

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



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.

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.

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
During this unprecedented Health Emergency, DHCD has successfully designed, and launched several COVID relief programs including TBRA, CHAP, Small Business Grants and non-Profit Grants.	DHCD's existing funding sources and current staff were redeployed to support these new emergency programs, as well as, incorporating new emergency funding from federal sources.	These Emergency based programs helped residents and businesses to function and operate during the slow economic growth resulting from the pandemic response.
Selected projects were able to move through the normal course toward funding.	DHCD was able to effectively continue operations remotely. This function aided DHCD with implementing remote service delivery in other areas of agency operations.	DHCD is still moving toward the Mayor's goal of 12k new affordable units by 2025.
DHCD continued enhanced financial and technical support to CBO's to provide direct services to District residents, to include a more robust online offering of services to residents.	DHCD was able to effectively adapt many of its formerly in-person services to online offerings.	During this unprecedented health emergency the need for housing assistance was increased; however, residents were able to receive needed housing assistance notwithstanding the health emergency. Additionally, there was record participation by residents in the many online offerings provided by the Agency.

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Increase New Affordable Housing Opportunities. (10 Measures)												
Percent of loans at least one year old in good standing	Annually	87.5%	90%	90.5%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	94%	Met	
Number of total new construction affordable rental housing units funded	Quarterly	554	609	682	500	76	101	186	84	447	Unmet	Projects in DHCD's affordable housing pipeline are selected and move to financial closing within one to two years. The projects that were prepared and ready to close in FY20 included five new construction projects and nine substantial rehabilitation projects. The ability to move to closing in any one fiscal year is heavily dependent on factors outside of DHCD's control, including securing permits, and finalizing financing with lenders and Low Income Housing Tax Credit (LIHTC) investors.
Number of affordable homeownership units produced or preserved	Quarterly	48	64	12	30	0	0	0	39	39	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of development finance projects closed within 12 months of selection	Annually	15%	19.2%	36%	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22%	Unmet	DFD continues to work on process improvements to accelerate affordable housing gap financing closings. The average closing timeframe for those projects that closed in FY20 was 22 months (from project selection into the underwriting pipeline to financial closing). DHCD is increasing coordination with interagency partners by holding joint kick-off meetings with development teams, and working with developer partners to clearly outline expectations for each project's closing schedule. Since multiple partners are involved in each project (lender, investor, etc.) many requirements for closing are outside of DHCD's control. In addition, the affordable housing industry is grappling with the impact of the economic crisis due to the COVID pandemic. This has resulted in more stringent requirements to mitigate risk from investors and lenders, which has slowed down some closings.
Number of Homebuyer Purchase Assistance Program (HPAP) loans	Quarterly	307	351	351	325	94	103	91	88	376	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Met HPTF Statutory Requirements - 30 percent AMI	Quarterly	35.5%	76.8%	12%	40%	23%	12%	25%	15%	18.8%	Unmet	<p>In FY19, through the Budget Support Act (BSA), DC Council revised the HPTF statutory requirements so that 50% of HPTF funds must go to 30% AMI units, 40% of funds must go towards 50% units, and 10% of funds must go towards 80% AMI units in any one fiscal year. Overall in FY20, 18% of HPTF funds were obligated to 30% AMI units, 59% of funds were obligated to 50% AMI units, and 23% of funds were obligated to 80% AMI units.</p> <p>The agency has required any new construction projects using HPTF to solely include units at 50% AMI or below since the FY2015 Consolidated RFP for gap financing resources.</p> <p>DHCD has been working with the CA, DMPED and DCHA and DCHA to redesign the budgeting process so that proactive decisions to meet the HPTF allocation targets can drive the availability of operating subsidy for specific projects as opposed to the current case where prior and largely disconnected funding decisions made by the Council and DCHA drive the selection of 30% units by District agencies. This effort was interrupted by the COVID-19 related shift in budget priorities.</p>
Met HPTF Statutory Requirements - 50 percent AMI	Quarterly	31%	109.5%	76.5%	40%	76%	56%	45%	74%	62.7%	Met	
Met HPTF Statutory Requirements - 80 percent AMI	Quarterly	15%	13.8%	11.8%	20%	1%	32%	30%	10%	18.3%	Met	
Percentage of IZ lottery notifications sent to households within 7 days after receipt of confirmation from owner of satisfactory registration on dchousingsearch.org	Annually	97.3%	89.3%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of HPAP loans that close within 60 days after final lender package is received.	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	New in 2020	
2 - Preserve Existing Affordable Housing Stock. (11 Measures)												
Average number of calendar days for compliance review	Annually	27	38.25	25.25	45	Annual Measure	Annual Measure	Annual Measure	Annual Measure	28	Met	
Number of affordable single-family homeownership units rehabbed from Single Family Rehab/Lead Safe Programs	Quarterly	108	61	26	135	3	17	0	0	20	Unmet	All SFRRP construction work was stopped in March of 2020 due to the Covid-19 pandemic. Guidance and protocols were issued to the program by DHCD in September of 2020 which allowed construction to resume in October of 2020.
