

# Chapter 6

## General Services & Housing and Community Development

General Services, & Housing and Community Development . . . . .	154
Department of General Services . . . . .	154
Mission and Structure . . . . .	154
Office of the Director . . . . .	154
Capital Construction Services Division . . . . .	154
Facilities Division . . . . .	159
Portfolio Division . . . . .	159
Sustainability & Energy Division . . . . .	163
Protective Services Police Division . . . . .	166
Contracting & Procurement Division . . . . .	167
Department of Housing and Community Development . . . . .	168
Housing Costs . . . . .	168
Fair Housing . . . . .	169
Foreclosures . . . . .	170
DHCD Projects and Programs . . . . .	171
DC Housing Authority . . . . .	174
Mission and Strategic Goals . . . . .	174
Board of Commissioners . . . . .	174
Executive Director . . . . .	174
Public Housing & Housing Choice Voucher Program Wait List . . . . .	175
Featured Projects . . . . .	175
DCHA Projects in Planning . . . . .	176

# GENERAL SERVICES, & HOUSING AND COMMUNITY DEVELOPMENT

## DEPARTMENT OF GENERAL SERVICES

### Mission and Structure

The Department of General Services (DGS) has a mission to elevate the quality of life for the District with superior construction, first-rate maintenance and expert real estate management. By building and maintaining safe and green state-of-the-art facilities which foster economic growth and elevate educational environments, our trusted and skillful employees create modern and vibrant communities across all of the District of Columbia.

The Department of General Services (DGS), a newly established District agency, provides cost-effective, centralized facility management services. In October of 2011, the agency assumed the functions and responsibilities of the Department of Real Estate Services (DRES), Office of Public Education Facilities Modernization (OPEFM), Municipal Facilities: Non-Capital agency, and the capital construction and real property management functions of several other District agencies.

DGS improves the efficiencies of basic services, while removing redundancies, to provide the most cost-effective

management and ensure the best value of the District's property acquisition, construction and maintenance resources.

The Department of General Services

- Manages the capital improvement and construction program for District government facilities;
- Acquires real property, by purchase or lease, for use by the District government;
- Manages space in buildings and adjacent areas operated and leased by the District government;
- Provides building services for facilities owned and occupied by the District government, including engineering services, custodial services, security services, energy conservation, utilities management, maintenance, inspection and planning, repairs and non-structural improvements; and
- Disposes of District real and personal property through sales, leases or other authorized methods.

DGS's primary responsibilities are managed by the following divisions: Office of the Director, Construction, Facilities, Portfolio, Sustainability and Energy Management, Protective Services Police Department, and Contracting and Procurement.

In all of its endeavors, DGS is dedicated to the following:

- Achieving Efficiency in Operations
- Quality in Design and Execution
- Excellence in Service and Maintenance
- Delivering Secure and Safe Places of Work for District Employees
- Delivering Aggressive and Attentive Management of the District's Resources

### Office of the Director

The Office of the Director is responsible for setting policy and for planning, managing, and coordinating the programs and activities of all DGS components. The Director provides overall leadership to DGS activities in all matters. Although each division within DGS has a separate focus, the Director plays an active role in shaping the agency's agenda and outlook. With a unique and critical perspective on the mission of the entire agency, the Director is responsible for providing leadership and for identifying needs and opportunities.

Program offices in the Office of the Director are responsible for stimulating specific areas throughout DGS and for planning and supporting all divisions. Current program areas include energy initiatives, industrial space management, performance management, resource allocation, communications and outreach, customer service, human resources, fleet coordination, and legislative analysis.

### Capital Construction Services Division

The Capital Construction Services Division implements and manages the public building needs through the Capital Improvements Plan for most District government agencies. The Plan outlines agencies' capital needs, including the rehabilitation of existing properties and construction of new facilities.

The Capital Construction Services Division ensures the timely and cost-effective delivery of superior quality engineering and design, construction, as well as a variety of other technical services on all relevant capital development projects in the Plan.

