FY 2015 Performance Accountability Report
Department of Housing and Community Development

INTRODUCTION

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

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.
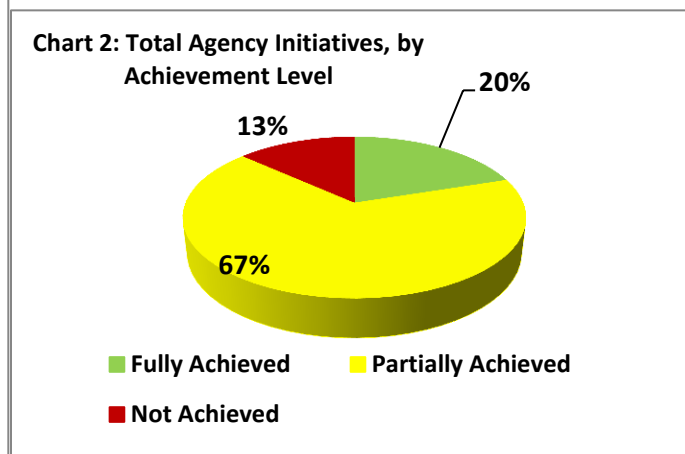
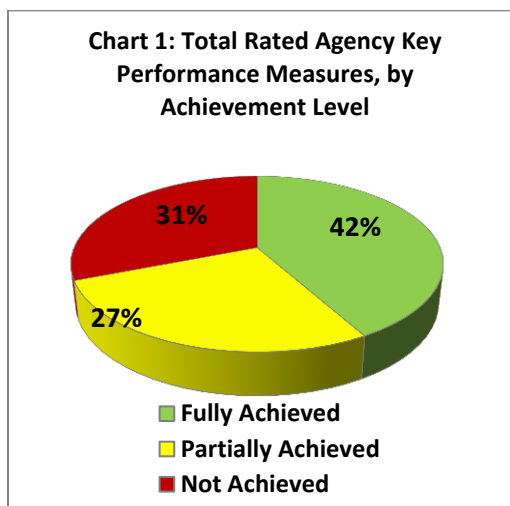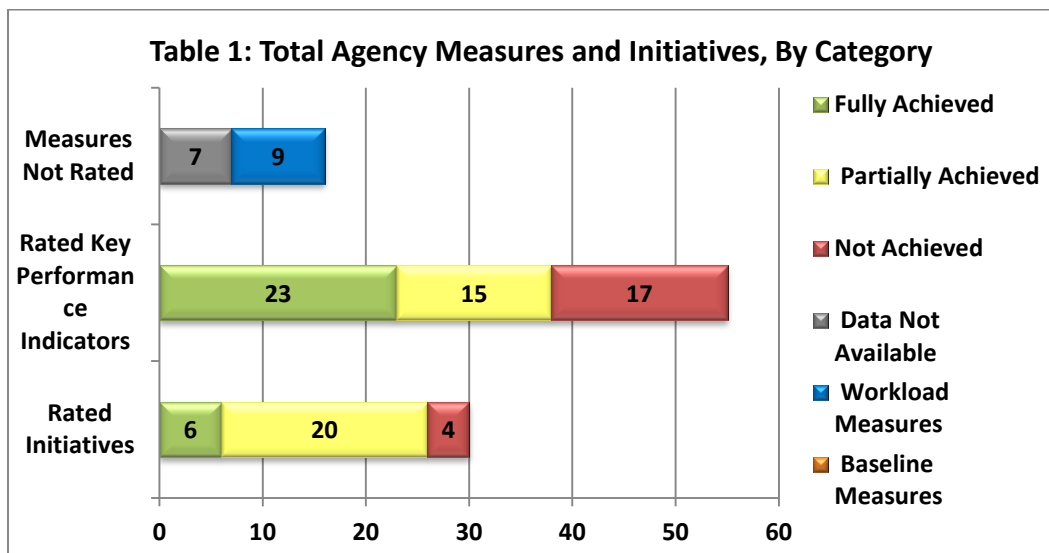## OVERVIEW – AGENCY PERFORMANCE

The following section provides a summary of DHCD performance in FY 2015 by listing DHCD's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

TOP THREE ACCOMPLISHMENTS

The top three accomplishments of DHCD in FY 2015 are as follows:

- ✓ Created, preserved, or rehabilitated 1,521 affordable ownership or rental housing units.

