

## 2006 DC Comprehensive Housing Strategy Task Force Recommendations Implementation Tracking Matrix

[Glossary of terms and contact information  
end of document.]

#	Recommendations	Status (as of 3/5/2007)	Lead Agency/ Lead Official
	<b>GROWING AN INCLUSIVE CITY</b>		
<b>1</b>	<i>DC should adopt a plan to implement its "Vision for Growing an Inclusive City" by increasing residential development and preservation throughout the city</i>		
<b>1.1</b>	Increase the net supply of housing by at least 55,000 units by 2020	Some of money in City's 07 budget could be used for new construction	
<b>1.2</b>	Location of new production should support balanced growth and increased density	The recently passed Comprehensive Plan of 2006 incorporated a balanced growth policy enabling the Zoning Commission to facilitate balanced growth on re-zoning and PUD cases. Approval of Parkside and New York/Arboretum are PUD cases that represent this policy.	Office of Planning
<b>1.3</b>	Assisted and market-rate housing should adhere to high design standards, providing access to amenities and transportation to all	The Green Building Act of 2006 phases in sustainable design requirements for publicly financed housing by FY'08 and private development by Calendar '09	DCRA & Office of Planning
	<b>PRESERVE + PRODUCE AFFORDABLE HOUSING</b>		
<b>2</b>	<i>Accelerate efforts to preserve and increase high-quality affordable housing for both owners and renters</i>		
<b>2.1</b>	Preserve at least 30,000 existing affordable units	City's 07 budget includes \$78 million for a variety of affordable housing programs, including money that could be used for preservation	DHCD & DCHFA
	<b>2.1a:</b> Preserve all project-based Section 8 and other federally supported units		DHCD & DCHFA
	<b>2.1a(i):</b> Ask HUD and Congress to		DMPED

	institute a moratorium on terminations prior to contract expiration		
	<b>2.1a(ii):</b> Consider legislation to give city right to purchase assisted, multi-family properties where contract terminations are ending		DHCD
	<b>2.1a(iii):</b> Implement 2002 program abating increment in property taxes for Section 8 facilities; consider extending abatement to full relief		Office of Tax and Revenue
	<b>2.1b:</b> Develop legislation for city to buy existing affordable rental buildings at risk of being converted to condos or upgraded to luxury apartments where tenants choose not to buy (includes land bank idea); could run through affordable housing organization		DHCD
	<b>2.1c:</b> Provide owners of existing rental housing low-cost financing or other incentives to upgrade their units and maintain affordability		DHCD
	<b>2.1c(i):</b> Create upfront rehab grant program for owners of small apartment buildings (Montgomery County model)		DHCD
	<b>2.1c(ii):</b> Offer tax abatement and other incentives for small rental building owners to offset rehab costs		DHCD
	<b>2.1d:</b> Increase levels of subsidy to tenants or their development partners who wish to create or preserve affordability and improve existing rental properties that are put up for sale or converted to condominiums.		DHCD
	<b>2.1e:</b> Require a set-aside of 20% affordable		DCRA

	units in all condo conversions (Modeled after the senior set-aside under current law).		
	<b>2.1f:</b> Support the efforts of affordable housing developers who wish to acquire and renovate existing buildings to preserve or provide new affordable housing by making increased levels of subsidy available for pre-development, acquisition, and rehabilitation.	DHCD has increased Site Acquisition Funding Initiative (SAFI) to \$20M of HPTF money (expected to be matched by 5 private lenders)	DHCD
<b>2.2</b>	Use federal programs and city resources to ensure that at least 1/3 <sup>rd</sup> (19,000) of new units built are affordable over long-term: <ul style="list-style-type: none"> <li>• 7,600 units for 0-30% of AMI</li> <li>• 5,700 units for 30-60% of AMI</li> <li>• 5,700 units for 60-80% of AMI</li> </ul>		DHCD DCHFA NCRC AWC Office of Planning
	<b>2.2a:</b> 4,400 of new units produced should be accessible to people with disabilities		City Administrator
	<b>2.2b:</b> Housing for people with special needs should be integrated into all neighborhoods		City Administrator
	<b>2.2c:</b> Shallow subsidies should be used to support moderate-income housing using existing programs including tax incentives.	City's '07 budget includes \$5m for workforce housing. Workforce Housing Land Trust Design and Implementation Plan legislation enacted December 2006. \$5M committed from HPTF plus \$5M from '07 budget to finance 1,000 unit pilot	DHCD
	<b>2.2d:</b> City should enter into partnerships with private and non-profit developers so that public, private and charitable funding can be used jointly to maximize the creation of affordable units.		Chief of Housing (COH)
	<b>2.2e:</b> Establish a mandatory inclusionary zoning requirement for newly constructed housing as soon as possible.	Inclusionary Zoning Implementation Act of 2006 enacted December 2006	ZC; OP
	<b>2.2f:</b> Support the formation of one or more community land trusts run by public, non-profit, or other community-based entities.	Workforce Housing Land Trust Design legislation enacted December 2006 (see 2.2c)	DHCD
	<b>2.2g:</b> Encourage NCRC's land acquisition	The Workforce Housing Land Trust Design legislation	NCRC

