2015 OVERSIGHT AND PERFORMANCE HEARING
DISTRICT OF COLUMBIA HOUSING AUTHORITY
Responses to Pre-Hearing Questions

I. Agency Organization

1. Please provide a complete, up-to-date organizational chart for each division within the agency including, either attached or separately, an explanation of the roles and responsibilities for each division and subdivision.

   ▪ Please include a list of the employees (name and title) for each subdivision and the number of vacant positions.
   ▪ Please provide a narrative explanation of any organizational changes made during the previous year.
   ▪ Please describe the major functions and responsibilities of each division and subdivision of the agency.

   See Attachment 1 – Organizational Chart and Department Descriptions

II. Personnel

2. Please provide a complete, up-to-date position listing for the agency, which includes the following information:

   ▪ Title of position
   ▪ Name of employee or statement that the position is vacant, unfunded, or proposed
   ▪ Date employee began in position
   ▪ Salary and fringe, including the specific grade, series, and step of position
   ▪ Job status (continuing/term/temporary/contract)
   Please list this information by program and activity

   See Attachment 2 – Position Listing

3. Please provide the salary for the top 10 earners in the administrative staff and the top 10 earners in the managerial staff. Managerial staff members are those who direct or supervise another employee or a significant component of a project.

   See Attachment 2 – Position Listing

4. Please provide the average salary for administrative and managerial staff.

Average Salary for Administrative Staff	**$54,312**
Average Salary for Managerial Staff	**$90,834**

5. Please provide the number of FY15 full-time equivalents (FTEs) for the agency, broken down by program and activity.

See Attachment 2 – Position Listing

6. Please list the number of vacancies at the close of FY14, by program and activity, and current vacancy information.
   - For each vacant position, please note how long the position has been vacant and whether or not the position has since been filled.
   - How many vacancies within the agency were posted during FY14 and FY15, to date?

Position	# Vacancies	Date vacated	Expected Fill date
Security Officer	8	2014 (various months)	2/23/15
Senior Police Officer	1	Jan 2015	TBD
Deputy Chief	1	Dec 2014	March 2015
Special Police Officer	2	2014 (various months)	2/23/15

7. Does the agency currently conduct annual performance evaluations of all its employees? Please include the following information:
   a. Who conducts such evaluations?
   b. When are the evaluations conducted?
   c. What steps are taken to ensure that all agency employees are meeting individual job requirements?
   d. What steps are taken to train and/or discipline employees who do not meet individual job requirements?

   DCHA has implemented a performance management system based on individual job performance standards. Managers and Supervisors are responsible for reviewing performance standards with employees and providing feedback on performance throughout the year.

8. Please list all employees detailed to or from the agency, if any. Please provide the reason for the detail, the date of detail, and the detailed employee's projected date of return.

   Not applicable

9. Please describe the agency's participation in ethics training for staff and management, including the Board of Commissioners.

Ethics training is an integral part of new employee orientation and is also reinforced periodically through mandatory policy update trainings for all employees. Ethics training has been a part of DCHA's Human Resources programming for over 11 years.

The Board of Commissioners receive ethics training as part their annual review of standards of conduct and board management.

10. Please provide the Committee with:
   ▪ A list of all employees who receive cell phones, iPads, personal digital assistants, or similar communications devices at agency expense;

   See Attachment 2 – Position Listing

   ▪ A list of all employees who receive agency-issued credit cards and an explanation of accompanying usage conditions;

   Positions that receive agency issued credit cards are as follows:
   1. **Executive Director**
   2. **Director – Office of Administrative Services**
   3. **Fleet Management Operations**
   Agency cards are to be used on a limited basis for DCHA purchases.
   Each vehicle is also assigned a credit card that is restricted to gas purchases only.

   ▪ A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned;

   DCHA maintains a shared motor pool of vehicles that are utilized by staff to carry out the work of the housing authority, including inspections, maintenance, public safety, and site visits.