- ✓ Increased the number of trainings and sessions. Through community-based partners, DHCD provided 19,830 housing counseling sessions to residents and 3,365 small business technical assistance services.

- ✓ Disposed of 8 vacant properties to transform them into productive use.

Table 1: Total Agency Measures and Initiatives, By Category

Category	Fully Achieved	Partially Achieved	Not Achieved	Data Not Available	Workload Measures
Measures Not Rated				7	9
Rated Key Performance Indicators	23	15	17		
Rated Initiatives	6	20	4		

Legend:
- Fully Achieved
- Partially Achieved
- Not Achieved
- Data Not Available
- Workload Measures
- Baseline Measures

Chart 1: Total Rated Agency Key Performance Measures, by Achievement Level

- Fully Achieved: 42%
- Partially Achieved: 27%
- Not Achieved: 31%

Chart 2: Total Agency Initiatives, by Achievement Level

- Fully Achieved: 20%
- Partially Achieved: 67%
- Not Achieved: 13%

In FY 2015, DHCD fully achieved one fifth of its initiatives and over a third of its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics DHCD uses, including key performance indicators and workload measures, initiatives, and whether or not some of those items were achieved, partially achieved or not achieved. **Chart 1** displays the overall progress is being made on achieving DHCD objectives, as measured by their rated key performance indicators. Please note that chart 2 contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures or baseline measures. **Chart 2** displays the overall progress DHCD made on completing its initiatives, by level of achievement.

PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

Office of the Director
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 Polices 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.**

○ *Performance Assessment Key:* **Partially Achieved.** DHCD received a one-year extension (August 16, 2016) on its FY16 – FY20 Five-Year Consolidated Plan. The FY11 – FY15 Plan will provide the Agency with direction for another year until a new plan is developed and submitted to HUD.

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.**

Performance Assessment Key: **Not Achieved.** DHCD has not begun working on the aforementioned database. However, DHCD's Lead Safe Washington Program collaborates with the Department of Energy and the Environment to understand the number of cases of households with children who have elevated blood level cases and geographic targets The Agency uses this information to better market the lead-safe program to residents in need.

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.**

Performance Assessment Key: **Fully Achieved.** On June 27th, 2015, DHCD hosted the seventh annual Housing Expo at the Walter E. Washington Convention Center, drawing over 3,000 residents.

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.

🔴 *Performance Assessment Key:* **Not Achieved.** DHCD has not implemented a Healthy by Design program for new affordable housing projects.

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

🟢 *Performance Assessment Key:* **Fully Achieved.** DHCD conducted a sustainability assessment in June 2015 and submitted the response to the Office of the Deputy Mayor for Planning and Economic Development and the Office of the City Administrator.

Development Finance Division

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.**

🟡 *Performance Assessment Key:* **Partially Achieved.** The Development Finance Division provided $72.8 million in gap financing that went towards the construction, rehabilitation, or

preservation of 1,521 units of affordable housing. For every $1 of subsidy, DHCD leveraged over $3 in private and/or federal financing. Projects focused on mixed-income developments, were located across all 8 Wards, and had a range of affordability restrictions within each Ward (42% < 30% AMI, 15% < 50% AMI, 33% <60% AMI, and 10% <80% AMI) to further de-concentrate poverty across the District. In FY15, DHCD held Ward by Ward community meetings to learn about the community's affordable housing and community development concerns and how DHCD can better cultivate vibrant and safe places to live.

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**

⬤ *Performance Assessment Key:* **Fully Achieved.** DHCD contributed to furthering the District's local sustainability goals by enforcing minimum green building requirements and providing preference points to projects that locate within a half mile of a Metrorail station. In Fiscal Year 2014, DHCD began tracking the average WalkScore of new affordable housing projects financed through the Development Finance Division, and in Fiscal Year 2015, the Agency raised performance standards to measure the number of funded projects that score a minimum Walkscore of 70 (from 50).

DHCD also requires all projects submitted to the department for financial consideration achieve minimum green building standards. Residential developments must certify with the most recent Enterprise Green Communities Criteria, and non-residential are required to certify with Leadership in Energy and Environmental Design (LEED) at the Silver level or above standard. Green building reduces everyday energy costs for owners and renters and provides significantly better indoor air quality for occupants.