Number of affordable rental housing units preserved (rehabbed)	Quarterly	1417	895	532	780	41	189	539	13	782	Met	
Percent of hardship petitions processed within 90 calendar days	Annually	100%	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	75%	Unmet	DHCD responded to moratorium on rent increases required under emergency COVID 19 legislation. Met with database vendor 3 times a week helping to create a database for RAD mandated by Council. Reviewed emergency legislation, testimony and rent control regulations with the Rental Housing Commission.
Percent of Single Family Rehabilitation/Lead Safe Washington projects that start construction within 6 months after DHCD receives compliance approval.	Quarterly	67.5%	5%	61.5%	65%	66%	65%	0%	0%	32.8%	Unmet	All SFRRP construction work was stopped in March of 2020 due to the Covid-19 pandemic. Guidance and protocols were issued to the program by DHCD in September of 2020 which allowed construction to resume in October of 2020.
Number of small buildings awarded funding to abate code violations	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1	New in 2020	
Number of affordable units preserved and/or rehabilitated through the program	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12	New in 2020	
Percent of required audited financial statements collected for multi-family projects	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95%	New in 2020	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of risk ratings completed for multi-family projects	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	96%	New in 2020	
Percent of conversion applications reviewed and processed within 30 days to better Inform preservation initiatives and policy.	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	100%	100%	100%	100%	100%	New in 2020	
Residential Rehabilitation Program (SFRRP) projects completed this FY that started construction within 6 months after SFRRP received final compliance approval.	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	14	New in 2020	
3 - Promote community development activities. (8 Measures)												
Number of Section 3 Jobs Created	Annually	27	28	35	25	Annual Measure	Annual Measure	Annual Measure	Annual Measure	133	Met	
Median Number of Months Property is in DHCD's portfolio	Annually	39	40	40	40	Annual Measure	Annual Measure	Annual Measure	Annual Measure	38	Met	
Number of storefront facades improved	Quarterly	32	58	41	30	8	4	5	0	17	Unmet	Construction work was stopped in March of 2020 due to the Covid-19 pandemic. Guidance and protocols were issued to the program by DHCD in September of 2020 which allowed construction to resume in October of 2020.
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%	100%	Met	
Percent of Storefront Facade projects that are completed within 10-24 weeks after Notice to Proceed.	Annually	30%	0%	65%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20%	Unmet	Construction work was stopped in March of 2020 due to the Covid-19 pandemic. Guidance and protocols were issued to the program by DHCD in September of 2020 which allowed construction to resume in October of 2020.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Number of properties developed by DHCD (Turn-Key)	Quarterly	2	0	5	5	2	0	1	0	3	Unmet	Due to the onset of the COVID-19 pandemic and its effect on available resources, additional turn key opportunities were paused in FY20 as budget and resources were better understood. Future opportunities for turn key developments will be evaluated as resource availability becomes more clear.
