

# 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.

**Summary of Services** Rental Conversion and Sale Division: Administers the Rental Housing Conversion and Sale Act of 1980 and the Condominium Act of 1976. Housing Regulation Administration: Administers residential housing regulations relating to condominium and cooperative conversions, rent adjustment procedures, licensing and other related matters. HRA also manages the Housing Resource Center. Development Finance Division: Provides funding for the development of rental, homeownership and community facility developments that serve District of Columbia neighborhoods. Property Acquisition and Disposition Division: Stabilizes neighborhoods by decreasing the number of vacant and abandoned residential properties in the District, and transforming vacant and/or abandoned residential properties into homeownership opportunities or District of Columbia residents at all income levels. Residential and Community Services Division: Provides funding for programs focused on housing needs and neighborhood revitalization. Portfolio and Asset Management Division: Manages the allocation of Low Income Housing Tax Credits and provides portfolio management oversight to outstanding loans. Office of Program Monitoring: Conducts oversight and reviews of DHCD projects and funding recipients. Rental Housing Commission: Charged with enforcing the Rental Housing Act of 1985.

## 2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In FY19 the agency preserved 1,148 units of existing affordable housing through its preservation fund.	The agency was able to successfully deploy \$57 million over the course of the last two fiscal years. Due to the success of the initiative the fund will grow to over \$100 million in the coming fiscal year. As the funds are deployed as short term loans, repayment will begin in the coming year creating resources to reuse these dollars to preserve even more units in the coming years.	The preservation unit and our fund managers coordinated the use of District money, with a three to one match of private funding, to facilitate loans for the acquisition and preservation of naturally affordable rental buildings.
In FY19 the agency disposed of 20 properties from its inventory through auction, conservation easements and adjacent property sale.	For the first time in several years over 80% of the agency's inventory is in active deposition.	The agency is actively addressing vacant and blighted properties in all 8 wards of the city. Over 100 affordable housing units will be produced as a result the active dispositions of our inventory.
In FY19, after years of working to do so DHCD fully committed its outstanding accrued HPTF fund balance.	Doing this has positioned the agency to better forecast resource needs and allocations to achieve Mayor Bowser's bold goal to produce 36,000 units of housing (12,000 affordable units) by 2025.	HPTF is the District's primary tool to produce and preserve affordable housing. Getting inherited funds committed and out the door means that more units will be produced, provide more safe and affordable housing options for residents.

## 2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
<b>1 - Increase New Affordable Housing Opportunities. (12 Measures)</b>											
Percent of loans at least one year old in good standing	Annually	87.5%	90%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	90.5%	Met	



Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Number of total new construction affordable rental housing units funded	Quarterly	554	609	500	224	121	61	276	682	Met	
Met HPTF Statutory Requirements - 30 percent AMI	Quarterly	35.5%	76.8%	40%	18%	11%	10%	9%	12%	Unmet	<p>The 30% AMI category was not achieved because: There were 30% units that were not funded with HPTF, but were funded with other sources in FY19 that are not counted in this measure – these projects added another 75 30% AMI units for FY19. Including all sources, DFD obligated funds for 258 30% AMI units out of a total of 1,067 units funded in FY19.</p> <p>The projects that utilized HPTF for 30% AMI units were mixed –income, which is a best practice in affordable housing, and included only a small proportion of 30% AMI units to avoid concentrating poverty.</p> <p>It is important to note that DHCD far exceeded its goal for units at 50% AMI and below, with 80% of HPTF funding obligated going to these households.</p>
Met HPTF Statutory Requirements - 50 percent AMI	Quarterly	31%	109.5%	40%	82%	89%	51%	84%	76.5%	Met	
Met HPTF Statutory Requirements - 80 percent AMI	Quarterly	15%	13.8%	20%	0%	0%	40%	7%	11.8%	Met	
Number of affordable homeownership units produced or preserved	Quarterly	48	64	30	0	0	10	2	12	Unmet	<p>This goal was not achieved because there are a limited number of homeownership projects currently in the DFD funding pipeline. Only two small homeownership projects closed this year. Another 54 homeownership units are currently in the underwriting pipeline.</p>