Table 6.1. Department of General Services Workload Measures

Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual
Total number of completed repair work orders	13,351	18,891	49,455
Total electricity usage	298,773,822	438,167,339	90,360,683
Total SF of currently leased office space	3,298,219	3,191,439	3,171,534
Total annual recycling tonnage at core District owned facilities*	492	455	126
Total contract guard hours	591,065	535,946	127,569
Total service calls received by PSPD	16,297	31,899	7,504
Number of contracts processed	1,849	524	304
Dollar amount of contracts processed	\$179,800,667	\$185,155,711	\$73,958,976
Percent of leased office space currently occupied	99%	99%	100%

\* Core District owned facilities include: John A. Wilson Building at 1350 Pennsylvania Ave, NW; Reeves Municipal Building at 2000 14th St, NW; One Judiciary Square at 441 4th St, NW; Daly Building at 300 Indiana Ave, NW, DOES HQ at 4058 Minnesota Ave, NE, Consolidated Forensic Lab, 401 E St, SW, and 200 I St, SE.

Source: Department of General Services

**Table 6.2. Key Performance Indicators - Office of the Director**

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percentage of dollars awarded to CBE firms. (Capital) [One City Action Plan Action.1.1.6]	NA	35%	45.5%	50%*	50%	50%
Percent of CBE awards (operating) ) [One City Action Plan Action.1.1.6]	NA	NA	NA	50%	50%	50%
Dollars of CBE contracts (operating) ) [One City Action Plan Action.1.1.6]	NA	\$27 million	TBD	\$51 million	\$51 million	\$51 million
Dollars of CBE contracts (Capital) ) [One City Action Plan Action.1.1.6]	NA	NA	\$431,138,096	TBD	TBD	TBD
Dollars spent on Fleet Share vehicles	NA	NA	\$76,667	\$84,960	\$91,200	\$98,500

\* Measure applies to all new contracts written after October 1, 2012.

Source: Department of General Services

The division is organized into five focus areas: Tenant Improvement and Relocation, Major Construction-Education, Major Construction-Public Safety, Major Construction-Recreation, and Major Construction –Government Centers.

The Capital Construction Services Division’s mission is to deliver quality, efficient and functional capital projects on-time and on-budget.

### Tenant Improvement and Relocation

DGS Tenant Improvement Cluster is responsible for planning and implementing the programming and space needs for the various District agencies. This is achieved within Districts-owned facilities or at lease spaces. DGS coordinates the space build-out, furniture purchase and installation, move management and voice/data needs.

### Major Construction - Education

DGS Education Cluster is responsible for the operations and maintenance of 116 schools in addition to buildings housing facilities related staff. The inventory of operating school buildings comprises 12,565,343 square feet (sq. ft.) of interior space; and, 22M square feet of exterior space comprised of athletic fields, parking areas, sidewalks, and playgrounds.

DGS in conjunction with DCPS are responsible for the planning and implementation of various initiatives ranging from school modernization, systemic / phased mod-

ernizations, small capital improvements, and ongoing stabilization efforts.

To date, DGS has modernized 21 schools representing 2.4M sf, along with 25 phase 1 modernizations, along with a host of small capital and stabilization initiatives with over \$1.8B of work completed.

### Major Construction - Public Safety

- Department of Corrections projects. Projects range from mechanical and electrical upgrades, security and life safety upgrades, to reconfigurations and expansions. In 2013, DGS is implementing the renovations and expansion of the Inmate Processing Center (IPC) project for DOC.
- DYRS projects. In 2013, DGS is implementing a series of security enhancements projects at two (2) main DYRS locations; New Beginnings (NB) and Youth Services Center (YSC)
- CFL-related projects. The CFL project was completed in early FY13 with the ribbon-cutting ceremony taking place on October 1, 2012. The project was successfully turned over to operation. A handful of activation phase change continued in 2013.
- FEMS projects. Fire stations and emergency medical centers and FEMS training facilities.
- MPD projects. Police stations and other support buildings, including MPD training facilities.
- OUC and HSEMA projects

### Major Construction - Recreation Facilities

- 63 recreation facilities
- 379 parks and other properties for DPR

- Six aquatic centers that operate all year long seven days a week and 365 days per year
- Special focus recreational centers servicing early childhood and senior citizen programs”