KEY PERFORMANCE INDICATORS– Development Finance Division[1]

⬤🟡🔴⬤ KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)

						Tracker)		
🔴	1.1	# of affordable housing units funded (new and rehab)	1,124	2,410	N/A	1,217[2]	50.5%	**Development Finance Division**
🔴	1.2	# of special needs housing units funded (elderly, disabled, and homeless units)	237	452	N/A	197	44%	**Development Finance Division**
🟡	1.3	Total affordable housing units rehabilitated	195	1,005	N/A	816	81.19%	**Development Finance Division**
🟡	1.5	# of new homeownership units funded	35	197	N/A	163	83%	**Development Finance Division**
🔴	1.6	# of First Right Purchase Assistance Program (tenant purchase) units funded – FRP New and Rehab Units	237	197	N/A	141	71.57%	**Development Finance Division**
⚪	1.7	% of affordable housing units competitively evaluated and advancing to underwriting in the respective FY, that are highly sustainable and meet the Green	100%	80%	N/A	n/a[4]	n/a	**Development Finance Division**

		Communities criteria						
🔴	1.8	% of new affordable housing units within an area with a WalkScore of 70 or higher	88.8%[3]	80%	N/A	34%	42.3%	**Development Finance Division**

1. DHCD's Notice of Funding Availability was delayed as a result of the development on a new online application system, which will significantly improve and streamline the funding process for developers. As a result, the Development Finance Division's performance measurements were lower than anticipated in FY2015.
2. KPI includes new and rehab-funded units only. There were approximately 304 additional units that received funding for pre-development or acquisition assistance.
3. In FY2014, DHCD measured real estate projects against a WalkScore of 50
4. DHCD requires that 100% of its projects meet Green Communities Criteria; however, because the project proposals were due after the close of the fiscal year, DHCD did not review any applications.

Housing Regulation Administration

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.**

🟡 *Performance Assessment Key:* **Partially Completed.** DHCD implemented its own Filenet electronic tracking system for HRA, which allows electronic access to most, but not all, HRA documents. DHCD's comprehensive scanning project to transfer RAD and CASD paper record to electric form resulted in the transfer to electronic form those RAD and CASD paper records that were targeted for completion in Fiscal Year 2015. HRA follows the retention the record retention policy for the District of Columbia. Research and planning for implementation of a case management tracking system for Fiscal Year 2016 is underway.

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**

○ *Performance Assessment Key:* **Fully Achieved.** DHCD improved and enhanced the housing locator this year by including data on affordable dwelling units (ADUs) and inclusionary zoning.

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.**

○ *Performance Assessment Key:* **Partially Achieved.** HRA enhanced its website materials by updating program descriptions and adding procedural guides for stakeholders, stakeholder resources, and a frequently asked section. HRA is currently working to make forms available in a PDF fillable format.

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.**

○ *Performance Assessment Key:* **Partially Achieved.** HRA continued its regularly scheduled quarterly stakeholder meetings and educational seminars, and added an expanded educational outreach activity entitled "Saturday College." To further expand educational activities, HRA is currently researching and planning a webinar series and developing a video library of taped outreach sessions.

KEY PERFORMANCE INDICATORS– Housing Regulation Administration

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual *(KPI Tracker)*	FY 2015 YE Rating *(KPI Tracker)*	Budget Program *(KPI Tracker)*
🟢	1.1	% of orders issued on voluntary agreement petitions within 45 days	58%	90%	N/A	100%	111%	**Housing Regulation Administration**
🟢	1.2	% of initial orders issued on hardship petitions within 30 days of receipt	100%[1]	95%	N/A	100%	105%	**Housing Regulation Administration**
🟢	1.3	% of condo registration applications processed within 60 days	90.86%	95%	95%	96.86%	101.96%	**Housing Regulation Administration**
🔴	1.4	% of structural defect warranty claim notices processed within 45 days	75%	95%	N/A	40%	42.11%	**Housing Regulation Administration**
🔴	1.6	% of IZ lotteries	100%	95%	N/A	62.5%	65.79%	**Housing Regulation**

		conducted within 17 calendar days of receiving notice of availability						**Administration**
○	1.8	% of notifications provided to IZ owners within 7 days after lottery is held	n/a[2]	90%	N/A	70.59%	78.43%	**Housing Regulation Administration**
○	1.9	% of final orders issued in 90 days w/o OAH hearing	n/a[2]	95%	N/A	100%	105.26%	**Housing Regulation Administration**
○	1.10	% of hardship petitions transferred to OAH within 70 days	n/a[2]	95%	N/A	100%	105.26%	**Housing Regulation Administration**