	policy, as well as the creation of a privately managed land trust.	enacted December 2006 (see 2.2c)	
	<b>2.2h:</b> Augment existing acquisition-predevelopment funds to help nonprofit and for-profit developers more quickly buy land, housing and complementary commercial or retail properties at greater scale in targeted lower-income neighborhoods.	Increased money for SAFI (see 2.1f); available only to qualified nonprofits	DHCD
	<b>2.2i:</b> Create tax incentives and reduce fees for obtaining public services (PEPCO, WASA, Washington Gas) and building permits for nonprofit and for profit developers of affordable housing.		DC Energy Office, DCRA
<b>2.3</b>	<b>2.3a:</b> Strengthen the existing Employer Assisted Housing (EAH) program that provides down payment and closing cost assistance to city government workers.		COH
	<ul style="list-style-type: none"> <li>• Increase the amount of EAH awards and remove limitations on qualifying workers combining Home Purchase Assistance Program and EAH assistance</li> <li>• Encourage private employers to develop EAH programs as a part of their workers' benefits package by providing grants, forgivable loans, and onsite homeownership seminars to encourage workers to live where they work</li> <li>• Work with NCPC to determine whether a federal EAH pilot can be devised to assist income-eligible federal workers located in the city.</li> </ul>		COH
	<b>2.3b:</b> Implement the 2002 city ordinance that		Office of Tax and

	provides a tax credit for low-income, long-term homeowners to help them maintain their homes.		Revenue
	<b>2.3c:</b> Invest in programs that support IDAs that assist low-income persons to save for first-time home purchases.		DHCD
	<b>2.3d:</b> Revise the disposition strategy of the Home Again Initiative to focus on creating affordable homeownership units in strong-market areas and market-rate homeownership in weak-market areas.	Legislation passed in spring 2006 requires at least 30% of Home Again housing to be affordable and expands uses to allow rental	DM/PED
	<b>2.3e:</b> Encourage homeownership programs. <ul style="list-style-type: none"> <li>• Improving and targeting homeownership financing, counseling, and other resources to very low-, low-, and moderate-income homeowners.</li> <li>• Funding should be increased, while improving oversight and management.</li> </ul>	Council approved new HPAP regulations that allow assistance up to \$70,000 per unit for lowest-income first time homebuyers. Revision has been implemented.	DHCD
	<b>2.3f:</b> Examine the feasibility of matching the Federal first-time homebuyer tax credit with a DC tax credit for homebuyers in distressed or emerging neighborhoods.		
	<b>2.3g:</b> Create a grant or no-interest loan program to help low-income homeowners in historic districts repair and maintain their homes.		DHCD
	<b>2.3h:</b> Increase assistance to tenants seeking to purchase their units. <ul style="list-style-type: none"> <li>• Review the experience of the Tenant Purchase program in preserving affordable housing for existing residents</li> <li>• Enhance current means of providing technical, financial, legal, organizing, and language assistance to tenants in exercising purchase rights</li> <li>• Improve process through dialogue</li> </ul>	<p>DHCD has committed \$10M in FY2007 to tenant purchase; DHCD has promised increased staffing; DHCD has increased technical assistance contract with nonprofit provider to provide for two additional staff.</p> <p>The Rental Housing Conversion and Sale Act Task Force has issued final report; public hearing held on their recommendations; uncertain whether this will result in legislative change.</p>	DHCD Council