### Major Construction - Government Facilities

- DHS projects & Shelters and Transitional Housing projects.
- Americans with Disability Act (ADA) renovations. This project encompasses ADA compliance surveys, design, building renovation and signage at the following District facilities:
- Government centers
  - ♦ Department of Corrections (DOC). Projects range from mechanical and electrical upgrades, security and life safety upgrades, to reconfigurations and expansions.
  - ♦ City office buildings: Daly, Wilson, One Judiciary Square and the Reeves Center.
- Horizontal development projects planning, working with client agencies DMPED and Office of Planning

Sample of completed and on-going projects in FY13:

- Consolidated Forensic Laboratory
- 200 Eye Street SE
- Americans with Disabilities Act Renovations
- Animal Shelter
- Anacostia Gateway
- DDOT Half Street Headquarters 55 M Street, SE
- Department of Correction Project
- School Repurposing Program

- Energy Retrofit Project One Judiciary Square
- Office of Administrative General Build Out
- Reeves Center Renovations
- HSEMA Fusion Center Project at UCC
- Relocation of E-911 Antennas @ Sibley’s Hospital for OUC
- FEMS Engine 28 & Engine 29
- DC National Guard Youth Challenge Program at Oak Hill
- Relocation of DOC HQ to Reeves
- Relocation of FEMS HQ to Reeves
- Major Renovation for DHS – Transitional Housing for Women @ 611 N St.

### Greening the District’s Facilities

DGS is actively working to promote the principles of sustainable development to transform our real estate portfolio and continue to be a national model for green government.

### Green Buildings

Since the adoption of the DC Green Building Act of 2006, DGS has constructed more than 680,000 square feet of LEED™ Gold certified space, with an additional 1,080,000 square feet of new LEED™ certified buildings and interior projects underway. The District continues to develop new and innovative processes to assess existing building conditions and enable informed decisions for creating sustainable, durable, and equitable design and development solutions for the District’s real estate portfolio.

### Policy Guidelines for DGS Project Managers

- The DC Green Building Act of 2006 and the Clean & Affordable Energy Act of 2008 remain the guiding legislation for DGS project requirements. DGS has continued, however, to build upon the existing District legislation with internal policies that further

promote and strengthen the Agency’s commitment to progressive green building solutions.

- The LEED Certification Guidebook (2008): The Green Buildings Act of 2006 requires all DGS construction projects over 10,000 square feet to achieve LEED™ Silver certification or higher. To ensure compliance, DGS drafted a handbook for architects, builders and government officials outlining how to manage and observe the District’s groundbreaking green building requirements.
- The Workplace Design Guidelines (2009): DGS developed these guidelines to provide agencies, planners, space programmers and designers a reference guide and toolkit for creating a high performance workplace. These guidelines provide more than a menu of space types. They also include ways to integrate sustainable principles, leverage technology, understand generational thinking and its impact on the workplace and showcase unique “brand” fea-

**Table 6.3. Key Performance Indicators - Capital Construction Services Division**

Measure*	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent of municipal projects on schedule	NA	70%	78%	90%	90%	90%
Percent of municipal projects on budget	NA	NA	NA	90%	90%	90%
Percent of education projects on schedule (One City Action Plan Action 2.2.1).	NA	NA	NA	100%	100%	100%
Percent of education projects on budget (One City Action Plan Action 2.2.1).	NA	NA	NA	90%	90%	90%
Number of public schools with modernization/new construction projects started [One City Action Plan Action 2.2.1]	N/A	N/A	21	15	11	14
Percent of public schools modernized or newly constructed (baseline of 2010) [One City Action Plan Action 2.2.1]	N/A	N/A	18%	13%	9%	12%
Percent of recreation projects on schedule	NA	80%	100%	90%	90%	90%
Percent of recreation projects on budget	NA	90%	100%	90%	90%	90%
Percent of eligible active projects that are tracking LEED Silver**	NA	NA	NA	90%	90%	90%
Percent of eligible active projects that are tracking LEED Gold***	NA	NA	NA	50%	50%	50%
Percent of eligible active projects that are tracking LEED Platinum***	NA	NA	NA	10%	10%	10%

\*New performance measures in FY13 are indicated with NA for the FY12 Target and FY12 YTD.

\*\*LEED Silver, Gold, and Platinum projects meet the industry standards established by the U.S. Green Building Council.