1. DHCD cut the processing time goal in half from 90 in FY2014 to 45 in FY2015.
2. New metric for FY2015

Office of Program Monitoring

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.**

◯ *Performance Assessment Key:* **Partially Achieved.** OPM expanded its current staff to monitor the use of entitlement funds and local funds by hiring a Grant Funds Manager. OPM has not completed creating a tracking system for all federal and local reports OPM looks to complete this initiative in the 2016 fiscal year.

INITITIVE 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**

◯ *Performance Assessment Key:* **Partially Achieved**. The certification forms have been updated. DHCD is currently coordinating with the Housing Finance Agency to execute the Memorandum of Understanding. Going forward, DHCD will also engage with the DC Housing Authority to standardize and implement uniform fair housing and opportunity compliance certifications.

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**

◯ *Performance Assessment Key:* **Partially achieved.** DHCD is currently working on this initiative, and all divisions and departments have AIs under review. DHCD expects that at least 75% of AIs will be complete by the end of FY16.

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.

◯ *Performance Assessment Key:* **Partially Achieved.** DHCD restructured senior staff including hiring a Chief Program Officer , a Housing Compliance Officer and a Grant Funds Manager to

help focus on improving the agency's response to audit findings. OPM formed an Audit Response Working Group with the goal of developing a Formal Audit Program. This initiative will be met in FY16.

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.**

🔴 *Performance Assessment Key:* **Not Achieved.** OPM experienced staff turnover and the Section 3 specialist position is currently vacant. DHCD anticipates filing this position in 2016 and conducting training on Section 3 compliance.

KEY PERFORMANCE INDICATORS– Office of Program Monitoring

🟢🟡🔴⚪	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual *(KPI Tracker)*	FY 2015 YE Rating *(KPI Tracker)*	Budget Program *(KPI Tracker)*
🟡	1.1	# of compliance reviews completed	n/a[1]	120	N/A	118	98.33%	**Office of Program Monitoring**
🟢	1.2	# of days for compliance review (avg)	n/a[1]	50	N/A	30	166.67%	**Office of Program Monitoring**
🟢	1.3	% of DHCD environmental	98.89%	95%	N/A	99.14%	104.36%	**Office of Program**

		reviews conducted within 45 days					**Monitoring**
🔴	1.4	% of Fair Housing Reviews completed within stated timelines	100%	98%	N/A	63.13	64.14%	**Office of Program Monitoring**
🟡	1.5	# of Fair Housing site inspections conducted	n/a[1]	30	N/A	28	93.33%	**Office of Program Monitoring**
🔴	1.6	# of CHDOs certified/ recertified	5	6	N/A	1	16.67%	**Office of Program Monitoring**
🟡	1.8	# of required physical inspections and file reviews of units conducted annually	1,144	1,300	N/A	1,295	99.62%	**Office of Program Monitoring**
🟢	1.9	# of Davis Bacon eligible inspections	n/a[1]	58		183	315.52%	**Office of Program Monitoring**
🔴	1.9	# of Davis Bacon deficiencies noted	n/a[1]	65	65	414	15.7%	**Office of Program Monitoring**
🟢	1.10	# of Davis Bacon site visits	n/a[1]	165	165	224	136%	**Office of Program Monitoring**

🔴	2.1	# of Section 3 Businesses Certified	17	15	N/A	9	60%	**Office of Program Monitoring**
🟡	2.2	# of Section 3 Jobs Created	23	25	N/A	24	96%	**Office of Program Monitoring**

1. New Metric for FY2015

Portfolio and Asset Management Division

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**

🟡 *Performance Assessment Key:* **Partially Achieved.** As a pilot method to test monitoring and compliance of the residency requirement in homeownership projects, DHCD sent affidavit forms to 100% (5,067) of all federally funded projects. The Agency received 507 forms back, a compliance rate of 10%. DHCD will be able to measure success in FY16 by comparing the return rate to FY15 numbers. Additionally, the Agency will also expand the process to include local funds.