**2 - Preserve Existing Affordable Housing Stock. (6 Measures)**

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Average number of calendar days for compliance review	Annually	27	38.25	45	Annual Measure	Annual Measure	Annual Measure	Annual Measure	25.25	Met	
Percent of Single Family Rehabilitation/Lead Safe Washington projects that start construction within 6 months after DHCD receives compliance approval.	Quarterly	67.5%	5%	65%	100%	38%	42%	66%	61.5%	Nearly Met	In FY19, DHCD prioritized older, legacy projects, and therefore compliance review on those projects was not met within 6 months.
Number of affordable single-family homeownership units rehabbed from Single Family Rehab/Lead Safe Programs	Quarterly	108	61	135	3	8	12	3	26	Unmet	This historically sought to measure the rehab activity of both Single Family Residential Rehab and the Lead Safe Washington Program. The Lead Safe Washington grant ended in FY 18. The total number of projects submitted all represent single family rehab projects, which accurately tracks with historical levels for this portion of the measure.
Number of affordable rental housing units preserved (rehabbed)	Quarterly	1417	895	780	202	0	84	246	532	Unmet	In FY19, 532 affordable rental housing units were rehabilitated in four projects. This represents half of the 1,067 units funded with DFD funds, therefore, the number of units rehabilitated was proportionate with the number of projects that resources were able to fund. There are 919 rehabilitation units currently in DFD's pipeline for future closings.
Percent of hardship petitions processed within 90 calendar days	Annually	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Number of total affordable housing units preserved through OPA acquisition assistance program	Quarterly	Not Available	393	20	0	0	0	22	22	Met	
<b>3 - Promote community development activities. (7 Measures)</b>											

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of Storefront Facade projects that are completed within 10-24 weeks after Notice to Proceed.	Annually	30%	0%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	65%	Unmet	The federal shut down delayed the execution of grant agreements then inclement weather further stalled construction on most projects until late Spring. There was also a change in compliance in approving projects from all of the grant projects and to each address listed for the project.
Number of Section 3 Jobs Created	Annually	27	28	25	Annual Measure	Annual Measure	Annual Measure	Annual Measure	35	Met	
Percent of required Asset Management site visits completed	Annually	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Median Number of Months Property is in DHCD's portfolio	Annually	39	40	40	Annual Measure	Annual Measure	Annual Measure	Annual Measure	40	Met	
Number of storefront facades improved	Quarterly	32	58	30	3	4	2	32	41	Met	DHCD's OPM implemented new/additional vetting steps that prolonged the approval process of projects submitted by the Grantees. That in turned delayed the execution date of grant agreements, thus, the first phases of pre-construction was four (4) months behind schedule and most construction did not begin until the summer months.
Number of properties developed by DHCD (Turn-Key)	Quarterly	2	0	5	0	0	2	3	5	Met	
Percent of Tenant Opportunity Purchase Assistance (TOPA) notices received listed in a published online report on DHCD's website within two weeks	Quarterly	100%	100%	100%	100%	100%	100%	100%	100%	Met	
<b>4 - Create and maintain a highly efficient, transparent and responsive District government. (8 Measures)</b>											
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	61.5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	92.4%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	61.5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.8%	Nearly Met	vendors needed additional documentation.
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	0.1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
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)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	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)	Annually	New in 2019	New in 2019	60%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

\*Mayoral agencies include agencies under the Health and Human Services, Education, Public Safety and Justice, Operations and Infrastructure, Economic Development, and Internal Services clusters. It excludes all independent agencies and select EOM agencies.

\*The HR management, Financial Management, IT Policy and FOIA Compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measures based on summary-level data from various agencies, and cannot verify the accuracy of any calculations.

\*The 2019 DC Enterprise Data Inventory (EDI) contains datasets published on DC's Open Data Portal, which is current as of March 9, 2019, and any datasets published to the portal after the above date were not included in the measure's calculation.

\*Due to data lags, FY 2019 data for the following core business measures will be published 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.

## 2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
<b>1 - Affordable Housing Project Financing (2 Measures)</b>							
Number of loan closings	28	28	6	2	3	7	18
Number of financial applications submitted	48	64	Annual Measure	Annual Measure	Annual Measure	Annual Measure	71