Number of properties awarded to pre-qualified developers (DOPA)	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0	New in 2020	
Number of developers selected for DHCD DOPA pre-qualified developers pool	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0	New in 2020	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Affordable Housing Project Financing (4 Measures)							
Number of affordable housing projects closed	28	18	Annual Measure	Annual Measure	Annual Measure	Annual Measure	23
Number of financial applications submitted	64	71	Semi-Annual Measure	Semi-Annual Measure	Semi-Annual Measure	Semi-Annual Measure	37
Number of affordable units preserved through the Housing Preservation Fund	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	63
Number of total affordable housing units preserved through TOPA acquisition assistance program	393	22	0	0	0	0	0
1 - Down Payment Assistance (2 Measures)							
Number of Home Purchase Assistance Program (HPAP) completed applications received by Administrators	904	1305	158	141	183	205	687
Number of Employer Assisted Housing Program (EAHP) completed applications received by Administrators	New in 2020	New in 2020	34	66	75	63	238
1 - Inclusionary Zoning (1 Measure)							
Number of IZ units available for occupancy	134	252	14	82	93	147	336
2 - Home Rehab Assistance (2 Measures)							
Number of Single Family Rehab applications received	99	132	19	41	15	0	75
Number of Single Family Residential Rehabilitation Program (SFRRP) projects completed	New in 2020	New in 2020	3	17	0	0	20
2 - Rental Conversion and Sales (1 Measure)							
Number of TOPA notices processed	1620	1420	378	350	630	430	1788
2 - Small Properties Program (3 Measures)							
Number of applications received per grant cycle	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5
Number of applications processed for funding	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1
Number of affordable units repaired through the Small Building Program	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12
3 - Foster Small Business Development (1 Measure)							
Number of small business technical assistance sessions	11,963	6873	752	956	2306	1556	5570

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
3 - Housing Counseling (1 Measure)							
Number of housing counseling sessions given	36,255	34,324	5179	1534	2497	7290	16,500
3 - Implementation of DOPA (District Opportunity to Purchase Act) (3 Measures)							
Number of DOPA properties reviewed for DOPA eligibility	New in 2020	New in 2020	19	16	17	0	52
Number of properties DHCD expresses interest in pursuing DOPA rights	New in 2020	New in 2020	0	0	0	0	0
Number of units pursued through the District Opportunity to Purchase Act	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
3 - Maintain DHCD's property portfolio (2 Measures)							
Number of properties acquired	2	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Number of total properties disposed	18	20	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5
3 - Portfolio and Asset Management (4 Measures)							
Number of loans serviced by a third-party vendor	32,067	33,079	8479	8514	8514	8596	34,103
Number of submitted financial reviews	1121	338	0	0	0	364	364
Number of multi-family site inspections conducted for physical condition	New in 2020	New in 2020	20	2	0	0	22
Number of required Asset Management site visits completed	New in 2020	New in 2020	8	0	0	0	8
3 - Program Monitoring (2 Measures)							
Number of compliance reviews completed	106	112	27	98	5	25	155
Number of Davis Bacon inspections	139	140	20	10	0	0	30
3 - Rental Accommodations Division (3 Measures)							
Number of customers utilizing the Housing Resources Resource Center	5475	6304	1385	850	0	0	2235
Number of hardship petitions received	2	3	2	3	0	3	8
Number of outreach sessions conducted	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Increase New Affordable Housing Opportunities. (3 Activities)			
INCLUSIONARY ZONING PROGRAM	Inclusionary Zoning	Inclusionary Zoning requires that a certain percentage of units in a new development or a substantial rehabilitation that expands an existing building set aside affordable units in exchange for a bonus density. The Housing Regulation Administration Division at DHCD administers the Inclusionary Zoning program, including developer compliance, holding lotteries for District residents to occupy units, and general program policy development.	Daily Service
NEIGHBORHOOD BASED ACTIVITIES	Down Payment Assistance	The Home Purchase Assistance (HPAP) program, Employer Assisted Housing Program (EAHP) and the Negotiated Employer Assisted Housing Program (NEAHP) provides interest-free loans and closing cost assistance to qualified applicants to purchase single family houses, condominiums, or cooperative units. The loan amount is based on a combination of factors, including; income, household size, and the amount of assets that each applicant must commit towards a property's purchase.	Daily Service
AFFORDABLE HOUSING PROJECT FINANCING	Affordable Housing Project Financing	DHCD's Development Finance Division (DFD) provides funding for the development of rental, homeownership and community facility projects that serve DC neighborhoods. As both the creation and preservation of affordable housing units are important to DHCD, DFD plays a prominent role in helping the agency achieve its annual affordable housing production and preservation goals.	Daily Service
2 - Preserve Existing Affordable Housing Stock. (3 Activities)			