	among tenants, landlords, developers, city officials, tenant counseling services, and other interested parties.		
	<b>2.3i:</b> Ensure that non English speaking tenants and homeowners have access to all programs dedicated to increase homeownership and tenant assistance by providing application forms and information documents in languages such as Spanish, Chinese and Korean.		DHCD DCHFA DCRA
<b>2.4</b>	Directly assist 14,600 extremely low-income renter households.		DCHA
	<b>2.4a:</b> Continue support for Housing Choice Voucher Program in order to preserve rent subsidies for the current level of 10,000 households.	City's '07 Budget includes \$6.9 million in special allocation to DCHA for this purpose.	DCHA
	<b>2.4b:</b> DCHA should partner with private affordable housing providers and the District government to use a revised subsidy-only protocol to efficiently create 1,000 additional units of housing, subsidized under the public housing Annual Contributions Contract. Local matching financial support will be needed to make such partnerships feasible.	DCHA is considering pilot project that would use both ACC and rent supplement	DCHA
	<b>2.4c:</b> Support the "Homeless No More" initiative by developing and/or subsidizing (for people below 20% of AMI): <ul style="list-style-type: none"> <li>• 2,000 units of single-room occupancy (SRO) or other modest housing with dedicated supportive services;</li> <li>• 1,000 units of SRO or other modest housing; and</li> <li>• 3,000 units of family housing linked with community-based services.</li> </ul>	City's '07 budget provides \$10m to implement "Homeless No More" initiative, plus \$1.7m for housing homeless youth (see also 4.3)	DCHA
	<b>2.4c(i):</b> A local rent subsidy either tied to the production of units or to	(see 2.4d) Legislation passed and regulations approved creating a local project, sponsor, and tenant based rent	DCHA

	leased units is needed in order to cover the operating costs of units under this initiative.	subsidy program	
	<b>2.4d:</b> Create local rent subsidy tied to the production of new units in order to cover the operating cost of the proposed goal to produce 7,600 new units targeted at meeting the needs of households at or below 30 % of AMI	City's '07 budget provides \$8.73m for new rent subsidy program, plus \$3.1 million in special DCHA allocation	DCHA
	<b>2.4e:</b> Revive/strengthen emergency assistance program, at least for rent, mortgage, and/or utilities expenses for very low-income families to prevent homelessness.	City's '07 budget provides \$7.5m for emergency assistance to prevent evictions and \$6.0m for low income energy assistance program	City Administrator; DC Office of Energy
	<b>2.4f:</b> Increase city's minimum wage.		DOES
	<b>2.4g:</b> Institute a living-wage requirement.	Legislation was passed requiring living wage of \$11.75/hour for projects receiving over \$15,000 in city assistance or contracts with city for over \$100,000	DOES
<b>2.5</b>	Undertake a multi-year, mixed media, public service announcement campaign focused on the housing affordability challenge.		COH
<b>2.6</b>	Review and modify as needed the existing grant and loan requirements and procedures tied to the Housing Production Trust Fund to ensure funds are utilized efficiently, effectively and flexibly.	DHCD has adopted the timeline for processing loans and grants recommended by the Housing and Community Development Reform Advisory Commission – would cut in half average time taken from date of application to loan closing to maximum of 9 months (10 months if Council approval required)	DHCD
<b>2.7</b>	Identify and tap new sources of revenue for the Housing Production Trust Fund (HPTF).	Council approved increase in real estate recordation and transfer taxes (see 2.7b) to 1.45%; HPTF's 15% share of increase estimated at \$15.1 million for FY2007	DHCD
	<b>2.7a:</b> Increase the portion of the deed recordation tax dedicated to the HPTF from 15 to 20 %.		Mayor/Council
	<b>2.7b:</b> Restore the level of the deed recordation tax to 1.5 percent and dedicate the entire	City's '07 budget increases tax from 1.1% to 1.45% and dedicates \$15.1 additional to HPTF; \$63 million to other	Mayor/Council