\*\*\*Ibid

Source: Department of General Services

tures in District space.

- The Existing Buildings and Small Projects: Sustainable Design Guide (2011): DGS acknowledges that building construction and operation have extensive impacts on the environment and the long-term infrastructure development of the District of Columbia. Buildings use resources such as water, energy, and raw materials, and generate waste and greenhouse gas emissions with potentially harmful effects. The recommendations in this document are offered in that spirit, integrating and expressing the technical features that enable projects to perform to the highest green building and site standards. This Guide describes minimum performance standards acceptable to the DC Department of General Services.

### District Homeless Shelters

The Department of General Services (DGS) works collaboratively with the Department of Human Services (DHS) to provide the maintenance improvements and capital design and construction renovations for all District shelters. The District shelter program serves men, women, and families with emergency and transitional shelter during the hypothermia (winter and summer) seasons. In addition to repairs and renovations, DGS provides real estate services to DHS for housing acquisitions and dispositions. To help maintain the security of the District's shelters as well as protect its population, the Protective Services Police Division (PSPD) responds to emergency calls as well as conducts routine building checks.

### Major Projects

#### *District Department of Transportation (DDOT)*



55 M Street, SE houses the Department of Transportation

(DDOT) with 150,000 square feet of office space within a LEED Gold Certified building located within view of Nationals Stadium. The Director's Office and the administrative functions of the five groups within DDOT consolidated from multiple locations into one team.

#### *Consolidated Forensic Laboratory (CFL)*



The Consolidated Forensic Laboratory (CFL) is a 351,000-square-foot new building consolidating the city's public safety forensic science and public health efforts into a single, world class, state of the art facility. It will play a vital role in advancing and improving public safety support, homeland security, crime investigation capabilities and health and science in the District. The CFL went into operation on October 1, 2012. The CFL has received many recognitions and awards, and has recently achieved a LEED Platinum certification from the US Green Building Council.

#### *200 Eye Street, SE*



200 Eye Street, SE (previously the Washington Star printing plant). The property was formerly known as 225 Vir-

ginia Avenue, SE.

The building was purchased by the District in 2009. Stonebridge Carras developed the property through a lease-leaseback transaction, saving District taxpayers more than \$60 million over the previous arrangement and providing the District with unencumbered ownership of the facility at the end of the 20 year lease. The new building achieved LEED Platinum certification, and includes a ground floor public gallery to showcase the vast art collection of the DC Commission on the Arts and Humanities. Other office tenants include Child and Family Services Agency and the Office of the Chief Technology Officer.

#### *Ballou High School*



The design of the new Ballou Senior High School includes state-of-the-art classrooms on three floors. The academic wing will feature multiple group learning spaces where students and staff members can have study sessions, work on group assignments, or spend free time. The athletics wing will include a new gymnasium with an indoor running track, a competition swimming pool, locker rooms and fitness areas on two levels overlooking the new football stadium. A spacious two-story commons/cafeteria area will welcome students and visitors into the new high school.

The new Ballou will also feature a high-tech band room equipped with recording equipment as well as a digital arts studio, culinary arts display kitchen, a state-of-the-art auto tech lab, and new performance theater.

### Barry Farm Recreation Center



The Barry Farm facility “will be 47,000 square feet, which will be one of the largest in the city. Included in the new recreation center will be indoor swimming pool. When completed, the new recreation center will include an 11,000 square-foot indoor gymnasium, senior room, multipurpose rooms, teen room, computer lab, game area, locker room, kitchen, multipurpose field, basketball courts and bleachers, and playground. In addition it will have a parking garage. The existing court for the Goodman League, where local basketball talent competes with professional hoopsters from European leagues and stars from the NBA, such as Prince George’s County native Kevin Durant and Washington Wizards point guard John Wall, will not be touched.

### Cardozo High School



This project is a full modernization of Cardozo High School with addition of a new gym, exterior restoration, roofing, systems replacement, ADA improvements, technology enhancements, and sustainable design initiatives. Designed for 846 students.

### Dunbar High School



Dunbar’s new school will promote advanced learning that not only promotes a healthy, comfortable environment for students and staff, but is cost efficient in construction and life cycle costs for maintenance and operations. In line with the district’s goal of achieving LEED Silver Certification for the Schools or higher, the team is working vigorously to research and implement efficient energy sources and water efficiency strategies.