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 to 25% through outreach and education with both the building owners/managers and DHCD Community Based Organization partners. **Completion date September 30, 2015**

🟡 *Performance Assessment Key:* **Partially Achieved.** DHCD is developing policy that would require TOPA/Co-op projects hire third party consultants to assist TOPA/ Co-op projects in meeting their reporting requirements.

KEY PERFORMANCE INDICATORS-Portfolio and Asset Management Division

🟢🟡🔴⚪	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual *(KPI Tracker)*	FY 2015 YE Rating *(KPI Tracker)*	Budget Program *(KPI Tracker)*

🔴	1.1	% of all required financial reviews completed	55.76%	50%	N/A	7.79%	15.58%	**Portfolio/Asset Management Division**
🟡	1.2	% of loans in good standing from previous quarter	91.34%	92%	N/A	89.36%	97.14%	**Portfolio/Asset Management Division**
🟢	1.3	% of loans more than 30 calendar days delinquent	2.17%	1.91%	N/A	1.7%	112.45%	**Portfolio/Asset Management Division**
🟢	1.4	% of loans in default	8.98%	12%	N/A	10.18%	117.83%	**Portfolio/Asset Management Division**
🟢	1.5	# of loans moved from delinquent to correct status	67	60	N/A	60	100%	**Portfolio/Asset Management Division**
🟡	1.6	% of multi-family properties risk rated	0%	50%	N/A	38.46%	76.92%	**Portfolio/Asset Management Division**
🔴	1.7	Percentage of DC Preservation Network meetings attended	100%	80%	N/A	54.55%	68.18%	**Portfolio/Asset Management Division**
🔴	1.8	% of TOPA/Co-op Multifamily properties in non-	n/a[1]	25%[2]	N/A	94%	26.6%	**Portfolio/Asset Management Division**

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		compliance for financial reporting reviews.						

1. New Metric for FY2015
2. The 80% metric was an error in the FY2015 Performance Plan. DHCD aims to decrease non-compliant TOPA/Co-op Multifamily properties to 25% of the portfolio.

Property Acquisition and Disposition Division

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**

⬤ *Performance Assessment Key:* **Partially Complete.** Between FY14 and FY15, DHCD issued 63 properties as part of two separate solicitations for proposals. Thirty properties issued during this time are currently under negotiation for disposition.

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**

⬤ *Performance Assessment Key:* **Partially Complete.** DHCD spent the better part of FY15 developing a turnkey budget, an MOU with OCP and DGS, and procuring contracts with architects and general contractors There are three active turnkey sites – 454 N St (1-unit; under construction), 1328 W St (5-units; design & HPRB review), 58th & Dix (12-15 units; planning), though the construction at these sites has not yet been completed.

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.

○ *Performance Assessment Key:* **Partially Complete.** Eight commercial properties were targeted for friendly sale in FY15, though none of the deals came to fruition. DHCD is currently exploring one property via eminent domain, due to the properties severity in blight and strategic location to other city initiatives.

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

● *Performance Assessment Key:* **Not Achieved.** DHCD did not provide space for the development of community gardens or urban agriculture in FY15. However, PADD is in discussion with ANC Commissioner 8B05 to develop a community garden. The Agency has expanded this initiative to also include public art and other special projects. Through a partnership with DC Commission on Arts and Humanities, DHCD facilitated two temporary art installations on two DHCD-owned sites in Ward 8.

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.

○ *Performance Assessment Key:* **Partially Achieved.** DHCD, in partnership with DMPED, released a Request for Expressions of Interest (RFEI) for 1201-1215 Good Hope Rd. The site was identified as potential business space and noted in the RFEI; however, the solicitation is still active and decisions have not been made for the best and highest use for the site.