	proceeds from the 0.4 percent increment to the HPTF.	CHSTF recommendations; \$25 million to non-housing related initiatives.	
	<b>2.7c:</b> Earmark a small percent (5 %) of the increase in revenue from residential real estate taxes over a base year for the HPTF.		Mayor/Council
	<b>2.7d:</b> Require a direct linkage fee for some types of commercial-residential development to the HPTF.	City's '07 budget provides \$80,000 for a commercial linkage nexus study. OP is preparing RFP	Office of Planning
	<b>2.7e:</b> Require commercial developers granted planned-unit development zoning to contribute a fee to the HPTF to fulfill their affordable housing requirement.	(see 2.7d)	Office of Planning; Zoning Commission
<b>2.8</b>	Be careful to determine whether any proposed changes to rent control program improve effectiveness, fairness and affordability without discouraging maintenance and preservation of rental units.	Council has approved legislation to reform the current rent control program and is considering additional legislation.	Council
<b>DEVELOPING MIXED-INCOME NEIGHBORHOODS</b>			
<b>3</b>	<i>Direct public and private funds toward developing attractive mixed-income neighborhoods in all parts of the city and especially in the "new neighborhoods"</i>		
<b>3.1</b>	Chose existing neighborhoods with potential for sustained improvement, coordinate investments in these neighborhoods, targeting a limited number at a time.	DC target neighborhoods get preference under DHCD's affordable housing RFPs	City Administrator
<b>3.2</b>	(New Communities): Continue efforts to transform distressed public and assisted housing projects into viable mixed-income neighborhoods, using HOPE VI, capital and modernization funding, CDBG, and other city resources.	<ul style="list-style-type: none"> <li>• City's '07 budget provides \$4m for NC Human Capital initiative and \$1.8m for NC planning. Council authorized securitization of additional \$6M annually from HPTF for NC (total now \$12M/year for life of bond issue)</li> <li>• City's planning for NW1 (Sursum Corda) NC continues</li> </ul>	DM/PED



		<ul style="list-style-type: none"> <li>• City released draft plan for Barry Farms/Park Chester/Wade Road NC</li> <li>• City released draft plan for Lincoln Heights/Richardson Dwellings NC</li> </ul>	
<b>3.3</b>	(New Neighborhoods): development of large parcels into “new neighborhoods” should provide affordable housing to all income levels and types of households.	<ul style="list-style-type: none"> <li>• AWC has selected developer for SW Waterfront project that has committed to providing 30% of housing units as affordable</li> <li>• NCRC now planning development for McMillan Res.</li> <li>• OP draft plan for redevelopment of St. Es east campus awaits review by Mayor</li> <li>• Planning for redevelopment of old convention center site continues</li> </ul>	AWC; NCRC; DM/PED; OP
<b>SPECIAL NEEDS HOUSING</b>			
4	<i>DC should integrate housing for persons with special needs into all types of housing in neighborhoods throughout the city</i>	Disability Rights Protection Act of 2006 enacted December 2006; Act creates a DC Office of Disability Rights	
4.1	Concentrate on permanent housing solutions for special-needs populations rather than building up short-term housing.	<p>'07 Budget provides \$7.5 million for emergency assistance to prevent eviction</p> <p>218 homeless family units open or funded and in the pipeline 2005/06 (out of goal of 300/yr)</p> <p>275 units for homeless individuals open or funded and in the pipeline 2005/06 (out of goal of 300/yr)</p>	City Administrator
4.2	Coordinate housing and services funding in a way that supports special-needs populations in housing.	Coordination with other city agencies required in DHCD's RFP	
4.3	Implement the Mayor's “Homeless No More” recommendations.	City's '07 budget provides \$10m to implement “Homeless No More” initiative, plus \$1.7m for housing homeless youth (see also 2.4c)	

		Interagency Council on the Homeless formed (2006)  218 homeless family units and 275 homeless individual units open or funded & in pipeline, out of goal of 600/yr (see 4.1)	
<b>4.4</b>	Mental Health Department and the city's housing agencies should form an interagency task force to better coordinate services and housing financing.	City's '07 budget provides \$4m for mental health housing; Dept. of Mental Health & DCHFA partnering to provide housing, holding inter-agency regular meetings	DMH
<b>4.5</b>	Locate multifamily senior housing in areas with high proportions of senior-owned single family housing to foster turnover of single-family stock.		DHCD
<b>4.6</b>	Department of Corrections should experiment with additional short-term rent subsidies for returning offenders and assess effects on recidivism.		DOC
<b>4.7</b>	Child and Family Services Agency should experiment with additional short-term subsidies for youth leaving foster care and expand independent living programs that include rent subsidy.	City's '07 budget includes \$1.7M for housing homeless youth City cut from budget short-term rental assistance fund for youth exiting foster care	City Administrator
<b>4.8</b>	8% of all units should be accessible to people with physical disabilities.	Department of Human Services appointed an ADA Coordinator with special focus on ADA compliance in shelter system	Department of Human Services
<b>4.9</b>	Never allow hospitals, foster care, jail and prisons to discharge people into homeless shelters.	In 2005, Discharge Planning Task Force assessed problem and made preliminary recommendations which were to be forwarded to Interagency Council on Homeless – no further action was taken	City Administrator