The winning design has a central “Armory” reminiscent of the old Dunbar that efficiently connects the academic, administrative, auditorium and gymnasium spaces. The new design weaves sports fields of the school and recreation center together through the armory, fostering more frequent interactions between students and staff. The design also allows for ease of circulation and service, facilitating security through a single front entrance. The main entrance of the building is located on N street facing south, putting the school in its historic original location. Visual transparency is maximized to let natural light into learning spaces creating an agreeable learning and teaching environment. The design takes into account ease of maintenance as well as life cycle costs to make the building more efficient.

### La Casa



This project involves the design and new construction of the La Casa facility at 1448 Irving Street, NW. The building will be approximately 26,500 square feet and will provide a Permanent Supportive Housing accommodating forty men. The project is DC Green eligible and is tracking LEED Gold certification or higher.

The District wants to break the notion that homeless care facilities are institutional, generic unpleasant places to be. The design of La Casa is much closer in character to the condos next door than a shelter. It will change the perception of the public and the perception of the residents

Project will involve use of DHS Sweat Equity Program. An important architectural aspect of the design was to make the transition from the taller commercial development along fourteenth street commercial buildings to the lower residential buildings at Irving Street.

### LaSalle-Backus School



Exterior/Entry to provide accessible front entrance by adding a site ramp. Provide limited landscaping. Add new building signage at the main entry. Infill existing covered vestibule/porch at main entrance. Renovate expanded entrance and existing lobby. Provide enclosure for elevator. Window replacement and new restrooms. New interactive whiteboards. Reconfigure the Administrative spaces.

### *St. Elizabeth's Gateway Pavilion*



The Gateway Pavilion is an innovative, flexible, and unique structure designed to serve a wide range of interim uses and allow neighborhood residents and others to experience St Elizabeths East before redevelopment is complete. It is envisioned as a destination for casual dining, as well as a venue for hosting activities such as a farmers' market and other weekend and afterhours, community, cultural and arts events. It is meant to begin to achieve the vision of the Master Plan in the immediate future while Phase One of development is underway.

The District is also working on developing programming that would provide economic opportunity to local residents. The Gateway Pavilion may host a number of small vendors/food stalls, food trucks and other mobile vendors, shared seating for patrons, and support facilities including storage and restroom spaces.

The Gateway Pavilion is envisioned as a destination for those who live in the community, for all District residents and visitors, and for approximately 4,400 Coast Guard employees who are scheduled to arrive on the West Campus in May of next year..

### *DC Metropolitan Police Department (MPD)*



Conversion of the Merritt Middle School, located at 5002 Hayes Street, NE, Washington, DC, into the MPD 6th District (320 employees) and Youth Investigations Branch (71 employees) operating 24/7. The 82,500 sf building is located on a 4.12 acre site. The project is seeking LEED silver certification. Delivery of the new facility is scheduled for the third quarter in FY14.

### *Department of Health Care Finance (DHCF)*



DHCF is moving into approximately 43,000 SF of newly renovated space on the 9th and 10th floors of 441 4th Street NW which is also known as Judiciary Square. DHCF is a critical component of the District's provision of health care and implementation of the new health care law. DHCF is scheduled to occupy OJS by September 2013.

### *DC Lottery and Charitable Games (DCLCB), DC Taxicab Commission (DCTC), DC Department of Transportation (DDOT)*



The vacant warehouse located at 2235 Shannon Place

SE in Ward 8 Anacostia is being developed into an office building. The District of Columbia will lease the majority of the building which is approximately 80,549 to house the DC Lottery, DC Taxi Cab and Department of Transportation's Business Opportunity and Workforce Development Center. The DC Government lease consolidates the listed agencies in a modern building with increased space efficiency. Once the lease is approved by City Council, the building is scheduled to be completed by July 2014.

## **Facilities Division**

The Facilities Division provides Class A facilities management services for District government properties. This division manages the day-to-day operations of over 300 District buildings including One Judiciary Square, the Reeves Center, the Daly Building, and the Wilson Building. In addition to 13 million square feet of office, industrial and special use space, DGS provides facilities services for Eastern Market, RFK Stadium, DC Armory, DC General Campus, District homeless shelters, Metropolitan Police Department (MPD) precincts, Department of Motor Vehicles locations and over 1.3 million square feet of vacant properties.

