



## **Department of Housing and Community Development DHCD (DB)**

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### **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 (DC).

### **SUMMARY OF SERVICES**

DHCD's fundamental activities consist of financial operations, 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 is to (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) revitalize DC 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 that result in affordable rental and homeownership opportunities throughout the city. DHCD also leverages appropriated local and federal funding to finance community facilities and acquire vacant and blighted property to stabilize neighborhoods. DHCD partners with community based organizations city wide to implement residential and community services that include homeownership assistance programs, housing counseling, storefront façade improvement initiatives, and small business technical assistance. 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](http://dchousingsearch.org). All of these programs and services can be accessed through DHCD's Housing Resource Center located in DC's Historic Anacostia neighborhood in Ward 8.

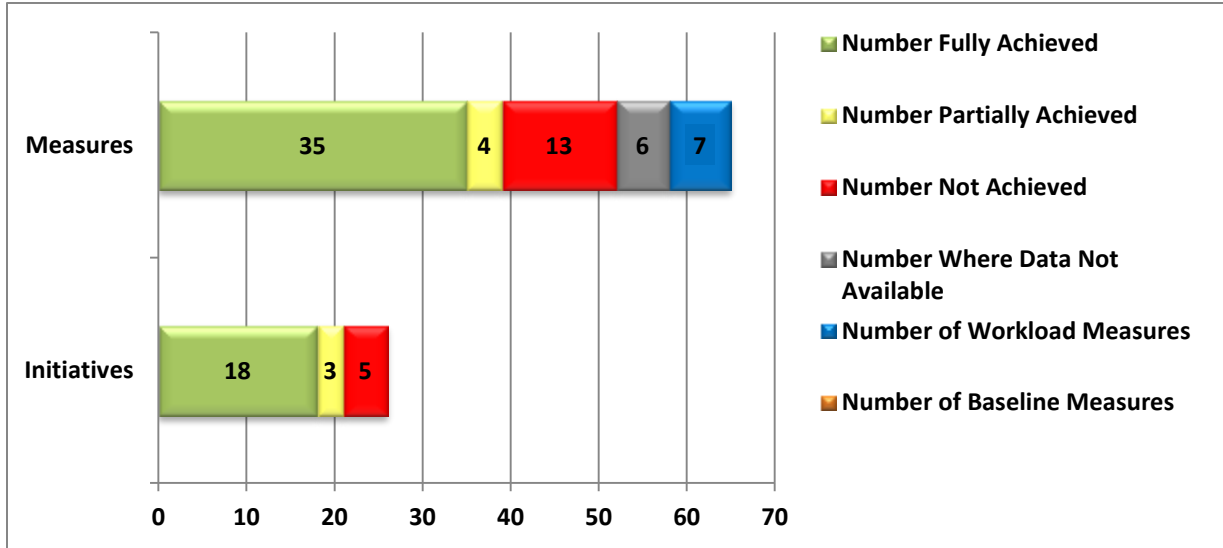
### **ACCOMPLISHMENTS**

- ✓ DHCD funded a total of 716 affordable housing units through various DHCD programs.
- ✓ DHCD provided funding to Community Based Organizations that resulted in housing counseling to over 19,000 District residents and small business technical assistance to over 1,900 small businesses and/or entrepreneurs.
- ✓ DHCD funded almost 300 first-time homebuyers through the Home Purchase Assistance Program (HPAP)