RENTAL CONVERSION AND SALES DIVISION	Rental Conversion and Sales	The Rental Conversion and Sale Division at DHCD administers the Rental Housing Conversion and Sale Act of 1980 and the Condominium Act of 1976. Through the Conversion Act, District tenants have the opportunity to purchase rights, tenant first rights of refusal, receipt of offer of sale notices, notices of transfer and the conversion of property to cooperatives or condominiums. The Condominium Act regulates condominium formation and registration of condominium units before a developer may offer units to interested buyers, including administration of the Structure Defect Warranty Claim Program.	Daily Service
NEIGHBORHOOD BASED ACTIVITIES	Home Rehab Assistance	Single Family Residential Rehabilitation (SFRRP) administers loans and/or grants for home repairs to alleviate DC building code violations and assists homeowners in repairing physical threats to health and safety, and modify and/or eliminate barriers to accessibility for persons with mobility or other physical impairments. SFRRP helps households finance minor home repairs that will; address building code violations, repair roofs, remove threats to health and safety, and modify and/or eliminate barriers to accessibility for persons with mobility or other physical impairments.	Daily Service
Small Properties Program	Small Properties Program	Small Properties Program	Daily Service
3 - Promote community development activities. (8 Activities)			

Operations Header	Operations Title	Operations Description	Type of Operations
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
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
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

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Affordable Housing Project Financing (7 Strategic initiatives)				
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.	Complete	In FY20 Q4, 3 projects selected for further underwriting from the 2019 RFP are within an Opportunity Zone. 1. The Clara on MLK; 2. MDXXX Flats; 3. 505 Jefferson St. NW	
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.	75-99%	In FY20 Q4, DHCD's Development Finance Division (DFD), is in the midst of reviewing underwriting and fee standards, and revising standard operating procedures for DHCD's affordable housing gap financing program. The Office of the General Counsel is also revising and standardizing DHCD gap financing loan documents. DFD has conducted research on national and regional standards and best practices, and will incorporate these and recent data on construction costs into recommendations for policy updates. The approved updated standards and changes will be incorporated into the next Request for Proposal (RFP) for gap financing.	The approved updated standards and changes will be incorporated into the next Request for Proposal (RFP) for gap financing.
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.	Complete	In FY20 Q4, DHCD awarded funds to three fund managers in FY20: Capital Impact Partners (CIP), Local Initiatives Support Coalition (LISC), and Low Income Investment Fund (LIIF).	
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.	0-24%	In FY20 Q4, there were no DOPA eligible properties that were awarded rights in FY20, thus HPF was unable to fund DOPA eligible properties. In addition, the COVID-19 Pandemic which triggered the Emergency since March 2020 has paused TOPA; consequently DOPA is also on pause until the end of the emergency or until TOPA is again active.	In addition, the COVID-19 Pandemic which triggered the Emergency since March 2020 has paused TOPA; consequently DOPA is also on pause until the end of the emergency or until TOPA is again active.
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.	Complete	Contracted NCHM to design Property Management course, refined course and launched it in August 2020, registered an initial round of nine (9) participants in September 2020.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	75-99%	In FY20 Q4, the Housing Preservation Division Small Building team did explore in-house preparation of scopes of work to increase efficiency; however, the team ultimately decided to pursue creating an IDIQ to increase efficiency and timeliness of SOW and Construction. The IDIQ process will be finalized in place as of Q1 of FY21.	Once the IDIQ is in place, the program will be able to move more expediently in completing scopes and moving towards construction, ultimately impacts the quality of life of renters and owners applying for assistance through this program.
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.	50-74%	In FY20 Q4, HPU has evaluated options to improve DOPA transactions and has presented solutions to the DHCD leadership in FY20. Given the state of emergency consequent of the COVID-19 Pandemic, DOPA (and TOPA) are currently on hold.	Given the state of emergency consequent of the COVID-19 Pandemic, DOPA (and TOPA) are currently on hold.
Foster Small Business Development (4 Strategic initiatives)				
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.	0-24%	In FY20 Q4, DHCD Property Acquisition and Disposition Division (PADD) has shifted its initiatives to disposing of properties currently in inventory.	Property Acquisition and Disposition Division (PADD) has shifted its initiatives to disposing of properties currently in inventory.
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.	Complete	Delivered 50 new housing units.	
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.	0-24%	Due to the pandemic and social distancing, most of the Façade improvement projects could not go forward. This will be revised and recalibrated for FY21 when social distancing restrictions are lifted.	Due to the pandemic and social distancing, most of the Façade improvement projects could not go forward. This will be revised and recalibrated for FY21 when social distancing restrictions are lifted.