As part of day-to-day operations, the Facilities Division provides the following services:

- building management
- maintenance services
- engineering
- city-wide janitorial and landscaping services
- postal services
- various repairs and minor structural improvements

## **Portfolio Division**

The Portfolio Division provides real estate services on behalf of the District government. These services include the acquisition and disposition of property, allocation of space, budgeting of fixed costs, lease administration/auditing, and agency relocations. In addition, the Portfolio Division is responsible for the repurposing of vacant schools that are transferred from DCPS.

To enhance transparency, DGS has compiled an online property inventory, by square and lot, of all properties either owned or controlled by the District government. Please visit the site at <http://dcatlas.dcgis.dc.gov/opm/>.

**Table 6.4. Key Performance Indicators - Facility Management Division**

Measure*	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percent of survey respondents rating facility services a 7 or higher out of 10	1,313	90%	97%	95%	98%	99%
Number of work orders completed within 5 days	NA	NA	NA	2,000	2,300	2,500
Emergency maintenance requests responded to within 2 hours	232	NA	NA	350	400	450
Average number of days to complete new work orders	NA	NA	NA	30	25	20
Percent of outdoor swimming pools operational by May 24, 2013	NA	100%	100%	100%	100%	100%
Percent of Boilers operational and certified by DCRA by September 30, 2013	NA	NA	66%	100%	100%	100%

\*New performance measures in FY13 are indicated with NA for the FY12 Target and FY12 YTD.

Source: Department of General Services

### Vacant Properties and Slivers Not Suitable for Government Use

Vacant properties are buildings or land not currently in use. A number of these properties are not suitable for District government use because they do not meet space requirements, are too far from public transportation or are more suited for commercial use and economic revitalization. Slivers, land less than 1,750 square feet, are too small to develop on their own and provide little to no value to the District. There are currently 3,112,382 square feet of vacant properties and 20,926 square feet of slivers in the DGS inventory, broken down as follows:

- St. Elizabeth’s: 907,854 square feet
- Schools: 866,472 square feet
- DC General: 664,493 square feet
- Land: 552,499 square feet
- Miscellaneous buildings: 121,064 square feet

DGS will determine the most effective use of the vacant properties as required by legislation including, leasing, transfer to other agencies for government use, sale to adjacent property owners, if appropriate, or transfer to the Deputy Mayor for Planning & Economic Development for development. DGS is currently marketing two properties for lease through an open solicitation process.

The St. Elizabeth’s Campus and the DC General Hospital Campus are slated for new development. DGS is working with DMPED and sister agencies to relocated agencies and services currently on these sites. Likewise, DGS will

work with DMPED to determine the feasibility of new government buildings on these sites as appropriate.

### Repurposing Closed Schools

In 2008, approximately 23 public schools were closed and added to DGS’s portfolio. A small number of schools will be repurposed for agency relocation. For example, the Bowen School, which is approximately 72,000 square feet, has been renovated to serve as the new Metropolitan Police Department First District Headquarters. DGS also oversaw the renovation of the closed Bundy School. The Bundy School now houses the Child and Family Services Agency (CFSA), Metropolitan Police Department (MPD) and the US Attorney’s Office in collaboration with Safe Shores. The Bundy School is a consortium of services for children that are victims of, or witness to crimes in the District of Columbia. The Merrit Middle School, located at 5002 Hayes Street NE, Washington, DC is being renovated to house a consolidated MPD 6th District and the Youth Investigations Branch.

School buildings not required for District agency use have been offered for reuse by public charter schools. DGS has successfully negotiated several leases for the reuse of the closed schools by charter schools. The Clark School by EL Haynes, the Taft School by Hyde, the Douglass School by KIPP and the Draper, Benning and Birney Schools by the Charter School Incubator Initiative, more recently Washington Latin at Rudolph, Mary McLeod Bethune Day Academy at Slowe and KIPP DC at Webb have all

been negotiated by DGS. Each of these schools provides additional educational opportunities to parents and students in the District of Columbia.