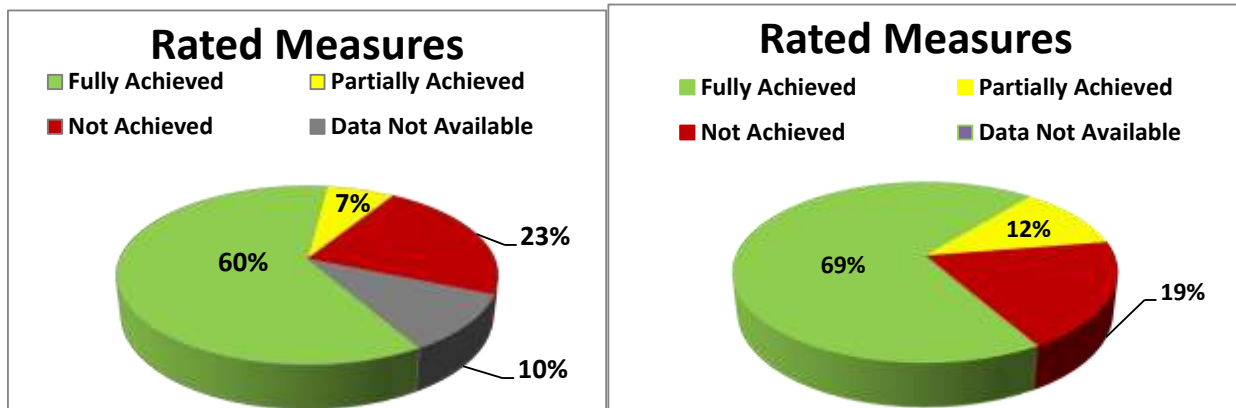


# OVERALL OF AGENCY PERFORMANCE

## TOTAL MEASURES AND INITIATIVES



## RATED MEASURES AND INITIATIVES



**Note:** Workload and Baseline Measurements are not included

| Default KPI Rating: |                    |
|---------------------|--------------------|
| $\geq 100\%$        | Fully Achieved     |
| 75 - 99.99%         | Partially Achieved |
| $< 75\%$            | Not Achieved       |



## Performance Initiatives – Assessment Details

### Performance Assessment Key:

- Fully achieved      Partially achieved      Not achieved      Data not reported

### Development Finance Division

#### OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing

##### INITIATIVE 1.1: Implement Tiered Target Area Investment Strategy.

- **Fully achieved:** DHCD's RFP released in April 2013 resulted in 18 selected project proposals that help achieve the four tiered project focus.

##### INITIATIVE 1.2: Reduce Loan Delinquency and Increase Collections (Joint Initiative with PAMD).

- **Fully achieved:** In FY2012 DFD worked with a technical assistance provider under a program funded by HUD's OneCPD group to restructure the risk rating policies and procedures as well as develop polices for workout and watch list projects.

#### OBJECTIVE 2: Increase Homeownership Opportunities.

##### INITIATIVE 2.1: Execute Third Year of Three Year Effort to Stabilize Targeted Neighborhoods through NSP2 Grant (Joint Initiative with RCSD and PADD).

- **Fully achieved:** In FY12 DHCD had obligated all of NSP-2 funds and had spent those obligated funds in FY13.

#### OBJECTIVE 3: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.

##### INITIATIVE 3.1: Commit or Expend Awarded American Recovery and Reinvestment Act of 2009 (ARRA) Funds and Housing and Economic Recovery Act of 2008 (HERA) Funds.

- **Fully achieved:** ARRA and HERA funds were 100% obligated and expended by the deadlines for projects that created affordable housing units and neighborhood services for low to moderate income District residents.

### Housing Regulation Administration

#### OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

##### INITIATIVE 1.1: Case Management Tracking System Implementation

- **Not achieved:** Due to technical and programmatic issues, the CMTS project was put on indefinite hold in FY13. There is no timetable as to when this project will be revisited. This initiative has been completed less than 50% and will be closed.



**INITIATIVE 1.2: House Locator Enhancements.**

- **Not achieved:** DHCD was not able to dedicate resources toward enhancing DCHousingSearch.org in FY13. This initiative is 0% complete and may not be addressed in FY14, as of now there is no time table for completion.

**INITIATIVE 1.3: Housing Regulation Administration Electronic Information Systems.**

- **Partially achieved:** This initiative was partially completed in FY2013, there are forms and other documentation that need to be formatted and put on the website. At this point the project is approximately 75% complete, with a total completion goal of 6/30/2014.

**OBJECTIVE 2: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities**

**INITIATIVE 2.1: Expand and Enhance Housing Provider Ombudsman Education Series.**

- **Fully achieved:** DHCD's Housing Provider Ombudsman provided 26 educational out-reach sessions including 5 out of the office at local brokerages and 6 stakeholder roundtables for both tenants and providers. In all, between 400-450 residents attended these sessions. This initiative is complete.

**INITIATIVE 2.2: Expand and Enhance the Housing Regulation Administration Education Series.**

- **Fully achieved:** There were over 30 classes held that included subjects like Tenant Opportunity to Purchase Act, ADU/IZ training, and education in a number of other areas. These classes are targeted for tenants, realtors, property managers and other interested stakeholders. This initiative is complete.

**Office of the Director**

**OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.**

**INITIATIVE 1.1: Execute the Third Year of DHCD's Five-Year Consolidated Plan.**

- **Fully achieved:** DHCD has successfully executed the HUD mandated requirements for the Five-Year Consolidated Plan. The Annual Action Plan was submitted August 16, 2013 and the Comprehensive Annual Performance and Evaluation Report (CAPER) was submitted for FY2012 on December 30, 2012. This initiative is complete.

