rehab/Lead Safe Programs	Up is Better	108	61	26	135
Number of affordable rental housing units preserved (rehabbed)	Up is Better	1417	895	532	780
Percent of hardship petitions processed within 90 calendar days	Up is Better	100%	100%	100%	100%

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
Percent of Single Family Rehabilitation/Lead Safe Washington projects that start construction within 6 months after DHCD receives compliance approval.	Up is Better	67.5%	5%	61.5%	65%
Number of small buildings awarded funding to abate code violations	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
Number of affordable units preserved and/or rehabilitated through the program	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
Percent of required audited financial statements collected for multi-family projects	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
Percent of risk ratings completed for multi-family projects	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
Percent of conversion applications reviewed and processed within 30 days to better inform preservation initiatives and policy.	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
Residential Rehabilitation Program (SFRRP) projects completed this FY that started construction within 6 months after SFRRP received final compliance approval.	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
<b>3 - Promote community development activities. (8 Measures)</b>					
Number of Section 3 Jobs Created	Up is Better	27	28	35	25
Median Number of Months Property is in DHCD's portfolio	Down is Better	39	40	40	40
Number of storefront facades improved	Up is Better	32	58	41	30
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	100%	100%	100%	100%
Percent of Storefront Facade projects that are completed within 10-24 weeks after Notice to Proceed.	Up is Better	30%	0%	65%	75%
Number of properties developed by DHCD (Turn-Key)	Up is Better	2	0	5	5
Number of properties awarded to pre-qualified developers (DOPA)	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
Number of developers selected for DHCD DOPA pre-qualified developers pool	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020

## Core Business Measures

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>4 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)</b>				
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Up is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Down is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Up is Better	New in 2019	New in 2019	99.8%
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Up is Better	New in 2019	New in 2019	Waiting on Data

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Up is Better	New in 2019	New in 2019	81.5%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Up is Better	New in 2019	No Applicable Incidents	Not Available
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management – Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020
Human Resource Management – Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020

\*The above measures were collected for all mayoral agencies in FY2019. The 2019 open data inventory includes data for calendar year 2018. Due to data lags, FY2019 data for the following core business measures will be available in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

## Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Increase New Affordable Housing Opportunities. (3 Activities)</b>			
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
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
<b>2 - Preserve Existing Affordable Housing Stock. (3 Activities)</b>			
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

Operations Header	Operations Title	Operations Description	Type of Operations
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
Small Properties Program	Small Properties Program	Small Properties Program	Daily Service
<b>3 - Promote community development activities. (8 Activities)</b>			
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
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 through 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
Housing Regulation Oversight	Rental Accommodations Division	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.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
Program Monitoring	Program Monitoring	<p>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.</p> <p>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 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.</p>	Daily Service
Implementation of DOPA (District Opportunity to Purchase Act)	Implementation of DOPA (District Opportunity to Purchase Act)	Implementation of DOPA (District Opportunity to Purchase Act)	Daily Service

## Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>1 - Affordable Housing Project Financing (4 Measures)</b>			
Number of affordable housing projects closed	28	28	18
Number of financial applications submitted	48	64	71
Number of affordable units preserved through the Housing Preservation Fund	New in 2020	New in 2020	New in 2020
Number of total affordable housing units preserved through TOPA acquisition assistance program	Not Available	393	22
<b>1 - Down Payment Assistance (2 Measures)</b>			
Number of Home Purchase Assistance Program (HPAP) completed applications received by Administrators	767	904	1305
Number of Employer Assisted Housing Program (EAHP) completed applications received by Administrators	New in 2020	New in 2020	New in 2020
<b>1 - Inclusionary Zoning (1 Measure)</b>			
Number of IZ units available for occupancy	149	134	252
<b>2 - Home Rehab Assistance (2 Measures)</b>			
Number of Single Family Rehab applications received	59	99	132
Number of Single Family Residential Rehabilitation Program (SFRRP) projects completed	New in 2020	New in 2020	New in 2020
<b>2 - Rental Conversion and Sales (1 Measure)</b>			
Number of TOPA notices processed	1345	1620	1420
<b>2 - Small Properties Program (3 Measures)</b>			
Number of applications received per grant cycle	New in 2020	New in 2020	New in 2020
Number of applications processed for funding	New in 2020	New in 2020	New in 2020
Number of affordable units repaired through the Small Building Program	New in 2020	New in 2020	New in 2020

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>3 - Foster Small Business Development (1 Measure)</b>			
Number of small business technical assistance sessions	10,503	11,963	6873
<b>3 - Housing Counseling (1 Measure)</b>			
Number of housing counseling sessions given	24,281	36,255	34,324
<b>3 - Implementation of DOPA (District Opportunity to Purchase Act) (3 Measures)</b>			
Number of DOPA properties reviewed for DOPA eligibility	New in 2020	New in 2020	New in 2020
Number of properties DHCD expresses interest in pursuing DOPA rights	New in 2020	New in 2020	New in 2020
Number of units pursued through the District Opportunity to Purchase Act	New in 2020	New in 2020	New in 2020
<b>3 - Maintain DHCD's property portfolio (2 Measures)</b>			
Number of properties acquired	4	2	0
Number of total properties disposed	6	18	20
<b>3 - Portfolio and Asset Management (4 Measures)</b>			
Number of loans serviced by a third-party vendor	31,380	32,067	33,079
Number of submitted financial reviews	285	1121	338
Number of multi-family site inspections conducted for physical condition	New in 2020	New in 2020	New in 2020
Number of required Asset Management site visits completed	New in 2020	New in 2020	New in 2020
<b>3 - Program Monitoring (2 Measures)</b>			
Number of compliance reviews completed	119	106	112
Number of Davis Bacon inspections	115	139	140
<b>3 - Rental Accommodations Division (3 Measures)</b>			
Number of customers utilizing the Housing Resources Resource Center	6338	5475	6304
Number of hardship petitions received	2	2	3
Number of outreach sessions conducted	New in 2020	New in 2020	New in 2020

## Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Affordable Housing Project Financing (7 Strategic initiatives)</b>		
Commitment of Local and Federal Resources	In FY20, DHCD Development Finance Division (DFD) will highlight the use of new available tools, award Notice of Funding Availability (NOFA) funding to one (1) project located in an opportunity zone.	09-30-2020
Commitment of Local and Federal Resources	In FY20, DHCD Development Finance Division (DFD) will complete a cost containment review of DHCD's underwriting and fee standards for affordable housing financing to ensure standards are in line with national best practices/guidelines (National Council of State Housing Agencies and other related guidelines) and other similar high-cost communities to complement work undergoing at the Office of Planning and sister agencies regarding construction costs studies.	09-30-2020

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Housing Preservation Fund	In FY20, DHCD will evaluate applications from the FY19 Request for Applications (RFA) and award FY20 Housing Preservation Fund (HPF) funds to a fund manager(s) who will underwrite and finance preservation activities in the District.	09-30-2020
Housing Preservation Fund	In FY 20, HPF will be able to fund District Opportunity to Purchase Act (DOPA) eligible properties, as well as, properties located in Opportunity Zones.	09-30-2020
Small Properties Program	In FY20, the Small Building Program will implement a new requirement for all applicants to attend a Property Management Course. Required attendees will include property owners and limited-equity cooperatives (LEC) boards.	09-30-2020
Small Properties	In FY20, the Small Building Program will explore in-house preparation of the scope of work rather than through a competitive solicitation in order to increase efficiency, reduce time in the application process, and potentially, save dollars that are currently allocated for this requirement.	09-30-2020
Implementation of DOPA	7) In FY20, DHCD Housing Preserving Unit will evaluate the District Opportunity to Purchase Act (DOPA) transactions for all eligible properties. This includes assessing the effectiveness of the program, tracking interest from Pre-Approved Developers on the properties, and how the affordability restrictions can be implemented.	09-30-2020
<b>Foster Small Business Development (4 Strategic initiatives)</b>		
PADD 2.0	In FY20, DHCD Property Acquisition and Disposition Division (PADD) will use its statutory authority to acquire at least 10 vacant and blighted properties located in Wards 7 and 8.	09-30-2020
PADD 2.0	In FY20, DHCD Property Acquisition and Disposition Division (PADD) will support the delivery of 50 new housing units through its Vacant to Vibrant Initiative, solicitations, and other methods of disposition.	09-30-2020
COMMUNITY DEVELOPMENT	In FY20, DHCD will modify its metrics approach to reflect a real time project pipeline for each phase of storefront façade Improvement projects. DHCD will partner with the Mayor's Office of Community Relations and Services (MOCRS) to identify eligible off the standard commercial corridor enclaves that could be prime for façade improvement and SBTA.	09-30-2020
Community Development	In FY20, DHCD will conduct outreach to at least three non-profits that could achieve or maintain Community Housing Development Organization (CHDO) status in Ward 7 & 8.	09-30-2020
<b>Housing Counseling (2 Strategic initiatives)</b>		
Neighborhood Based Activities Program	In FY20, DHCD will increase housing information and counseling services in Wards 7 and 8. Increased efforts will include: greater outreach and information efforts for Home Purchase Assistance Program (HPAP), Employer Assisted Housing Program (EAHP), Inclusionary Zoning (IZ) and Single Family Residential Rehabilitation Program (SFRRP). In addition, post-purchase counseling will include: seasonal and long-term home maintenance, repair and financial literacy.	09-30-2020
Enhance Small Business Technical Assistance (SBTA)	In FY20, DHCD will enhance its Small Business Technical Assistance (SBTA) Program. DHCD will increase business coaching and entrepreneur boot camp opportunities focused on how to sustain a business. In addition, DHCD will coordinate its communications with Department of Consumer and Regulatory Affairs (DCRA) and Department of Small and Local Business Development (DSLBD) regarding overlapping services and potential collaborative efforts.	09-30-2020
<b>Inclusionary Zoning (1 Strategic Initiative)</b>		
Inclusionary Zoning	In FY20, DHCD Inclusionary Zoning and Affordable Dwelling Unit (IZ/ADU) team will increase the number of IZ orientation opportunities/spaces for residents of the District, focusing on locations convenient for residents of Wards 7 and 8.	09-30-2020
<b>Rental Accommodations Division (3 Strategic initiatives)</b>		
RAD Accommodations	In FY20, DHCD Rental Accommodations Division (RAD) will undertake a comprehensive review and update of its forms and the submission methods of those forms.	09-30-2020
RAD Accommodations	In FY20, DHCD Rental Accommodations Division (RAD) will continue to support the Office of the Tenant Advocate in developing a rent control database along with procedure and process to implement the database when it is ready for launch.	09-30-2020

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
RAD Accommodations	In FY20, DHCD Rental Accommodations Division (RAD) in consultation with the Office for East of the River Services will conduct two outreach sessions, one designated for tenants and a second designated for housing providers, at two locations within Wards 7 and 8.	09-30-2020
<b>Rental Conversion and Sales (1 Strategic Initiative)</b>		
RCS Program	In FY20, DHCD Rental Conversion and Sales Division will track rental units lost due to condominium conversion in Ward 7 and Ward 8 and generate a quarterly report to better inform DHCD funding decisions and housing preservation strategies.	09-30-2020