   See Attachment 3 – Vehicle Listing

   ▪ A list of employee bonuses or special award pay granted in FY14 and FY15, to date

   Employees received bonus/special awards for the following accomplishments in 2014
   • **Customer Service award**
   • **Executive Director's Leadership Award**
   • **IMPACT Award**
   • **Employee of the Year Award**

- **Employee of the Month**
- **Performance bonus**

▪ A list of the total overtime and workers' compensation payments paid in FY14 and FY15, to date.

See Attachment 2 – Position Listing

11. What number and percentage of the agency's employees are District residents?

48% of employees are District residents

12. Does the agency have a written policy to increase the hiring of District residents? If so, please provide a copy of the policy. Please include other methods used by the agency to increase the hiring of District residents.

See Attachment 4 – DCHA District Residency Hiring Policy

13. Please provide a complete list of members of the DCHA Board of Commissioners, including their contact information.

Terri Thompson
Chairman

Frank Lancaster
Resident Commissioner

Ken Grossinger
Vice Chairman
Labor Commissioner

Clarence Mobley
Mayoral Appointee

Kenneth Council
Resident Commissioner

Aquarius Vann-Ghasri
Resident Commissioner

Brian Kenner
Deputy Mayor (ex officio)

Shelore Fisher
HCVP Participant

Commissioner Contact Number: 202-216-4479

14. Please list all relevant experience or specialized knowledge each board member has in housing administration and programming.

See Attachment 5 - DCHA Board of Commissioners Profiles

15. Does the agency's Board of Commissioners have a complete complement? If not, what is the agency's plan to fill any vacancy?

Three (3) positions are currently vacant – 2 Mayoral Appointees and 1 Housing Advocate Representative. DCHA is working with the Bowser Administration and the Consortium of Legal Services Providers to identify candidates for the remaining positions. All seats will be filled subject to Council approval.

III.   Budget

16. Please provide a chart showing the agency's approved budget and actual spending, by program, for FY14 and FY15, to date. In addition, please describe any variance between FY appropriations and actual expenditures for FY14 and FY15, to date.

LOCAL BUDGET

The Local Rent Supplement Program received new allocations for both the Tenant Based and Project Sponsor Based programs in FY14 and FY15 as summarized below:
- **FY14 - $9.75million – $6.25million for Project/Sponsor Based and $3.5million for Tenant Based Vouchers**
- **FY15 - $7million - $1million to seniors, $3million to Project/Sponsor and $3million for Tenant Based Program**

	FY2014 Actual*	FY2015 Budget
Allocation from the City		
Local Rent Supplement Program	34,823,276	39,765,324
DC Local	7,140,000	7,140,000
Public Safety	4,000,000	4,000,000
Total Sources	**$45,963,276**	**$50,905,324**
Expenditures		
Local Rent Supplement Program	22,490,474	39,765,324[†]
DC Local	6,179,600	7,140,000
Public Safety	4,000,000	4,000,000
Total Projected Expenditures	**$32,670,074**	**$50,905,324**

†- LRSP funds expected to be encumbered/committed by end of FY15, however, actual expenditures will be based on dates

that projects actually deliver and units are occupied

	FY2014 Budget	FY2014 Actual*
Revenue		
Dwelling Rent	20,747,748	20,986,897
Federal MTW Block Grant	232,178,211	231,162,986
Federal NMTW Vouchers, VASH	16,693,669	16,993,638
Local Government Programs	53,087,242	42,996,851
Other Revenue	10,809,678	11,467,523
Total Operating Revenues	**$333,516,548**	**$323,607,895**
Expenses		
Administrative	42,587,590	39,283,052
Tenant Services	2,864,405	2,213,097
Utilities	27,195,980	27,617,856
Maintenance	33,641,209	33,385,654
Protective Services	8,354,306	8,285,514
General Expense	16,874,788	15,655,724
Housing Assistance Payments	199,755,178	187,235,236
Transfer out to Capital Projects	3,349,545	3,407,914
Total Operating Expenses	**$334,623,001**	**$317,084,047**