**OBJECTIVE 2: Increase Homeownership Opportunities.**

**INITIATIVE 2.1: Implement the Multi-family Tax Abatement Program.**

- **Fully achieved:** In FY2013 DHCD implemented the Multi-Family Tax Abatement program and was able to assist two projects. This initiative is complete.



**OBJECTIVE 3: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.**

**INITIATIVE 3.1: Meet Accountability and Transparency Requirements of the American Recovery and Reinvestment Act of 2009 (ARRA).**

- **Fully achieved:** DHCD has assigned personnel to meet the accounting and transparency requirements for ARRA. Unfortunately, due to employee transition, two of the reports were missed in FY12. Currently DHCD has spent all of the allocated ARRA funds and is up to date with its reporting requirements. This initiative is 90% complete and will be finished by 6/30/2014.

**Portfolio and Asset Management Division**

**OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.**

**INITIATIVE 1.1: Enhance Monitoring of the Multifamily Portfolio of District of Columbia including Low Income Housing Tax Credits (LIHTC).**

- **Fully achieved:** In FY2013 PAMD worked with a technical assistance provider under a program funded by HUD's OneCPD group to restructure the risk rating policies and procedures as well as develop policies for workout and watchlist projects. Additionally PAMD implemented a process to send "event of default" notification to all properties in non-compliance with annual reporting. PAMD also enlisted the assistance of the Community Based Organizations (CBOs) affiliated with DHCD to reach out to the multi-family Cooperatives in annual reporting non-compliance. The CBOs offered guidance and technical support to the Cooperatives to correct the non-compliance issues. Compliance in cooperative reporting improved 10%. This initiative is complete.

**INITIATIVE 1.2: Reduce Loan Delinquency and Increase Collections (Joint Initiative with DFD).**

- **Not achieved:** Due to continued economic difficulty for a number of DC residents who have taken part in DHCD programs such as HPAP and the Single Family Rehabilitation Program PAMD did not decrease the loan delinquency in FY2013, unfortunately delinquency increased by 4%. Collections, however, exceeded the target monthly remittance annual total by 41%. This initiative is 50% complete. DHCD is closing this as an initiative as it has become more of a DHCD ongoing multi-year priority that will never really be 'complete.'

**Program Monitoring Division**

**OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.**

**OBJECTIVE 2: Increase Home Ownership Opportunities.**

**INITIATIVE 2.1: Hold Annual Fair Housing Symposium and Conduct Analysis of Impediments to Fair Housing Choice (AI).**

- **Fully achieved:** The Annual Fair Housing Symposium was held in April 2013. The Analysis of Impediments was completed in FY2012 but the official rollout was not until December 2012, which fell into FY13. This initiative is complete.



**OBJECTIVE 3: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.**

**INITIATIVE 3.1: Increase Compliance of Section 3 Program.**

- **Fully achieved:** Compliance training for NOFA selectees was hosted in early 2013; DHCD participated in a national Section 3 summit in March 19, 2013, as well as participated in a HUD event bringing awareness to Section 3 Business Concern certification on April 23, 2013. This is addition to DHCD's compliance monitoring of its Section 3 covered projects.

**Property Acquisition and Disposition Division**

**OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.**

**INITIATIVE 1.1: Execute Third Year of Three Year Effort to Stabilize Targeted Neighborhoods through NSP2 Grant (Joint Initiative with DFD and RCSD).**

- **Fully achieved:** In FY12 DHCD had obligated all of NSP-2 funds and had spent those obligated funds in FY13. This initiative is complete.

**OBJECTIVE 2: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.**

**INITIATIVE 2.1: Complete Three-Year Effort to Recapture Properties from Non-Performing Developers.**

- **Not achieved:** This initiative continues as there are three properties left to recapture from ARCH, one property has been resolved. DHCD is over 50% complete with this initiative and will attempt to complete recapture of these properties by the end of FY14.

**INITIATIVE 2.2: Implement the Turnkey Residential Development Initiative**

- **Fully achieved:** Turnkey Residential Development implementation is complete with one property being disposed of during FY13 and more targeted for development. Additionally DHCD is working on a new MOU with the DC Housing Authority to govern this activity going forward. This initiative is complete.

**INITIATIVE 2.3: Acquire Vacant Commercial Property in Historic Anacostia.**

- **Not achieved:** To date. DHCD has acquired 3 of the 5 targeted properties in Historic Anacostia and is on target to acquire all 5 properties in FY14. DHCD is 60% completed, with an estimated completion date of 9/30/2014.