IMPROVE PROGRAM EFFICIENCIES			
<b>5</b>	<i>DC should:</i> <ul style="list-style-type: none"> <li>• <i>increase its administrative capacity to facilitate subsidized and market-rate housing production and renovation,</i></li> <li>• <i>manage housing programs efficiently, and</i></li> <li>• <i>take steps to streamline its various housing programs</i></li> </ul>		
<b>5.1</b>	Better coordinate and streamline actions among agencies that principally affect housing production and preservation.	City's '07 budget provides \$250,000 to staff agency coordination function in DM's office	DM/PED
	<b>5.1a:</b> Designate a "Chief of Housing" (COH) from the cabinet		Mayor
	<b>5.1a(i):</b> Serve as a single point of accountability for coordinating, facilitating, enabling and implementing the city's entire housing policy		COH
	<b>5.1a(ii):</b> All relevant agencies (DHCD, DCHA, DCHFA, NCRC, AWC) must coordinate their activities through the COH		COH
	<b>5.1a(iii):</b> COH should have authority to coordinate housing related agency activity (DDOT, Park & Rec, Public Works, Aging and DCPS)		COH
	<b>5.1b:</b> COH should be charged to bring about efficiencies and cost savings, improve coordination among agencies, and create accountability measures for agencies		COH
	<b>5.1b(i):</b> Simplify the RFP processes for development of assisted and mixed income housing		DHCD

	<b>5.1b(ii):</b> Create short-form project readiness survey for production and preservation projects city-wide		COH
	<b>5.1b(iii):</b> Consolidate the review process as regards the allocation of public resources to housing projects		COH
	<b>5.1b(iv):</b> Introduce greater uniformity in underwriting guidelines used by DC housing funding agencies		COH
	<b>5.1b(v):</b> Establish a pre-qualification process that will allow developers who repeatedly apply for funding and have a good track record to use a substantially streamlined application process		DHCD
<b>5.2</b>	Provide critical regulatory agencies with resources necessary to enable developers to respond to market demand		City Administrator
	<b>5.2a:</b> Support DCRA Director in efforts to substantially improve agency performance		City Administrator
	<b>5.2b:</b> Enact wholesale reform of DCRA’s plan review, permitting and inspection system for housing development		DCRA
	<b>5.2c:</b> Make major investments in staff development, improved management and information technologies at DCRA		DCRA
	<b>5.2d:</b> Streamline and accelerate related housing development review processes of DDOT, Health Department, WASA, Washington Gas and PEPSCO		DCRA
<b>5.3</b>	Create a centralized, high-quality data bank that would allow developers and policy makers		City Administrator

	to make better-informed choices regarding investment and development		
<b>5.4</b>	Agencies should be much more proactive in their outreach to and coordination with nonprofit partners, helping build capacity to produce affordable housing, especially for people with special needs	DHCD and former DM/CYFE co-sponsored session for affordable housing developers	COH
<b>5.5</b>	Consider instituting a “site plan review process”		OP
<b>5.6</b>	Update and modernize the city’s housing code		DCRA
<b>5.7</b>	Consider a modified PUD process for smaller projects which are routine or seek commonly approved permissions		OP
<b>5.8</b>	Persistent housing code violations should be addressed through negotiated sales to nonprofits or by putting properties in receivership		DCRA
<b>5.9</b>	City agencies that deal with housing should be culturally and linguistically competent and accessible to people with physical disabilities	DC Language Access Act of 2004 applies to all DC agencies; DHCD provides highly regarded cultural diversity training agency-wide; DHCD sub-recipients are required to provide access	COH
<b>5.10</b>	Relevant city employees should be well versed in and dedicated to the application of Fair Housing Act policies	DHCD has mandatory Fair Housing Act training for agency managers and sub-recipients	COH
	<b>ATTRACTING + RETAINING RESIDENTS</b>		
<b>6</b>	<i>City should work effectively to attract and retain residents, especially families with children, by improving schools, public safety, health care, recreation, transportation, air and water quality,</i>		