	FY2015 Budget	FY 2015 YTD (Dec. 2014)
Revenue		
Dwelling Rent	20,803,596	4,971,140
Federal MTW Block Grant	237,044,473	57,471,998
Federal NMTW Vouchers, VASH	23,538,040	4,243,183
Local Government Programs	58,091,194	3,301,291
Other Revenue	11,039,407	6,791,936
Total Operating Revenues	**$350,516,710**	**$76,779,548**
Expenses		
Administrative	44,069,377	9,062,799
Tenant Services	3,049,468	419,700
Utilities	27,710,594	6,037,010
Maintenance	36,116,131	6,335,170
Protective Services	9,250,193	2,064,088
General Expense	19,196,318	4,709,041
Housing Assistance Payments	205,383,206	47,109,717
Capital outlay	990,000	-
Transfer out to Capital Projects	4,751,423	-
Total Operating Expenses	**$350,516,710**	**$75,737,525**

*Unaudited

17. Please list any <u>reprogrammings</u>, in or out, which occurred in FY14 and FY15, to date. For each reprogramming, please list the date of the reprogramming, total amount of the reprogramming, the original purposes for which the funds were dedicated, and the reprogrammed use of funds.

    None

18. Please provide an updated status with respect to the agency's plans to relocate headquarters.

    DCHA issued a Request for Qualifications August 2013. There were 9 respondents to this RFQ. Submissions were reviewed and respondents with the strongest qualifications were selected to respond to a Request for Proposals.

    Several development teams were invited to submit concept plans for a new DCHA headquarters; a mixed-use residential component; a 46,000 square-foot off-site client services building; temporary office space; and additional funding for the undeveloped land on the nearly 107,000 square-foot property.

    MRP Realty was chosen based on their project concept and development plan; financial plans; offers and considerations to DCHA; Section 3 resident training and hiring plan; and the equity, development, subcontracting participation with combined, disadvantaged, or small business enterprises.

    MRP Realty team is comprised of MidAtlantic Realty Partners, LLC; CSG Urban Partners; Taylor Adams Associates; Habitat for Humanity; Audubon Enterprises; Buzzuto Management; Hord Coplan Macht; Blue Skye Development and Construction; and McCullough Construction, LLC.

19. Please provide a complete accounting for all <u>intra-District transfers</u> received by or transferred from the agency during FY14 and FY15, to date.

    None

20. Please identify any <u>special purpose revenue accounts</u> maintained by, used by, or available for use by the agency during FY14 and FY15, to date. For each account, please list the following:

    ▪ The revenue source name and code
    ▪ The source of funding
    ▪ A description of the program that generates the funds
    ▪ The amount of funds generated by each source or program in FY14 and FY15, to date

▪ Expenditures of funds, including the purpose of each expenditure, for FY14 and FY15, to date

None

21. Please provide a list of all projects for which the agency currently has <u>capital funds</u> available. Please include the following:
   ▪ A description of each project
   ▪ The amount of capital funds available for each project
   ▪ A status report on each project, including a timeframe for completion
   ▪ Planned remaining spending on the project

   See Attachment 6 - DCHA FY15 Current Capital Funded Projects

22. Please describe how the agency has realized its spending to account for federal cutbacks?

   Over the last decade, chronic underfunding of the public housing capital and operating funds has placed public housing inventories at risk of further deterioration. These reductions, from 24million to 13million in the capital fund and a reduction of 8million each year in operating funds, make it difficult to maintain units and handle larger capital investment needs.

23. Please describe any programs or services the agency has been forced to cut due to decreased federal funding.

   See response to question 22.