**Rental Housing Commission**

**OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.**

**INITIATIVE 1.1: Create Standard Operating Procedures Manual.**

- **Partially achieved:** The Commission is drafting a Standard Operating Procedure (SOP) Manual for use by the Commission, other government agencies and the general public. The content of the SOP Manual is under review for edit by Commission staff. The SOP manual is ninety percent (90%) completed, with an estimated completion date of 3/15/2014.

**INITIATIVE 1.2: Implement Process to Streamline Case Resolution.**

**Fully achieved:** The Commission has used new Streamlined Case Resolution procedures in the following ways: (1) reduction of the backlog of cases awaiting final decisions or dispositive orders by 45%; (2) reduction of the time period from the docketing of a



- Commission appeal (i.e., when the certified record is received from the Office of Administrative Hearings (OAH)) to the date of the Commission's hearing on the same appeal by 50%; and (3) issuance of final decisions in four (4) cases which have been pending before the Commission in excess of three (3) years, thereby reducing the number of cases pending final written decision which were filed on or before 2011 by 23%.

## Residential and Community Services

### OBJECTIVE 1: Preserve and Increase the Supply of Quality Affordable Housing.

#### INITIATIVE 1.1: Execute second year of HUD LHRD Grant Number DCLHD0243-12.

- **Fully achieved:** In FY2013 DHCD was able to remediate lead hazards in 24 District residences. DHCD has also completed 20 inspection and risk assessments for 20 single family homes. In addition to remediation, DHCD has also focused on lead hazard education and outreach. DHCD has taken part of a number of local health fairs and expos as well as run advertisements on local television and radio stations during 'National Lead Awareness Week.'

### OBJECTIVE 2: Increase Homeownership Opportunities.

#### INITIATIVE 2.1: Expand Use of FHA Insured 203(k) Streamlined Loans (203(k) Loans) in Conjunction with the Home Purchase Assistance Program (HPAP).

- **Fully achieved:** In FY2013 DHCD worked with Community Based Organizations to provide outreach and awareness of the FHA 203(k) loan to use in conjunction with Home Purchase Assistance Program. A total of 39 HPAP loans utilized the FHA 203(k) loans in FY2013. This initiative is complete.

#### INITIATIVE 2.2: Execute Third Year of Three Year Effort to Stabilize Targeted Neighborhoods through NSP2 Grant (Joint Initiative with DFD and PADD).

- **Fully achieved:** In FY12 DHCD had obligated all of NSP-2 funds and had spent those obligated funds in FY13. This initiative is complete.

### OBJECTIVE 3: Revitalize Neighborhoods, Promote Community Development and Provide Economic Opportunities.

#### INITIATIVE 3.1: Complete Overhaul of the Storefront Façade Development Process.

- **Fully achieved:** In FY2013 DHCD completed new policies and procedures for the Storefront Façade Improvement program, these new policies and procedures are currently under review for final approval. This initiative is complete.



## Key Performance Indicators – Details

### Performance Assessment Key:

● Fully achieved   
 ● Partially achieved   
 ● Not achieved   
 ● Data not reported   
 ● Workload measurement

|  | KPI | Measure Name  | FY 2012<br>YE<br>Actual | FY2013<br>YE<br>Target | FY 2013<br>YE<br>Revised<br>Target | FY 2013<br>YE<br>Actual | FY 2013<br>YE<br>Rating    | Budget<br>Program                 |
|--|-----|---|-------------------------|------------------------|------------------------------------|-------------------------|----------------------------|-----------------------------------|
| <b>Housing Regulation Administration</b> |     |   |                         |                        |                                    |                         |                            |                                   |
| <span style="color: green;">●</span>     | 1.1 | Percent of orders issued on voluntary agreement petitions within 45 days  | 100%                    | 90%                    |                                    | 80%                     | 88.89%                     | HOUSING REGULATION ADMINISTRATION |
| <span style="color: green;">●</span>     | 1.2 | Percent of orders issued on hardship petitions within 90 calendar days of receipt                                 | 100%                    | 90%                    |                                    | 82%                     | 91.11%                     | HOUSING REGULATION ADMINISTRATION |
| <span style="color: yellow;">●</span>    | 1.3 | Percent of condo registration applications processed within 60 days   | 92.1%                   | 98%                    |                                    | 95.76%                  | 97.72%                     | HOUSING REGULATION ADMINISTRATION |
| <span style="color: yellow;">●</span>    | 1.4 | Percent of structural defect warranty claim notices of funding processed within 60 days                           | 29.17%                  | 95%                    |                                    | 83.33%                  | 87.72%                     | HOUSING REGULATION ADMINISTRATION |
| <span style="color: green;">●</span>     | 1.5 | Percent of complete housing assistance payment requests processed within 30 days                                  | 0%                      | 95%                    |                                    | 0%                      | >100%                      | HOUSING REGULATION ADMINISTRATION |
| <span style="color: green;">●</span>     | 1.6 | Number of inclusionary zoning units built   | 2                       | 5                      |                                    | 6                       | 120%                       | HOUSING REGULATION ADMINISTRATION |
| <span style="color: green;">●</span>     | 1.7 | Percent of lotteries conducted for inclusionary units within 17 calendar days of receiving notice of availability | 100%                    | 95%                    |                                    | 100%                    | 105.26%                    | HOUSING REGULATION ADMINISTRATION |
| <span style="color: blue;">●</span>      | 1.8 | Number of Customers who Utilize Housing Resource Center Services  | 6,750                   | Target Not Required    |                                    | 6,618                   | Workload Measure Not Rated | HOUSING REGULATION ADMINISTRATION |