	<i>and city amenities</i>		
6.1	Housing programs should be an important part – but only part – of the overall strategy to reduce and deconcentrate poverty and revitalize neighborhoods	Council approved Comprehensive Plan Update in December 2006 that incorporates much of CHSTF	City Administrator
6.2	Capitol and operating expenditures for transportation, infrastructure, parks, public safety, and other amenities should reflect neighborhood development priorities	Comprehensive Plan Update approved in December 2006 seeks to integrate neighborhood development priorities into all agency operating and capital budget decisions on multi-year basis	City Administrator
6.3	Redirect and better coordinate under-utilized funding streams (e.g. DHCD, OP, Home Again programs)	Council amended HOME Again to require more affordable housing	COH
	6.3a: Dedicate multi-year funding streams across agencies to catalyze consistent neighborhood funding efforts in DC’s target neighborhoods	(See 6.2)	City Administrator
6.4	City should actively encourage DCPS, higher ed institutions, and major area employers to work collaboratively to: <ul style="list-style-type: none"> <li>• improve adult literacy,</li> <li>• stimulate education-to-work initiatives and</li> <li>• stimulate workforce-employment programming</li> </ul>		City Administrator
<b>IMPLEMENTATION</b>			
7	<i>Mayor and City Council should take immediate steps to implement Task Force’s recommendations</i>		
7.1	Not more than 90 days after the presentation of the CHSTF recommendations to the Mayor and Council, the Mayor should designate a member of the cabinet as the “Chief of Housing” (see	Mayor Fenty created the position of Affordable Housing Chief in the Office of the Deputy Mayor for Planning and Economic Development; Leslie Steen, CHSTF member, has been appointed and began 2/20/07.	Mayor

	5.1)		
<b>7.2</b>	Not more than 180 days after presentation of the recs, Council should convene a public roundtable at which the COH and city housing and development agencies (including independent agencies) testify on their plans to implement the recs		Council (ED Committee)
<b>7.3</b>	Council should amend CHSTF legislation to extend life of the task force for the purpose of appointing from current membership an Oversight Committee charged with monitoring and reporting annually to Mayor and Council on implementation		Council (ED Committee)
	<b>7.3a:</b> COH should staff the Oversight Committee		COH
	<b>7.3b:</b> Develop integrated database to support monitoring (see 5.3)		COH
<b>7.4</b>	As required in current CHSTF legislation, Mayor should report annually to Council regarding implementation of recs with initial report due no more than one year after recs presented		Mayor
<b>7.5</b>	Council should hold a public roundtable annually to review reports on implementation from Mayor and Oversight Committee		Council (ED Committee)

## **Glossary**

AWC	Anacostia Waterfront Corporation
CHSTF	Comprehensive Housing Strategy Task Force
COH	Chief of Housing
DHCD	Department of Housing and Community Development
DCHA	DC Housing Authority
DCHFA	DC Housing Finance Agency
DOES	Department of Employment Services
DCRA	Department of Consumer and Regulatory Affairs
DMH	Department of Mental Health
DM/PED	Deputy Mayor for Planning and Economic Development
HPAP	Home Purchase Assistance Program
HPTF	Housing Production Trust Fund
IZ	Inclusionary Zoning Implementation Act of 2006
NCRC	National Capitol Revitalization Corporation
OP	Office of Planning
SAFI	Site Acquisition Funding Initiative
ZC	Zoning Commission

## **For further information on the matrix, contact:**

David F. Garrison  
Senior Fellow and Deputy Director  
Greater Washington Research Program  
The Brookings Institution  
1775 Massachusetts Avenue, NW  
Washington, DC 20036-2103  
Phone: 202-797-6289  
Fax: 202-797-2963  
[dgarrison@brookings.edu](mailto:dgarrison@brookings.edu)  
[www.brookings.edu/washington](http://www.brookings.edu/washington)