24. Please describe the agency's efforts to utilize federal grants and other alternative funding sources.

   DCHA continues to seek funding from federal grants as well as other alternative funding resources. DCHA was awarded the following grants in 2014:

   - **New Markets Tax Credit Allocation**
   - **Family Self Sufficiency (FSS)**
   - **Wells Fargo (DCHA Youth Scholarship program)**
   - **Children Youth and Investment Trust**
   - **Sasha Bruce (Youthbuild)**
   - **Supportive Services for Veteran Families (SSVF)**
   - **Children Youth and Investment Trust (CYITC)**

25. What steps, if any, has the agency taken during FY14 and FY15, to date, to reduce the following:

- Space utilization
  None

- Communications costs
  DCHA was able to achieve savings by entering into a contract with a new service provider for all wireless services. The approximate savings is estimated at $96,000 annually.

- Energy use
  **To date, DCHA has spent close to $100 million towards making our public housing portfolio more energy efficient. Improvements include green roofs, lighting, windows, heating, air conditioning, and installation of energy efficient appliances.
  In addition DCHA is continuing its partnership with DC SEU to encourage energy efficiency.**

26. What District legislation has yet to be implemented by the Agency, if any? If legislation has not yet been implemented, please explain why.

   Not Applicable

   IV.   Agency Programs and Policies

27. Please identify all electronic databases maintained by the agency, including the following:

- A detailed description of the information tracked within each system
- Identification of persons who have access to each system, and whether the public can be granted access to all or part of each system
- The age of the system and any discussion of substantial upgrades that have been made or are planned to the system

Electronic Database/System	Description	Persons with Access (by Department)	Age of System (Year implemented at DCHA)
Wizard	Primary data management and program processing system for the agency. Managing Low Income and Voucher Recipient Clients; Financial Management and Work Order Management	Public Housing Operations HCVP; Office of Financial Management; Customer Call Center; Office of the General Counsel; Office of Fair Hearings; Client Placement Division; Office of Capital Programs; Office	2009 10/2012

Electronic Database/System	Description	Persons with Access (by Department)	Age of System (Year implemented at DCHA)
		of Resident Services	
Amicus	Legal Time Management and Legal Cases Tracking System	Office of General Counsel	2009
WorldDox	Legal Case Research and Management System	Office of General Counsel	2006
Faster (Fleet)	Management of the Authority's Car Fleet including maintenance of service tracking of each company vehicle	Office of Administrative Services	2012
Documentum	Document management system which catalogs and categorizes Client documents for the Authority's Program Office. Also Archives appropriate Authority's Documents and Records	Information Technology Department, HCVP Department, LIPH Services, Financial Management, Client Placement Division. Administrative Services	2003
On-Contact	The Authority's Call Center 'calls' management system in which call's history and resolution results are cataloged	The Call Center, HCVP, LIPH, Client Placement Division, Executive Director's Office	2012
Tracking-At-A-Glance	Case Management system for Mixed Financed Property Clients; system allows for the tracking and managed development of Clients within the Authority's Mixed-financed developments	Office of Capital Projects, Office of Resident Services, Office of Administrative Services	2007
KRONOS Payroll and time keeper	Payroll, human resource , benefit and electronic clock management system	Human Resources	2014

28. Please list each policy initiative of the agency during FY14 and FY15, to date. For each initiative, please provide:
    ▪ A detailed description of the program
    ▪ The name of the employee who is responsible for the program
    ▪ The total number of FTEs assigned to the program
    ▪ The amount of funding budgeted to the program

    See Attachment 7 - 2014 Accomplishments

29. Please describe any initiatives the agency implemented in FY14 or FY15, to date, to improve the internal operation of the agency, reduce waste, fraud and abuse, or the interaction of the agency with outside parties. Please describe the results, or expected results, of each initiative.

In addition to the comprehensive list of accomplishments detailed in *Attachment 7 – 2014 Accomplishments*, below are highlights of some activities related to improvement of internal efficiency and stakeholder engagement:

- **Waiting List Update – DCHA completed an outreach campaign to the estimated 70,000 people on the waitlist to make sure they are still in need of housing assistance. All applicants who had not updated their information in the past year were targeted using an extensive outreach campaign that included notifications sent by email and traditional mail, visibility and direct contact in the community through posters, signage, and information circulated through churches, organizations, District agencies and retail establishments.**
  All applicants who contact DCHA to confirm their need for housing assistance will be identified as an "active" member of the list. Once the list is updated, the agency will have a clearer picture of the number and type of housing units needed.