|                                     | KPI | Measure Name  | FY 2012<br>YE<br>Actual | FY2013<br>YE<br>Target | FY 2013<br>YE<br>Revised<br>Target | FY 2013<br>YE<br>Actual | FY 2013<br>YE<br>Rating    | Budget<br>Program            |
|-------------------------------------|-----|---|-------------------------|------------------------|------------------------------------|-------------------------|----------------------------|------------------------------|
| <b>Rental Housing Commission</b>    |     |   |                         |                        |                                    |                         |                            |                              |
| ●                                   | 1.1 | Number of appeals disposed  | 54                      | 31                     |                                    | 35                      | 112.90%                    | RENTAL HOUSING COMMISSION    |
| ●                                   | 1.2 | Number of appeals cases greater than 3 years old  | 101                     | 18                     |                                    | 16                      | 112.3%                     | RENTAL HOUSING COMMISSION    |
| ●                                   | 1.3 | Percent of cases processed under 6 weeks (from date of commencement)                    | 34.99%                  | 55%                    |                                    | 7.41%                   | 13.47%                     | RENTAL HOUSING COMMISSION    |
| ●                                   | 1.4 | Average amount of time (months) from receipt of case to assignment                      | 9                       | 3                      |                                    | 2                       | 150%                       | RENTAL HOUSING COMMISSION    |
| ●                                   | 1.5 | Percent of hearings scheduled within 30 day requirement                                 | 100%                    | 100%                   |                                    | 100%                    | 100%                       | RENTAL HOUSING COMMISSION    |
| ●                                   | 1.6 | Average # of calendar days between receipt of case and final decision                   | 21                      | 91                     |                                    | 140                     | 65%                        | RENTAL HOUSING COMMISSION    |
| ●                                   | 1.7 | Total Number of Cases Received  | 23                      | Target Not Required    |                                    | 7                       | Workload Measure Not Rated | RENTAL HOUSING COMMISSION    |
| <b>Development Finance Division</b> |     |   |                         |                        |                                    |                         |                            |                              |
| ●                                   | 1.1 | Percent of District owners spending greater than 30% of income on monthly housing costs | 30.81%                  | 35%                    |                                    | 28.35%                  | 123.46%                    | DEVELOPMENT FINANCE DIVISION |
| ●                                   | 1.2 | Percent of District Renters spending greater than 30% of income on housing costs        | 49.27%                  | 45%                    |                                    | 45.76%                  | 98.34%                     | DEVELOPMENT FINANCE DIVISION |
| ●                                   | 1.3 | Total affordable housing units funded (new and rehab)                                   | 879                     | 900                    |                                    | 379                     | 42.11%                     | DEVELOPMENT FINANCE DIVISION |
| ●                                   | 1.4 | Total special needs housing units funded (elderly, disabled, and homeless units)        | 223                     | 150                    |                                    | 95                      | 63.33%                     | DEVELOPMENT FINANCE DIVISION |