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.	25-49%	In FY20 Q4, COVID-19 State of Emergency has presented the opportunity for Community Based Organizations (CBOs) Small Business Technical Assistance (SBTA) to develop and utilize online and social media platforms to provide training, counseling and information dissemination in lieu of the required social distancing practices at this time. A major focus has been working with small businesses on applying for economic recovery grants and micro loans.	This initiative was postponed to 2021 as DHCD's workload was directly impacted by COVID-19 and the agency's response to the crisis. Specifically, four new programs were developed and created using CARES Act funding: COVID-19 Small Business, COVID-19 Non Profit Capacity Building, COVID-19 Rental Assistance Program and Tenant Based Rental Assistance
Housing Counseling (2 Strategic initiatives)				
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.	25-49%	Due to the pandemic, efforts were redirected to two CARES ACT rental assistance efforts. HPAP, EHAP and IZ programs continued with counseling and training classes being conducted via virtual meeting platforms. Post-purchase efforts were placed on pause as we reconsider virtual training schemata to be developed.	Due to the pandemic, efforts were redirected to two CARES ACT rental assistance efforts. HPAP, EHAP and IZ programs continued with counseling and training classes being conducted via virtual meeting platforms. Post-purchase efforts were placed on pause as we reconsider virtual training schemata to be developed.
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.	25-49%	Due to the pandemic, efforts were redirected to assisting businesses with applying for Paycheck Protection Program (PPP) loans and other grants opportunities available both nationally through Small Business Administration (SBA) and locally through a number of COVID 19/CARES Act related grants and opportunities. Rather than boot camp opportunities virtual platform trainings and counseling sessions were engaged.	Due to the pandemic, efforts were redirected to assisting businesses with applying for PPP loans and other grants opportunities available both nationally through SBA and locally through a number of COVID 19/CARES Act related grants and opportunities. Rather than boot camp opportunities virtual platform trainings and counseling sessions were engaged.
Inclusionary Zoning (1 Strategic Initiative)				
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.	Complete	In FY20 Q4, the IZ program held 5 extra IZ orientations (IZOs) in Ward 8 (Anacostia neighborhood). Staff also scouted an alternate class location in Ward 8 (Randle Heights Neighborhood).	
Rental Accommodations Division (3 Strategic initiatives)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	0-24%	In FY20 Q4, DHCD Rental Accommodation (RAD) did not complete its initiative in FY 2020. The initiative was developed at the beginning of the fiscal year, however the Rental Housing Commission began a comprehensive update of the governing regulations. Because the regulations will substantively and substantially require modifications to RAD's forms, it was perceived the initiative would be better undertaken when the Rental Housing Commission completes its regulation review and promulgation process. RAD did complete and promulgated two new forms in response to legislative amendments (one of which relates to emergency COVID-19 legislation).	DHCD Rental Accommodation (RAD) did not complete its initiative in FY 2020. The initiative was developed at the beginning of the fiscal year, however the Rental Housing Commission began a comprehensive update of the governing regulations. Because the regulations will substantively and substantially require modifications to RAD's forms, it was perceived the initiative would be better undertaken when the Rental Housing Commission completes its regulation review and promulgation process.
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.	Complete	In FY20 Q4 the initiative is ongoing. The Office of Contracting and Procurement (OCP) selected a database developer and since late August, RAD has been a key participant in meetings as workflows and business processes are mapped. RAD works in conjunction with OTA in all facets of the database development.	
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.	0-24%	In FY20 Q4, outreach sessions required coordination between two agencies and DHCD's Communications Department. Efforts and resources are currently focused on operations and responding to needs created by the Covid-19 pandemic. The initiative was not fulfilled due to considerations of the COVID-19 public health emergency.	The initiative was not fulfilled due to considerations of the COVID-19 public health emergency.
Rental Conversion and Sales (1 Strategic Initiative)				
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.	Complete	In FY20 Q4, DHCD Rental and Sales Division (RCS) prepared the report and provided the data to the Housing Preservation Unit on a quarterly basis. The report kept the Housing Preservation Officer abreast of where conversion projects were happening in the Ward. Conversion data was impacted by a slow down in the real estate market due to the public health emergency.	