- **Customer feedback – A survey tool is now available for families to provide customer service feedback on maintenance work completed. Survey forms are mailed to a random selection of residents and available at the management office.**

- **Improving Maintenance – We have begun a new "Just In Time" system that lets maintenance staff order the materials they need and have them delivered within 24 hours. This system allows staff to make necessary repairs more efficiently.**

- **Recertification Simplification – In effort to simplify the recertification process and reduce the need for participants to physically present documents for each recertification, DCHA's Housing Choice Voucher Program began a mail-in recertification pilot for elderly and disabled households. This effort yielded 100% participation is now being expanded to additional household types. This effort not only makes the recertification process more efficient, but also saves the household from having to travel back and forth while still meeting their program requirements.**

30. Which programs at the agency are in most need of funding?

- **Resident Services for existing DCHA residents/participants.**

- **Locally Funded Programs (LRSP, Public Safety, Local 500)**
  - *LRSP and Local 500*—**The local funding for the voucher programs is a critical need if DCHA is to continue to administer the subsidy for some of the City's families who are most in need of housing. Most of these families would be homeless should this housing resource not be available. In the case of the Project/Sponsor units, the funding commitment, subject to annual appropriations from the City, to provide these precious housing resources is for 15 years. Cutting the funding, not only impacts the ability to continue to offer this housing resource to these extremely poor families, it will also impact the financial viability of property operations. These properties are owned by third party entities, many of which are nonprofit organizations. Without the continued funding of these Programs, the impact will be far reaching on the poor, on the real estate and ultimately the economy.**

  - *Public Safety*—**In addition to the voucher programs, DCHA receives funding for protective services targeted to its public housing developments. The DCHA police force provides an extremely critical service to all DCHA sites as well as the City. Should funding be cut for these services, added strain will be put on the City's local police services.**

31. What has the agency done in the past year to make the activities of the agency more transparent to the public? In addition, please identify ways in which the activities of the agency and information retained by the agency could be made more transparent.

- **DCHA holds public meetings every month. Meeting location alternates between headquarters and public housing sites throughout the District.**
- **DCHA hosts an annual vendor forecast event to invite existing and prospective vendors to discuss DCHA's mission, core functions and upcoming opportunities to respond to solicitations**
- **The Executive Director and senior staff meet with advocate community once a month**
- **Office of Public Safety conducts a series of monthly meetings with residents, local law enforcements and other stakeholders**
- **Property management staff holds monthly meetings with residents to discuss matters of interest.**

32. Please explain the impact on the agency of any legislation passed at the federal level during FY14 or FY15, to date.

   Over the last decade, chronic underfunding of the Public Housing Capital/Operating Funds has placed Public Housing inventories at risk of further deterioration without significant capital investment.

33. Please identify any statutory or regulatory impediments to the agency's operations.

   Not applicable

34. Please provide, as an attachment, a copy of the agency's FY14 performance plan as submitted to the Office of the City Administrator and indicate whether you were able to meet those measures. **Not applicable**

35. Please provide, as an attachment, a copy of the agency's FY15 performance plan as submitted to the Office of the City Administrator and indicate whether you are on track to meet those measures. **Not applicable**

36. What are your top five priorities for the agency? Please provide a detailed explanation for how the agency expects to achieve or work toward these priorities in FY15.

   The District of Columbia Housing Authority (DCHA) provides quality affordable housing to extremely low- through moderate-income households, fosters sustainable communities, and cultivates opportunities for residents to improve their lives.