|   | KPI | Measure Name  | FY 2012<br>YE<br>Actual | FY2013<br>YE<br>Target | FY 2013<br>YE<br>Revised<br>Target | FY 2013<br>YE<br>Actual | FY 2013<br>YE<br>Rating    | Budget<br>Program                              |
|---|-----|---|-------------------------|------------------------|------------------------------------|-------------------------|----------------------------|--|
| ●   | 1.5 | Total affordable housing units rehabilitated  | 459                     | 200                    |                                    | 212                     | 106%                       | DEVELOPMENT<br>FINANCE<br>DIVISION             |
| ●   | 1.6 | Total affordable housing units preserved (via loan structuring, technical assistance, etc.)   | 280                     | 200                    |                                    | 262                     | 131%                       | DEVELOPMENT<br>FINANCE<br>DIVISION             |
| ●   | 1.7 | Number of New Low-Moderate Income Housing Units Completed per \$100,000 of Public Financial Assistance (Industry Standard Measure)  | 1.5                     | 1.4                    |                                    | 3.18                    | 227.14%                    | DEVELOPMENT<br>FINANCE<br>DIVISION             |
| ●   | 1.8 | Number of Applications for Financial Assistance   | 39                      | Target Not Required    |                                    | 43                      | Workload Measure Not Rated | DEVELOPMENT<br>FINANCE<br>DIVISION             |
| ●   | 2.1 | Total new homeownership units funded  | 223                     | 80                     |                                    | 7                       | 8.75%                      | DEVELOPMENT<br>FINANCE<br>DIVISION             |
| ●   | 2.2 | Total First Right Purchase Assistance Program (tenant purchase) units funded - FRP New and Rehab Units  | 36                      | 100                    |                                    | 22                      | 22%                        | DEVELOPMENT<br>FINANCE<br>DIVISION             |
| ●   | 3.1 | Percent of affordable housing units competitively evaluated and advancing to underwriting in the respective FY, that are highly sustainable and meet the Green Communities Criteria | 100%                    | 100%                   |                                    | 100%                    | 100%                       | DEVELOPMENT<br>FINANCE<br>DIVISION             |
| <b>Residential and Community Service Division</b> |     |   |                         |                        |                                    |                         |                            |  |
| ●   | 1.1 | Total affordable housing units funded   | 338                     | 425                    |                                    | 335                     | 78.82%                     | RESIDENTIAL<br>AND<br>COMMUNITY<br>SERVICE DIV |
| ●   | 1.2 | Total Single Family Rehab units funded  | 49                      | 75                     |                                    | 42                      | 56%                        | RESIDENTIAL<br>AND<br>COMMUNITY<br>SERVICE DIV |



|   | KPI | Measure Name  | FY 2012<br>YE<br>Actual | FY2013<br>YE<br>Target | FY 2013<br>YE<br>Revised<br>Target | FY 2013<br>YE<br>Actual | FY 2013<br>YE<br>Rating    | Budget<br>Program                     |
|---|-----|---|-------------------------|------------------------|------------------------------------|-------------------------|----------------------------|---------------------------------------|
| ● | 1.3 | Total Lead Multifamily units funded   | 42                      | 60                     |                                    | 24                      | 40%                        | RESIDENTIAL AND COMMUNITY SERVICE DIV |
| ● | 1.4 | Total Residential Rehab special needs (elderly, disabled and homeless) units funded | 21                      | 15                     |                                    | 15                      | 100%                       | RESIDENTIAL AND COMMUNITY SERVICE DIV |
| ● | 1.5 | Number of Elevated Blood Level cases in the District                                | 30                      | 30                     |                                    | 183                     | 16.39%                     | RESIDENTIAL AND COMMUNITY SERVICE DIV |
| ● | 1.6 | Number of HPAP Applications   | 544                     | Target Not Required    |                                    | 631                     | Workload Measure Not Rated | RESIDENTIAL AND COMMUNITY SERVICE DIV |
| ● | 2.1 | Number of first time homebuyers funded by Home Purchase Assistance Program (HPAP)   | 225                     | 260                    |                                    | 269                     | 103.46%                    | RESIDENTIAL AND COMMUNITY SERVICE DIV |
| ● | 2.2 | Total HPAP special needs (elderly, disabled and homeless) units funded              | 8                       | 10                     |                                    | 2                       | 20%                        | RESIDENTIAL AND COMMUNITY SERVICE DIV |
| ● | 2.3 | Number of District employee homebuyers funded by EHAP                               | 76                      | 80                     |                                    | 104                     | 130%                       | RESIDENTIAL AND COMMUNITY SERVICE DIV |
| ● | 2.4 | Number of District employee homebuyers funded by NEAHP                              | 19                      | 25                     |                                    | 33                      | 132%                       | RESIDENTIAL AND COMMUNITY SERVICE DIV |
| ● | 3.1 | Number of storefront facades improved   | 12                      | 40                     |                                    | 26                      | 65%                        | RESIDENTIAL AND COMMUNITY SERVICE DIV |
| ● | 3.2 | Ratio of average cost per facade unit funded compared to goal of \$25,000           | 17,750                  | 1                      |                                    | 0.98                    | 102.04%                    | RESIDENTIAL AND COMMUNITY SERVICE DIV |



