



**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT  
PROPOSED FY 2025 PERFORMANCE PLAN**

**APRIL 3, 2024**

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# 1 DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

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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 to revitalize underserved communities in the District of Columbia.

*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.

## 2 PROPOSED 2025 OBJECTIVES

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Strategic Objective

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Increase New Affordable Housing Opportunities.

Preserve Existing Affordable Housing Stock.

Promote community development activities.

Create and maintain a highly efficient, transparent, and responsive District government.

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### 3 PROPOSED 2025 OPERATIONS

Operation Title	Operation Description	Type of Operation
<b>Increase New Affordable Housing Opportunities.</b>		
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
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	DHCD's Development Finance Division (DFD) provides funding for the development of rental, homeownership and community facility projects that serve DC neighborhoods. As both the creation and preservation of affordable housing units are important to DHCD, DFD plays a prominent role in helping the agency achieve its annual affordable housing production and preservation goals.	Daily Service
<b>Preserve Existing Affordable Housing Stock.</b>		
Small Building Program	Provides grants of up to \$200,000 to address code violations in small buildings of 5-20 units.	Daily Service
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

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Operation Title	Operation Description	Type of Operation
Roof and Accessibility 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

**Promote community development activities.**

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), which promotes affordable rental housing by maintaining the affordable status of existing affordable rental units as well as increasing the total number of affordable rental units within the District. DOPA requires rental property owners to provide the District of Columbia with the opportunity to purchase housing accommodations consisting of five or more rental units, as long as 25 percent or more of those rental units are deemed as "affordable."	Daily Service

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Operation Title	Operation Description	Type of Operation
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. The Rental Housing Commission is charged with the responsibility of enforcing the Rental Housing Act of 1985 through statutory functions. Although the Commission is an independent quasi-judicial body, it has direct reporting responsibility to DHCD on administrative, management and budgetary matters.	Daily Service
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.	Daily Service
Portfolio and Asset Management	The Portfolio and Asset Management Division (PMD) manages the allocation of Low Income Housing Tax Credits (LIHTC) and provides portfolio management oversight to outstanding loans in the division. The division monitors the status of existing loans to ensure compliance with loan covenants and collections of loans that are due and conducts the reviews of the risks and relationships of potential borrowers to protect the Department's assets.	Daily Service
Housing 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
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

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Operation Title	Operation Description	Type of Operation
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



## 4 PROPOSED 2025 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
<b>Increase New Affordable Housing Opportunities.</b>					
Percent of loans at least one year old in good standing	Up is Better	84%	84.7%	85%	85%
Number of Homebuyer Purchase Assistance Program (HPAP) only homebuyers assisted	Up is Better	211	310	202	190
Number of Employer-Assisted Housing Program (EAHP) only homebuyers assisted	Up is Better	New in 2023	16	24	20
Number of households assisted with combined HPAP and EAHP assistance	Up is Better	New in 2023	119	96	85
Number of affordable homeownership units produced or preserved	Up is Better	0	30	75	75
Percentage of IZ lottery notifications sent to households within 7 days after receipt of confirmation from owner of satisfactory registration on dchousingsearch.org	Up is Better	80%	92%	80%	80%
Number of new affordable rental housing units funded	Up is Better	New in 2023	866	900	1500
Met HPTF Statutory Requirements - 30 percent AMI	Up is Better	12.5%	43%	50%	50%
Met HPTF Statutory Requirements - 50 percent AMI	Up is Better	41.8%	54%	40%	40%
Met HPTF Statutory Requirements - 80 percent AMI	Neutral	20%	3%	10%	10%
<b>Preserve Existing Affordable Housing Stock.</b>					
Percent of risk ratings completed for multi-family projects	Up is Better	81%	68%	90%	70%
Percent of required audited financial statements collected for multi-family projects	Up is Better	98%	42%	90%	75%
Percent of hardship petitions processed within 90 calendar days	Up is Better	0%	100%	100%	100%
Average number of calendar days for compliance review	Down is Better	24	56	45	50
Number of units repaired through the Small Buildings Program	Up is Better	0	0	60	50
Number of net new affordable units created through a Housing Preservation Fund (HPF) Covenant	Up is Better	498	48	450	500
Number of small buildings awarded funding for critical repairs	Up is Better	New in 2023	3	5	5

Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Percentage of Single Family Residential Rehabilitation Program (SFRRP) projects completed within one year after final compliance approval	Up is Better	New in 2023	19%	100%	75%
Number of affordable housing units preserved or developed as a result of Affordable Housing Acquisition	Up is Better	New in 2023	0	100	100
Number of affordable housing units preserved or developed as a result of Vacant Property Disposition	Up is Better	New in 2023	30	25	40
Number of affordable housing units preserved or developed	Up is Better	New in 2023	1,660	100	100
Percent of conversion applications reviewed and processed within 30 days to better Inform preservation initiatives and policy.	Up is Better	100%	100%	100%	100%
Number of affordable rental housing units preserved	Up is Better	New in 2023	794	450	331
Percent of Single Family Residential Rehabilitation Program projects that start construction within 6 months after DHCD receives compliance approval.	Up is Better	100%	100%	100%	100%
Number of single-family homeownership units rehabbed from Single Family Residential Rehabilitation Program	Up is Better	65	91	100	75
<b>Promote community development activities.</b>					
Number of properties awarded to pre-qualified developers (DOPA)	Up is Better	0	0	5	3
Percent of Storefront Facade projects that are completed within 36 weeks after Notice to Proceed.	Up is Better	75%	85%	50%	50%
Number of storefront facades improved	Up is Better	20	9	40	40
Percent of Tenant Opportunity Purchase Assistance (TOPA) notices received listed in a published online report on DHCD's website within two weeks	Up is Better	100%	100%	100%	100%
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>					
Percent of new hires that are District residents	Up is Better	New in 2023	35.7%	No Target Set	No Target Set
Percent of employees that are District residents	Up is Better	New in 2023	53.9%	No Target Set	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time.	Up is Better	New in 2023	0%	No Target Set	No Target Set

Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	New in 2023	33.3%	No Target Set	No Target Set
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years.	Up is Better	New in 2023	Not Available	No Target Set	No Target Set

Workload Measures

Measure	FY 2022	FY 2023
<b>Affordable Housing Project Financing</b>		
Number of financial applications submitted	24	0
Number of affordable housing projects closed	11	17
Number of affordable units preserved through the Housing Preservation Fund	399	17
<b>Down Payment Assistance</b>		
Number of Home Purchase Assistance Program (HPAP)-only completed applications received by Administrators	802	1,153
Number of Employer Assisted Housing Program (EAHP)-only completed applications received by Administrators	172	56
Number of completed applications received by Administrators requesting combined HPAP and EAHP assistance	New in 2023	207
<b>Inclusionary Zoning</b>		
Number of IZ units available for occupancy	365	435
<b>Rental Conversion and Sales</b>		
Number of TOPA notices processed	1,383	1,027
<b>Roof and Accessibility Assistance</b>		
Number of Single Family Residential Rehabilitation Program (SFRRP) projects completed	66	126
Number of Single Family Residential Rehabilitation applications received	84	65
<b>Small Building Program</b>		
Number of applications received per grant cycle	6	8
Number of applications processed for funding	0	5
<b>Foster Small Business Development</b>		
Number of small business technical assistance sessions	Not Available	3,494
<b>Housing Counseling</b>		
Number of 8-hour homeownership education trainings completed	Not Available	240
Number of one on one housing counseling sessions given	Not Available	39,154
<b>Implementation of DOPA (District Opportunity to Purchase Act)</b>		
Number of units pursued through the District Opportunity to Purchase Act	0	71
Number of properties DHCD expresses interest in pursuing DOPA rights	0	0

Workload Measures (continued)

Measure	FY 2022	FY 2023
<b>Maintain DHCD's property portfolio</b>		
Number of properties acquired	0	1
Number of total properties disposed	4	1
Number of properties rehabilitated	2	0
<b>Portfolio and Asset Management</b>		
Number of submitted financial reviews	465	175
Number of multi-family site inspections conducted for physical condition	161	79
Number of required Asset Management site visits completed	184	71
Number of loans serviced by a third-party vendor	34,568	43,964
<b>Program Monitoring</b>		
Number of compliance reviews completed	91	86
Number of Davis Bacon inspections	42	71
<b>Rental Accommodations Division</b>		
Number of outreach sessions conducted	1	0
Number of hardship petitions received	1	6
Number of customers utilizing the Housing Resources Resource Center	2,322	2,034