   DCHA's Board of Commissioners' five goals to support advancing DCHA's mission are summarized below:

   Goal A: **Create opportunities, through collaboration and partnerships, to improve the quality of life for DCHA residents.**
   Goal B: **Increase access to quality affordable housing.**
   Goal C: **Provide livable housing to support healthy and sustainable communities.**
   Goal D: **Foster a collaborative work environment that is outcome-driven and meets the highest expectations of the affordable housing industry.**
   Goal E: **Effectively communicate DCHA's accomplishments and advocate for its mission.**

   These goals are multi-disciplinary and involve cross-collaboration among departments as well as strong partnerships with other District agencies and the private sector.

37. As of January 31, 2015, what is the total number of people in Local Rent Supplement Program (LRSP) housing? Please provide a specific breakdown of:
    - Tenant-Based LRSP
    - Project-Based LRSP
    - Sponsor-Based LRSP
    - Percentage of Voucher Holders per Ward

    See Attachment 8 - Local Rent Supplement Update

38. How many tenant-based LRSP vouchers in total were issued in FY14? Please also include the following information as part of the answer:
    a. What populations did the vouchers serve?
    b. What was the average time period between voucher issuance and client placement?
    c. How many households are currently receiving tenant-based vouchers in each ward?
    d. What is the total amount of money spent on the vouchers in FY14?

    See Attachment 8 - Local Rent Supplement Update

39. How many tenant-based LRSP vouchers have been issued in FY15?
    - What populations did the vouchers serve?
    - What was the average time period between voucher issuance and client placement?

    See Attachment 8 - Local Rent Supplement Update

40. How many total households are currently receiving tenant-based LRSP vouchers? Of these, please include how many are for individuals and how many are for families.

    See Attachment 8 - Local Rent Supplement Update

41. What are the current total number of people on the waitlist for:
    a. Public Housing – **27,520**
    b. Housing Choice Voucher Tenant-Based programs – **38,806**
    c. Housing Choice Voucher Moderate Rehabilitation Project Based programs – **20,867**

42. Is the waitlist currently open to new applicants?

    The re-opening of the waitlist is predicated on the availability of housing and demands for specific demographic needs. There are enough households currently on the waiting list to meet the supply of units available.

43. Please describe the recent efforts of DCHA to streamline, update, and reopen the waiting lists. Please include the updated timeline for the DCHA to reopen the waiting lists.

In an effort to provide better service, the DC Housing Authority is taking steps to reengineer administration of the waiting list. This initiative will enable the following improvements:

- **Determine true size of the waiting list**
- **Calculate a realistic time frame by which applicants will be contacted for housing options**
- **Provide public housing applicants an opportunity to select their preferred communities**

As a first step in that process, the waitlist was suspended on April 12, 2013 and remains suspended for the intake of new applications. Applicants can continue to update their applications on a daily basis through our website, as walk-ins to our main offices, or mail and facsimile, however.

In 2014, DCHA completed an outreach campaign to the estimated 70,000 people on the waitlist to make sure they were still in need of housing assistance. All applicants who had not updated their information with us in the past year were targeted using an extensive outreach campaign that included notifications sent by email and traditional mail, visibility and direct contact in the community through posters, signage, and information circulated through churches, organizations, District agencies and retail establishments.

All applicants who contact DCHA to confirm their need for housing assistance are now identified as an "active" member of the list. With an updated list, the agency will have a clearer picture of the number and type of housing units needed. Since for the foreseeable future affordable housing in the District will remain in such great demand, the updated waitlist will allow DCHA to manage the process more efficiently.

As the wait list is updated DCHA will launch a new, more customer friendly process that provides applicants with an opportunity to access their information and other details about affordable housing options throughout the District. Public housing applicants will also be able to view and indicate preferences for the communities in which they would like to live. By increasing transparency, providing more updated information on projected time lines and enhancing applicants' ability to choose, DC Housing Authority will continue in its mission to provide quality affordable housing in an efficient manner.