|  | KPI | Measure Name  | FY 2012<br>YE<br>Actual | FY2013<br>YE<br>Target | FY 2013<br>YE<br>Revised<br>Target | FY 2013<br>YE<br>Actual | FY 2013<br>YE<br>Rating       | Budget<br>Program                      |
|--|-----|---|-------------------------|------------------------|------------------------------------|-------------------------|-------------------------------|--|
| <b>Property Acquisition &amp; Disposition Division</b> |     |   |                         |                        |                                    |                         |                               |  |
| ●  | 1.1 | Number of properties acquired   | 6                       | 15                     |                                    | NA <sup>1</sup>         | Data Not Reported (Not Rated) | PROPERTY ACQUISITION & DISPOSITION DIV |
| ●  | 1.2 | Number of total properties acquired in targeted neighborhoods (Ivy City/Trinidad, Historic Anacostia, & Washington Highlands) | 3                       | 10                     |                                    | NA <sup>2</sup>         | Data Not Reported (Not Rated) | PROPERTY ACQUISITION & DISPOSITION DIV |
| ●  | 1.3 | Number of properties recaptured from developers or transferees  | 10                      | 10                     |                                    | NA <sup>3</sup>         | Data Not Reported (Not Rated) | PROPERTY ACQUISITION & DISPOSITION DIV |
| ●  | 1.4 | Number of properties for which disposition agreements were executed   | 33                      | 55                     |                                    | 2                       | 3.64%                         | PROPERTY ACQUISITION & DISPOSITION DIV |
| ●  | 1.5 | Number of housing units rehabilitated through acquisition of abandoned properties   | 51                      | 45                     |                                    | NA <sup>4</sup>         | Data Not Reported (Not Rated) | PROPERTY ACQUISITION & DISPOSITION DIV |
| ●  | 1.6 | Number of affordable housing units created or rehabilitated through acquisition of abandoned properties                       | 24                      | 45                     |                                    | NA <sup>5</sup>         | Data Not Reported (Not Rated) | PROPERTY ACQUISITION & DISPOSITION DIV |
| ●  | 1.7 | Average number of years of affordability for units created or rehabilitated through acquisition of abandoned properties       | 15                      | 15                     |                                    | 15                      | 100%                          | PROPERTY ACQUISITION & DISPOSITION DIV |

<sup>1</sup> In Fiscal Year 2013 DHCD imposed a moratorium on acquisitions by PADD while performing a department wide review and creation of a strategic plan for PADD activities going forward.

<sup>2</sup> In Fiscal Year 2013 DHCD imposed a moratorium on acquisitions by PADD while performing a department wide review and creation of a strategic plan for PADD activities going forward.

<sup>3</sup> In Fiscal Year 2013 DHCD imposed a moratorium on acquisitions by PADD while performing a department wide review and creation of a strategic plan for PADD activities going forward.

<sup>4</sup> In Fiscal Year 2013 DHCD imposed a moratorium on acquisitions by PADD while performing a department wide review and creation of a strategic plan for PADD activities going forward.

<sup>5</sup> In Fiscal Year 2013 DHCD imposed a moratorium on acquisitions by PADD while performing a department wide review and creation of a strategic plan for PADD activities going forward.