KEY PERFORMANCE INDICATORS-– Property Acquisition and Disposition Division

● ● ● ●	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (*KPI Tracker*)	FY 2015 YE Rating (*KPI Tracker*)	Budget Program (*KPI Tracker*)
🔴	1.1	# of properties acquired	10	15	N/A	5	33%	**Property Acquisition and Disposition Division**
⚪		# of total properties acquired in targeting commercial corridors	n/a	5	N/A	0	0%	**Property Acquisition and Disposition Division**
⚪	1.3	# of properties recaptured from developers or transferees	3	4	N/A	0	0%	**Property Acquisition and Disposition Division**
⚪	1.4	# of properties for which disposition agreements were executed	0	40	N/A	0	0%	**Property Acquisition and Disposition Division**
🟢	1.5	# of properties disposed of via solicitation for offer	n/a	2	N/A	8	400%	**Property Acquisition and Disposition Division**
⚪	1.6	# of Turn-Key units created	n/a	12	N/A	0	0%	**Property Acquisition**

								and Disposition Division
🔴	1.7	# of affordable housing units created through acquisition of abandoned properties		19	N/A	7	36.84%	**Property Acquisition and Disposition Division**
⚪	1.8	Targeted Average cost per property of acquisitions	$241,000	$80,000	N/A	n/a[1]	n/a	**Property Acquisition and Disposition Division**

1.   *DHCD did not acquire any properties during FY15. Therefore, no average acquisition cost was noted.*

Rental Housing Commission

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.**

🟡 *Performance Assessment Key:* **Partially Achieved**. The Rental Housing Commission (RHC) has prepared and properly formatted its cases for online consumption, and is currently working with DHCD's Office of Communications and Community Outreach to publish on the Agency's website. In accordance with the Open Government Initiative, which provides public access and transparency to District government operations, RHC will continue to ensure its decisions and orders are publicly displayed on Agency's website under the direction of the DHCD's Office of Communications and Community Outreach.

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

Performance Assessment Key: **Partially Achieved**. Given the scheduling requirements for internal stakeholders involved, the Commission's coordination of drafting proposals, revisions and review has been more time consuming than previously anticipated. The Rental Housing Commission, in coordination with the Rental Accommodations Division at DHCD and the Office of Administrative Hearings, intends to complete a first draft of the rules and regulations update by January 2016. The draft will be sent to the Office of the Attorney General for legal sufficiency review and to the Office of the Deputy Mayor for Planning and Economic Development for policy review prior to publishing the document in the *D.C. Register* for public review and comment.

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

Performance Assessment Key: **Fully Achieved**. The Commission reduced its backlog of total number of cases to approximately 15. The backlog is broken down into two categories – four cases were backlogged from final orders and decisions in appeals for which the Commission held a hearing, and eleven cases were backlogged from cases for which Commission hearings still had to be scheduled. The Commission achieved this goal, in large part, by expanding its staff with two additional attorney advisors and an attorney mediator.

KEY PERFORMANCE INDICATORS– Rental Housing Commission

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (*KPI Tracker)*	FY 2015 YE Rating (*KPI Tracker)*	Budget Program (*KPI Tracker)*
	1.1	# of appeals disposed	25	10	N/A	37	370%	**Rental Housing Commission**

🟢	1.2	# of appeals cases > 3 years old	12	6	N/A	1	600%	**Rental Housing Commission**
🟡	1.3	% of certified cases assigned to Commissioner within 14 calendar days	n/a	90%	N/A	83%	92.59%	**Rental Housing Commission**
🟢	1.4	% of hearings scheduled within 30 day requirement	75%	95%	N/A	83.33%	114%	**Rental Housing Commission**
🟢	1.5	# of calendar days between hearing of new case and final decision (Avg)	471	90	N/A	89	101%	**Rental Housing Commission**

Residential and Community Services Division

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**

🟡 *Performance Assessment Key:* **Partially achieved.** DHCD developed a Healthy Homes Initiative Program, but it was not allocated a budget in FY15. DHCD is currently collaborating with DOEE and will soon become a partner in the DC Partnership for Healthy Homes and is strategizing how to enhance the existing DOEE Healthy Homes Program. The current program provides funding to households with children under 18 years of age. One way DHCD could better add value is to target older adult groups where aging in place renovations are needed.

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).
RCSD 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**

○ *Performance Assessment Key:* **Partially achieved.** The Agency has primarily focused the rehabilitation program on code related or emergency projects (i.e. roof repair or accessibility improvements) and has not expanded its rehab program, to date, into energy efficiency installations. The SFRRP program continues to average its application process around 90 days. SFRRP has reduced its backlog and has built staff capacity to decrease the application process. The Agency expanded the SFRRP team by adding three additional construction analysts, a loan specialist to underwrite the deals, and a new program manager. Currently, the Agency is coordinating with the Department of Consumer and Regulatory Affairs, the Office on Aging, and the Department of Energy and Environment to strategize about how to improve the overall process and better target programming to special needs populations.