44. How many project-based and sponsor-based LRSP units were approved in FY14?

    See Attachment 8 - Local Rent Supplement Update

45. How many project-based and sponsor-based LRSP units have been approved to date in FY15?
    Decisions related to FY15 project and sponsor based LRSP allocations will be completed in conjunction with DHCD's annual Notice of Funding Availability (NOFA)

46. How many project-based and sponsor-based LRSP units are currently in development in each ward?
    a) How many units are currently used for families; how many for individuals?
    b) How many for homeless or formerly homeless persons?
    c) How many for seniors?
    d) How many for returning citizens?
    e) How many for other special needs?
    f) How many are accessible for persons with disabilities?
    g) How many for other targeted populations, and what are those populations?

    See Attachment 8 - Local Rent Supplement Update

47. How many Veterans' Affairs Supportive Housing (VASH) vouchers were awarded by DCHA in FY14 and FY15 to date?

    DCHA received an allocation of 121 vouchers in FY14 and FY15, which brings the total allocation to 930 VASH Vouchers in the District

48. What is the update on DHCA requesting consideration for raising the Fair Market Rent for the District?

    DCHA has completed an analysis of the rental market as compared to the HUD Fair Market Rent Standard and has determined that renters are only able to access 14 of the 53 submarkets in the District. This differential significantly limits mobility of families and does not support efforts for deconcentration. In addition to exercising the authority to set payment standards for up to 110% of FMR, DCHA is further exploring the possibility of increasing payment standards up to 130% of FMR in certain submarkets to allow families a chance at greater mobility.

49. What is the updated status on the 7 HOPE VI Development projects located in Ward 6, 7, and 8? Could this program be expanded to sites in Wards 1, 2, 3, 4 and 5?

    See Attachment 9 - HOPE VI Update

50. Please detail partnerships with other agencies or community based organizations that help to provide more housing opportunities for very low and moderately low income families and individuals.

> **With the use of both local and federal funds, DCHA is able to partner with District agencies and community based organizations to help provide housing opportunities for families. In addition to the housing partners listed in *Attachment 8 - Local Rent Supplement Update*, DCHA also provides administrative support to the Department of Behavioral Health (DBH) and Child and Family Services (CFSA) in order for the respective agencies to provide housing assistance to their clients.**

New Communities Initiative (NCI)

51. On September 9, 2014, the Office of the Deputy Mayor for Planning and Economic Development commissioned a team of affordable housing experts, led by Quadel Consulting, to examine the NCI and make recommendations to enhance the program. What is the updated status on the implementation of these recommendations?

> **The housing experts commissioned by the Office of the Deputy Mayor for Planning and Economic Development completed a thorough review of the New Communities Initiative and made the following recommendations to enhance the program.**
>   - **Develop new timelines**
>   - **Develop new funding**
>   - **Partner with developers to buy units in new projects**
>   - **Move beyond build first**
>   - **Clarify expectations**
>   - **Early establishment of reentry protocol**
>
> **DCHA, in collaboration with the Office of the Deputy Mayor for Planning and Economic Development, is reviewing the recommendations along with the dynamics of each site to determine relevant next steps.**

52. Is the program on target to meet the "one for one" replacement goal of affordable housing units for units that have been demolished?

> **No public housing units have been demolished yet as part of New Communities Initiative. When those units are demolished, however, DCHA is committed to meeting the goal of one for one replacement of affordable units and will continue working in collaboration with its development partners and DMPED to meet that goal.**

53. Please state what tools and resources DCHA will use to ensure that residents who are removed from their units will be returned to their units after the completion of the construction?

Before the start of any relocation activity, DCHA staff will meet with and identify the needs of every affected household. This information is maintained in a central database and updated throughout the development process. DCHA will continue to maintain contact with all households and provide updates related to the development including opportunities to return when construction is completed.

54. Please state the successes and shortcomings DCHA has experienced with the administration and execution of the New Communities Development Projects?

