



**FY10 PERFORMANCE PLAN
District Of Columbia Housing Finance Agency**

MISSION

The District of Columbia Housing Finance Agency (DCHFA) was established in 1979 to stimulate and expand homeownership and rental housing opportunities in Washington, D.C. We accomplish our mission by issuing mortgage revenue bonds that lower the homebuyers' costs of purchasing homes and the developers' costs of acquiring, constructing and rehabilitating rental housing. We embrace our responsibility with conviction and pledge our best efforts to serve as the city's champion for homeowners and renters and to act as the city's principal catalyst for neighborhood investment.

SUMMARY OF SERVICES

The DCHFA has two primary program areas: (1) Multifamily Housing Development; and (2) Homeownership. The DCHFA utilizes tax-exempt bonds, taxable bonds, 4 % Low Income Housing Tax Credits, and McKinney Act Savings Funds to ensure that each program increases the availability of affordable housing opportunities to residents of the District of Columbia. The tax-exempt and taxable bond proceeds are used for multifamily and single family purposes.

OBJECTIVE 1: Grow the Homeownership Program to reach 20% of the market share.

INITIATIVE 1.1: Continue to expand the number of participating lenders in the single family mortgage program.

INITIATIVE 1.2: Continue to diversify the type of mortgage products and downpayment assistance products to be more competitive in the market.

OBJECTIVE 2: Grow the multifamily rental housing program to \$100 - 150 million worth of tax exempt bond transactions annually.

INITIATIVE 2.1: Educate market rate developers about the benefit of utilizing HFA financing for mixed income developments

INITIATIVE 2.2: Outreach to Deputy Mayor for Planning and Economic Development Office, DC Office of Planning, the Department of Housing and Community Development and DC Housing Authority to gain information about potential pipeline projects.

OBJECTIVE 3: Expand the Agency's marketing opportunities and increase the number of partnerships.

INITIATIVE 3.1: Continue partnerships with development industry (DC Chamber of Commerce, DCBIA, Urban Land Institute, Washington DC Economic Partnership, etc.) and participate in events sponsored by real estate development organizations.

INITIATIVE 3.2: Better utilize the newly revised DCHFA website to create transparency for the bond investors, tax credit investors, the residents of the District, the developers, and the elected officials.



KEY PERFORMANCE INDICATORS

Metric	FY08 Actual	FY09 Projection	FY09 Actual	FY10 Projection	FY 2011 Projection	FY 2012 Projection
Objective 1						
Continue to expand the number of participating lenders in the single family mortgage	N/A	N/A	18	20	22	25
Objective 2						
Provide financing for affordable workforce housing developments	N/A	N/A	2	5	5	5
Objective 3						
Attend/host events/partnership meetings.	N/A	N/A	15	15	15	15



STANDARD CITYWIDE OPERATIONAL MEASURES

Measure	FY09 YTD
Contracts	
KPI: % of sole-source contracts	
KPI: Average time from requisition to purchase order for small (under \$100K) purchases	
KPI: # of ratifications	
KPI: % of invoices processed in 30 days or less	
Customer Service	
KPI: OUC customer service score	
Finance	
KPI: Variance between agency budget estimate and actual spending	
KPI: Overtime as percent of salary pay	
KPI: Travel/Conference spending per employee	
KPI: Operating expenditures "per capita" (adjusted: per client, per resident)	
People	
KPI: Ratio of non-supervisory staff to supervisory staff	
KPI: Vacancy Rate Total for Agency	
KPI: Admin leave and sick leave hours as percent of total hours worked	
KPI: Employee turnover rate	
KPI: % of workforce eligible to retire or will be within 2 years	
KPI: Average evaluation score for staff	
KPI: Operational support employees are percent of total employees	
Property	
KPI: Square feet of office space occupied per employee	
Risk	
KPI: # of worker comp and disability claims per 100 employees	