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.**

● *Performance Assessment Key:* **Fully Achieved.** Through DHCD's CBO partners, the Agency continued educating the public about the federal 203(k) program, and provided 10 loans that also paired with the federal 203(k) program. DHCD began tracking the loans that receive 203(k) loans in FY15. The Agency will be able to measure success in FY16 by comparing the return rate to FY15 numbers.

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.

○ *Performance Assessment Key:* **Partially Achieved.** The process was slightly delayed due the bidding process for a contractor, and due to a new training component that allows residents to take required coursework online. The new training materials will be rolled out at the CBO locations in early 2016.

KEY PERFORMANCE INDICATORS– Residential and Community Services Division

● ● ● ●	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (*KPI Tracker*)	FY 2015 YE Rating (*KPI Tracker*)	Budget Program (*KPI Tracker*)
●	1.1	# of affordable housing units funded	199	385	385	280	72.73%	**Residential and Community Services Div**
●	1.2	# of Single Family Rehab units funded	39	50	50	52	104%	**Residential and Community Services Div**
●	1.3	# of units funded by Homebuyer Programs	145	230	230	214	93.04%	**Residential and Community Services Div**
●	1.4	# of Lead Safe Washington units funded	15	40	40	24	60%	**Residential and Community Services Div**
●	1.6	# of Healthy Homes units	n/a	65	65	n/a[1]	n/a	**Residential and**

		funded					**Community Services Div**
🟢	1.7	# of Residential Rehab Special Needs units funded	11	15	15	20	133.33%	**Residential and Community Services Div**
🟢	1.8	# of HPAP Special Needs units funded	2	10	10	10	100%	**Residential and Community Services Div**
🟡	2.1	# of first-time homebuyers funded by HPAP	130	210	210	187	89.05%	**Residential and Community Services Div**
🟡	2.2	# of District employee homebuyers funded by EHAP	63	80	80	74	92.5%	**Residential and Community Services Div**
🟢	2.3	# of District employee homebuyers funded by NEAHP	39	25	25	27	108%	**Residential and Community Services Div**
🔴	2.4	# of District homebuyers funded by HUD 203(k) loans	n/a[2]	20	20	10	50%	**Residential and Community Services Div**
🟡	2.5	# of storefront façades improved	26	40	40	36	90%	**Residential and Community Services Div**

🟢	2.6	# of Small Business Technical Assistance sessions	1,250	1,500	1,500	3,365	224.33%	**Residential and Community Services Div**
🟢	2.7	# of Housing Counseling sessions	14,084	15,000	15,000	19,830	132.2%	**Residential and Community Services Div**

1. *The Department of Energy and Environment (DOEE) received a federal healthy homes grant from the Center for Disease Control to roll out a similar initiative. In order to reduce program duplication, the Healthy Homes Initiative Program was neither allocated a budget nor implemented at DHCD.*
2. *New metric for FY15*

WORKLOAD MEASURES – APPENDIX

WORKLOAD MEASURES 🔵

Measure Name	FY 2013 YE Actual	FY 2014 YE Actual	FY 2015 YE Actual	Budget Program
DFD: # of applications for financial assistance	43	64	0[1]	**Development Finance Division**
HRA: # of customers who utilize Housing Resource Center services	6,618	4,175	6,363	**Housing Regulation Administration**
HRA: # of inclusionary zoning units built	6	60	96	**Housing Regulation Administration**
OPM: # of internal and external environmental reviews requested	141	123	39	**Office of Program Monitoring**
PADD: # of properties in PADD's inventory	150	155	153	**Property Acquisition and Disposition Division**
PAMD: # of loans in portfolio	7,378	7,527	7,536	**Portfolio and Asset Management Division**
PAMD: # of loan subordination requests	n/a	n/a	176	**Portfolio and Asset Management Division**
RHC: # of cases received	7	4	18	**Rental Housing Commission**
RCSD: # of HPAP applications	631	385	558	**Residential and Community Services Division**

1. DHCD's Notice of Funding Availability was delayed as a result of the development on a new online application system, which will significantly improve and streamline the funding process for developers. Applications for funding were not due until October 15, 2015, after fiscal year 2015 ended.