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
<b>1 - Down Payment Assistance (1 Measure)</b>							
Number of HPAP applications received	767	904	34	156	336	779	1305
<b>1 - Inclusionary Zoning (1 Measure)</b>							
Number of IZ units available for occupancy	149	134	19	18	59	156	252
<b>2 - Home Rehab Assistance (2 Measures)</b>							
Number of Single FamilyRehab applications received	59	99	3	62	26	41	132
Number of Lead Safe Washington applications received	26	21	0	0	0	0	0
<b>2 - Rental Conversion and Sales (1 Measure)</b>							
Number of TOPA notices processed	1345	1620	350	325	375	370	1420
<b>3 - Foster Small Business Development (1 Measure)</b>							
Number of small business technical assistance sessions	10,503	11,963	199	2555	2325	1794	6873
<b>3 - Housing Counseling (1 Measure)</b>							
Number of housing counseling sessions given	24,281	36,255	4491	10,780	10,679	8374	34,324
<b>3 - Housing Regulation Administration and Rental Housing Commission (2 Measures)</b>							
Number of Rental Housing Commission appeals disposed	16	11	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9
Number of hardship petitions received	2	2	2	1	0	0	3
<b>3 - Housing Resource Center (1 Measure)</b>							
Number of customers who utilize the Housing Resources Center	6338	5475	1421	1564	1729	1590	6304
<b>3 - Maintain DHCD's property portfolio (2 Measures)</b>							
Number of properties acquired	4	2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Number of total properties disposed	6	18	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20
<b>3 - Portfolio and Asset Management (2 Measures)</b>							
Number of loans serviced by a third-party vendor	31,380	32,067	8170	8267	8287	8355	33,079
Number of submitted financial reviews	285	1121	84.5	84.5	84.5	84.5	338
<b>3 - Program Monitoring (2 Measures)</b>							
Number of compliance reviews completed	119	106	28	19	26	39	112
Number of Davis Bacon inspections	115	139	19	32	56	33	140

## 2019 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

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
<b>2 - Preserve Existing Affordable Housing Stock. (2 Activities)</b>			
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
<b>3 - Promote community development activities. (7 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
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 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.	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 – 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 Strategic Initiatives

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Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Affordable Housing Project Financing (5 Strategic initiatives)</b>				
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>	Complete	In FY19 DFD obligated \$130.8 million in combined resources (CDBG, Housing Production Trust Fund, HOME, National Housing Trust Fund), closing on projects with 1,067 affordable housing units.	
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>	Complete	In FY19, DHCD launched the program in partnership with Local Initiatives Support Corp. and Capital Impact Partners. DHCD funded the closing of 12 properties which preserved 1148 affordable housing units.	
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>	25-49%	In Q4 of FY19, DHCD relaunched the Small Building Program as of September 9, 2019.	This initiative is continuous. DHCD relaunched the Small Building Program as of September 9, 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 considered for preservation. The Preservation Unit is preparing to conduct approximately 25 RFPs for the fiscal year.</p>	50-74%	In FY19, DHCD expressed interest on 14 properties and released 13 RFPs.	DHCD Preservation Unit conducted approximately 13 RFPs out of 25 for the fiscal year 2019.
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.	0-24%	In FY19, DHCD put forth the TOPA LIHTC Exemption bill to assist with the preservation of affordable housing in LIHTC properties by facilitating the entry and exit LIHTC investment dollars into properties so that they will continue to serve as covenant restricted affordable housing.	In Q4, the Preservation Officer worked with the Senior Policy Advisor to submit legislation that would assist LIHTC properties in year 15 to not have to undergo TOPA. This is a recommendation from the Strike Force report."
<b>Foster Small Business Development (1 Strategic Initiative)</b>				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete 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>	75-99%	<p>In Q4, PADD continues to monitor construction activities for the 30 plus Vacant to Vibrant auction properties.</p> <p>In Q4, PADD is continuing to dispose of Vacant to Vibrant properties from FY18 and FY19.</p> <p>In Q4, PADD disposed of 5 properties thru 2019 Vacant to Vibrant.</p>	<p>PADD continues to monitor the construction activity of 30+ properties.</p> <p>PADD continues to dispose of Vacant to Vibrant properties from FY18 and FY19.</p>
<b>Home Rehab Assistance (1 Strategic Initiative)</b>				
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>	Complete	Lead Safe Washington no longer exists as a distinct program. All applications from homeowners for lead abatement services are now addressed through the existing Single Family Rehab process.	
<b>Housing Resource Center (1 Strategic Initiative)</b>				
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.	Complete	In FY19, DHCD DCHousingSearch.org rolled out a new home page and improved search features, including ability to search for Inclusionary Zoning (IZ) properties only, search by zip code or neighborhood and an enhanced map.	
<b>Inclusionary Zoning (1 Strategic Initiative)</b>				
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>	Complete	In FY17, Permanent regulations were published in the DC Register on December 29, 2017, Vol. 64/52.	
<b>Rental Conversion and Sales (1 Strategic Initiative)</b>				
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>	Complete	<p>In Q2 FY19, DHCD hired a new Rental Conversion and Sales Administrator.</p> <p>In Q4 FY18, RCS has updated operational procedures related to the processing of condo registrations to reduce processing time. The division is now providing weekly information to Community Based Organizations (CBO)s and the public about Tenant Opportunity to Purchase Act (TOPA) notices .</p> <p>In Q4 FY18, RCS has made some rental conversion and sales forms fillable via the DHCD website which reduces processing times by eliminating delays via mail.</p>	