Redevelopment of real estate, even in the best of markets, is a multifaceted and complex endeavor. When properties are in physical distress, suffering from chronic underfunding and subject to market conditions, however, the challenges mount exponentially. DCHA has the demonstrated capacity to manage large-scale redevelopment projects that result in vibrant and sustainable communities, however. With four completed and occupied projects and three in active development DCHA is one of top recipients of HOPE VI funding in the country.

The New Communities Initiative, modeled after federal initiatives like HOPE VI, was created in response to community concerns over the impact of concentrated poverty in District of Columbia neighborhoods characterized by distressed assisted housing, violent crime, and lack of critical programs and services for both youth and adults. The program has been governed by four principles: Build First, One for One Replacement, Opportunity to Return/ Stay, and Mixed Income Housing. As highlighted in Question 50, there are several recommendations made to help move the project forward. DCHA, in collaboration with the Office of the Deputy Mayor for Planning and Economic Development, will continue to address the challenges of large scale redevelopment, not the least of which is securing adequate financing.

55. How will DHCA address the past shortcomings in FY15 and beyond?

DCHA has or will be developing with our partners a more realistic timeline for each of the sites based on funding availability. We are continuing to work with the City to identify timing and funding availability

New Communities Initiative

Responses to the questions related to New Communities Initiative are contained in Attachment 10 - New Communities Initiative Update

Barry Farm

56. Please provide a map of the boundaries of the redevelopment project as an attachment.
57. What is the current status on the development?
58. What is anticipated timeline to fully complete the construction on the development?
59. How many residents were removed for the renovation?
60. How many residents have returned to the development, or are expected to return? Please indicate how many residents came back voluntarily and through public outreach.
61. What percentage of the units have been completed?
62. Please indicate the total number of expected units after the completion of construction for:
    - Housing for persons at 0-30 percent of AMI
    - Housing for persons at 31-50 percent of AMI
    - Housing for persons at 51-80 percent of AMI
    - Market value units
    - Housing for 1-2 people
    - Housing for 3-4 people

Northwest One

Please provide a map of the boundaries of the redevelopment project as an attachment.
63. What is the current status on the development?
64. What is anticipated timeline to fully complete the construction on the development?
65. How many residents were removed for the renovation?
66. How many residents have returned to the development, or are expected to return? Please indicate how many residents came back voluntarily and through public outreach.
67. What percentage of the units have been completed?
68. Please indicate the total number of expected units after the completion of construction for:
    - Housing for persons at 0-30 percent of AMI
    - Housing for persons at 31-50 percent of AMI
    - Housing for persons at 51-80 percent of AMI
    - Market value units
    - Housing for 1-2 people
    - Housing for 3-4 people

Park Morton

69. Please provide a map of the boundaries of the redevelopment project as an attachment.
70. What is the current status on the development?
71. What is anticipated timeline to fully complete the construction on the development?

72. How many residents were removed for the renovation?
73. How many residents have returned to the development, or are expected to return? Please indicate how many residents came back voluntarily and through public outreach.
74. What percentage of the units have been completed?
75. Please indicate the total number of expected units after the completion of construction for:
   ▪ Housing for persons at 0-30 percent of AMI
   ▪ Housing for persons at 31-50 percent of AMI
   ▪ Housing for persons at 51-80 percent of AMI
   ▪ Market value units
   ▪ Housing for 1-2 people
   ▪ Housing for 3-4 people

Lincoln Heights
76. Please provide a map of the boundaries of the redevelopment project as an attachment.
77. What is the current status on the development?
78. What is anticipated timeline to fully complete the construction on the development?
79. How many residents were removed for the renovation?
80. How many residents have returned to the development, or are expected to return? Please indicate how many residents came back voluntarily and through public outreach.

81. What percentage of the units have been completed?
82. Please indicate the total number of expected units after the completion of construction for:
   ▪ Housing for persons at 0-30 percent of AMI
   ▪ Housing for persons at 31-50 percent of AMI
   ▪ Housing for persons at 51-80 percent of AMI
   ▪ Market value units
   ▪ Housing for 1-2 people
   ▪ Housing for 3-4 people