



FY09 PERFORMANCE PLAN
Department of Housing and Community Development

MISSION

The mission of the Department of Housing and Community Development (DHCD) is to create and preserve opportunities for affordable housing, promote economic development, and revitalize underserved communities in the District of Columbia.

SUMMARY OF SERVICES

DHCD focuses on three strategic areas: 1) preserving and increasing the supply of affordable housing through new construction and rehabilitation; 2) increasing homeownership opportunities; and 3) revitalizing neighborhoods, promoting community development, and providing economic opportunities. To help meet the housing needs of the city's low- to moderate-income residents, DHCD operates programs for individuals, developers and community groups. DHCD also ensures the preservation and maintenance of affordable rental housing by regulating building sales and conversions and by enforcing the Tenant Opportunity to Purchase Act (TOPA).

OBJECTIVE 1: Enhance the production of quality affordable housing and homeownership opportunities at the project and household levels.

INITIATIVE 1.1: Coordinate and target resources to increase production of special needs housing.

By November 2009, DHCD will meet the target of 300 affordable units by leveraging existing resources to identify housing for the exclusive use of Department of Mental Health (DMH) consumers under the \$14 million MOU with DMH. As of the start of FY09, 107 of the 300 units to be produced under this MOU have been identified for financing, including The Dunbar project that will provide 16 units of permanent supportive housing for the chronically homeless. In early FY09, DHCD and DMH will close on The Community Builders scattered site project, which will provide 10 affordable units for the exclusive use of DMH consumer as part of a 98-unit project. DHCD has also issued a Consolidated Request for Proposals (RFP) with the Department of Human Services (DHS) to increase the production of permanent supportive housing through a one-stop approach for developers. Further, in FY09 DHCD will implement a policy to target up to 75% of the District's annual allocation of approximately \$2 million from 9% Low Income Housing Tax Credits to special needs and demonstration projects. Doing so will help focus the agency's equity-generating tax credit financing on the projects that are the most challenging to finance, and that benefit District residents with the greatest need.

INITIATIVE 1.2: Implement Green Design across all funding areas to ensure energy efficiency and sustainability in new developments.

In FY09, DHCD will expand its implementation of The Green Building Act of 2006 in recognition of the important benefits of sustainable building practices. Residents of green housing units benefit from higher energy efficiency through reduced utility costs and improved indoor air quality. National research has documented that green buildings are, on average, 28% more energy efficient than standard construction, justifying the minimal increase in up-front costs for their design and construction. The 11 projects that entered the DHCD pipeline under RFPs in FY08, and all FY09 projects¹, will meet the Green Communities Criteria, or LEED at the Silver level, for residential and non-residential construction, respectively. Further, throughout FY09, DHCD will serve on the Green Building Advisory Council, and coordinate with the District

¹ The number of projects brought to close in FY09 will be based on project cost and the availability of the Department's two primary funding sources—the Housing Production Trust Fund and federal funds.



Department of the Environment (DDOE) and nonprofit organizations to provide training opportunities and technical assistance to developers to help prepare them for these changes.

OBJECTIVE 2: Preserve quality affordable housing and homeownership opportunities.

INITIATIVE 2.1: Open new Housing Services Center in Ward 8.

The enhanced Housing Service Center, to be opened in early 2009 at DHCD's new headquarters in Ward 8, will become a one-stop shop for all of DHCD's housing services. With the transfer of rental housing functions from DCRA to DHCD on October 1, 2007, the Housing Service Center has continued to provide service to the public on rental housing laws, landlord and tenant petitions, rent adjustment procedures, tenant opportunity to purchase, applications for conversion to cooperative or condominium, notices of sale of residential rental housing and conducting tenant elections. In its new location, DHCD's re-visioned Housing Service Center will additionally provide information to the public on all of the Department's services for first-time homebuyers, developers of affordable housing projects, and low-income homeowners. The Housing Service Center will also include an office of University Legal Services for on-site housing counseling as well as access to the Affordable Housing Locator which will offer for the first time live, up-to-date listings of available affordable housing throughout the District.

OBJECTIVE 3: Increase economic opportunities for low and moderate income residents.

INITIATIVE 3.1: Partner with new building trades academy at Cardozo High School.

In the first quarter of FY09, DHCD will donate a vacant property to the DC Students Construction Trade Foundation, Inc., on which Cardozo High School students will build a single family home or multi-family dwelling. Developer covenants placed on the property will allow the Department to ensure that the property is developed consistent with the mission of the foundation within 24 months after closing during which DHCD will approve project drawings and monitor construction. In addition to preparing DCPS students for careers in the building trades, DHCD has arranged for the proceeds of the sale of the finished building to be reinvested into the foundation as capital for future projects.



PROPOSED KEY PERFORMANCE INDICATORS

Metric	FY07 Actual	FY08 Target	FY08 YE Actual	FY09 Projection	FY10 Projection	FY11 Projection
Objective 1						
Total affordable housing units funded ²	2,773	2,500	3,138	1,425	1,575	1,725
Total special needs housing units funded	196	300	373	175	200	225
Total new ownership units and households funded	1,247	1,250	1,212	700	750	800
Number of first-time homebuyers funded by the Home Purchase Assistance Program (HPAP)	513	475	508	425	450	475
Objective 2						
First Right Purchase Assistance Program (Tenant Purchase) units funded	149	200	293	150	175	200
Total affordable housing units rehabilitated	1,369	1,400	1,990	900	1,000	1,100
Number of loans or grants by the Residential Rehab Program	125	90	142	75	80	85
Percentage of affordable housing developments initially funded in respective FY that are highly sustainable and meet the Green Communities Criteria.	n/a	50%	56%	90%	95%	100%
Number of tenant and housing provider petitions processed by the Rental Accommodations Division (RAD)	T: 276 HP: 49	n/a	T: 269 HP: 35	T: 275 HP: 45	T: 300 HP: 50	T: 325 HP:55
Number of applications for conversion approved by the Rental Conversion and Sale Division (CASD)	204	n/a	85	100	125	150
Objective 3						
Number of technical assistance services provided to small businesses	3,292	1,450	3,106	700	725	750
Number of storefront façades improved	25	39	45	90	30	40

² Resources to produce housing units for New Communities and the Land Trust were transferred from DHCD in FY09.