|                                    | KPI | Measure Name   | FY 2012 YE Actual | FY2013 YE Target    | FY 2013 YE Revised Target | FY 2013 YE Actual | FY 2013 YE Rating          | Budget Program                         |
|------------------------------------|-----|--|-------------------|---------------------|---------------------------|-------------------|----------------------------|--|
| ●                                  | 1.8 | Number of properties investigated that result in rehabilitation by the owner   | 2                 | 5                   |                           | 6                 | 120%                       | PROPERTY ACQUISITION & DISPOSITION DIV |
| ●                                  | 1.9 | Average cost per property of acquisitions  | 173,012           | 190,000             |                           | NA <sup>6</sup>   | NA                         | PROPERTY ACQUISITION & DISPOSITION DIV |
| ●                                  | 1.1 | Number of Properties in PADD's Inventory   | 160               | Target Not Required |                           | 137               | Workload Measure Not Rated | PROPERTY ACQUISITION & DISPOSITION DIV |
| <b>Program Monitoring Division</b> |     |  |                   |                     |                           |                   |                            |  |
| ●                                  | 1.1 | Total number of grants projects reviewed   | 105               | 95                  |                           | 100               | 105.26%                    | PROGRAM MONITORING DIVISION            |
| ●                                  | 1.2 | Percent of environmental reviews conducted within 45 days  | 79.97%            | 80%                 |                           | 93.52%            | 116.90%                    | PROGRAM MONITORING DIVISION            |
| ●                                  | 1.3 | Percent of Fair Housing reviews completed within stated division timelines   | 98%               | 98%                 |                           | 100%              | 102.04%                    | PROGRAM MONITORING DIVISION            |
| ●                                  | 1.4 | Number of eligible Community Housing Development Organizations recertified by fiscal year end                                      | 6                 | 6                   |                           | 6                 | 100%                       | PROGRAM MONITORING DIVISION            |
| ●                                  | 1.5 | Number of required physical inspections and file reviews of units conducted annually for HOME;LIHTC;HPTF and Relocation properties | 1,757             | 1,000               |                           | 1,473             | 147.30%                    | PROGRAM MONITORING DIVISION            |
| ●                                  | 1.6 | Number of Internal and External Environmental Reviews Requested  | 279               | Target Not Required |                           | 141               | Workload Measure Not Rated | PROGRAM MONITORING DIVISION            |
| ●                                  | 3.1 | Number of Section 3 Business Concerns Certified  | 20                | 10                  |                           | 10                | 100%                       | PROGRAM MONITORING DIVISION            |

<sup>6</sup> In Fiscal Year 2013 DHCD imposed a moratorium on acquisitions by PADD while performing a department wide review and creation of a strategic plan for PADD activities going forward.



|  | KPI | Measure Name   | FY 2012 YE Actual | FY2013 YE Target    | FY 2013 YE Revised Target | FY 2013 YE Actual | FY 2013 YE Rating          | Budget Program                          |
|--|-----|--|-------------------|---------------------|---------------------------|-------------------|----------------------------|---|
| ●  | 3.2 | Number of Section 3 Jobs Created   | 37                | 15                  |                           | 51                | 340%                       | PROGRAM MONITORING DIVISION             |
| <b>Portfolio and Asset Management Division</b> |     |  |                   |                     |                           |                   |                            |   |
| ●  | 1.1 | Number of loans in portfolio   | 7,144             | Target Not Required |                           | 7,378.00          | Workload Measure Not Rated | PORTFOLIO AND ASSET MANAGEMENT DIVISION |
| ●  | 1.2 | Percent of all required financial reviews completed  | 78.86%            | 50                  |                           | 59.43%            | 118.86%                    | PORTFOLIO AND ASSET MANAGEMENT DIVISION |
| ●  | 1.3 | Percent of loans in good standing (e.g. current loans and payoffs, and 30 days or less delinquent) | 93.39%            | 92%                 |                           | 92.71%            | 100.77%                    | PORTFOLIO AND ASSET MANAGEMENT DIVISION |
| ●  | 1.4 | Percent increase in number of loans in good standing from previous quarter                         | -0.44%            | 1.55%               |                           | 0.84%             | 55.19%                     | PORTFOLIO AND ASSET MANAGEMENT DIVISION |
| ●  | 1.5 | Percent of loans more than 30 calendar days delinquent   | 2.26%             | 1.91%               |                           | 1.87%             | 102.67%                    | PORTFOLIO AND ASSET MANAGEMENT DIVISION |
| ●  | 1.6 | Percent of loans in default  | 5.3%              | 12%                 |                           | 7.31%             | 164.21%                    | PORTFOLIO AND ASSET MANAGEMENT DIVISION |
| ●  | 1.7 | Number of loans moved from delinquent to correct status  | 91                | 60                  |                           | 41                | 68.33%                     | PORTFOLIO AND ASSET MANAGEMENT DIVISION |
| ●  | 1.8 | Percent of financial reports collected from existing borrowers                                     | 1.93%             | 2.5%                |                           | 3.92%             | 156.8%                     | PORTFOLIO AND ASSET MANAGEMENT DIVISION |
| ●  | 1.9 | Percent of multifamily loans risk rated  | 9.35%             | 50%                 |                           | 11.14%            | 22.28%                     | PORTFOLIO AND ASSET MANAGEMENT DIVISION |