In addition to charter schools, DGS can permit other uses for vacant schools after addressing the requirements of the Landrieu Act. For example, DGS negotiated a lease with the Central Union Mission for the reuse of the Gales School. The \$12 Million Dollar renovated Gales School will include a LEED certified homeless shelter that will provide 150 beds to some of the Districts most vulnerable residents. In addition to the emergency housing, the Central Union Mission at the Gales School will also provide free English language instruction, GED preparation, health consultations, vocational support, and legal and dental services. Central Union Mission will also distribute free food and groceries at the Gales School.

DGS will release another school Request for Offers (RFO) on July 15, 2013. The RFO on July 15, 2013 will include at least five new schools closed by DCPS in 2013. DGS and the Deputy Mayors for Education and Planning and Economic Development are exploring other uses for the remaining schools in accordance with the requirements of the Landrieu Act. Excess schools not leased to charter schools will be offered through the Deputy Mayor for Planning and Economic Development for other types of reuse.

## Profile of Industrial Space

Industrial space describes all warehouses where agencies store equipment, files and supplies, parking lots, vehicle repair facilities, salt domes and production, distribution and repair (PDR) facilities. For purposes of this report, DGS has relied on historic information concerning square footage. Most often that information does not specify whether the square footage data provided is gross building area or rentable square feet. The District currently occupies approximately 1,404,991 square feet of industrial space.

In fiscal year 2008, DGS, assisted by the Office of the Chief Technology Officer (OCTO) and the Office of Contracts and Procurement, began a campaign to clean up duplicative and over-filled District-owned and leased warehouse space. Former dumping sites have been cleaned up on the St. Elizabeth's and DC General Hospital campuses and at DC Village. Two leased warehouses, totaling 17,600 square feet, were emptied and vacated, saving the District approximately \$144,350 annually. Further, DGS consolidated the contents of warehouses located at 4110 Kansas Avenue NW (6,545 square feet) and 1515-1525 Half Street SW (25,778 square feet) and ended outdated leases with the owners.

In fiscal year 2009, the Board of Elections & Ethics vacated 3335 V Street NE and moved its warehouse operations to the former Public Schools warehouse at 3535 V Street NE, saving the District more than \$150,000 during FY09 in lease costs. Also, excess fleet vehicle disposition, which previously operated on a separate lot at the southern end of DC Village, is now conducted from the site of the user agency and at 2200 Adams Place NE. This freed up land used for construction of a new 29,000 square feet evidence warehouse for MPD. Once the new evidence warehouse was complete, MPD vacated 98,000 SF of warehouse space at 2235 Shannon Place SE for a newly built state of the art evidence facility at DC Village.

It is important to note that District-owned industrial space within the city limits is approaching a 100% utilization rate. Acquisition of additional space is challenging because of the limited industrial-zoned space in the city. In the short-term, DGS will need to lease warehouse space. However, in the long-term DGS will plan to build new warehouse and industrial facilities when funding is avail-

able and appropriate owned property becomes available. A list of Industrial spaces can be found in Table 6.5.

Department	Address	sq. ft.	Status
Board of Elections & Ethics	3535 V St NE	38,727	Leased
Contracting and Procurement	2200 Adams Pl NE	17,761	Owned
Department of Corrections	3390 V St NE	13,345	Leased
	3170-80 V St NE	33,320	Leased
Fire & Emergency Medical Services	1338 Park Rd NW	6,792	Owned
	915 Gallatin St NW	9,010	Owned
Human Services	4 DC Village Lane SW	31,200	Owned
	5601 East Capitol St SE	1,054	Owned
Health (10,052 sq. ft.)	1328 W St SE	255	Owned
	4 DC Village Lane SW	8,743	Owned
Health (Public Health Annex)	7 DC Village Lane SW	8,000	Owned
Health	3330 V St NE	50,000	Leased
Parks & Recreation	1325 S St NW	34,425	Owned
	3515 & 3521 V St	42,470	Leased
Police Department (156,382 sq. ft.)	2235 Shannon Pl	98,093	Leased
	2250 Railroad Ave SE	15,819	Leased
	2200 Adams Pl NE	71,080	Owned
	1900 Massachusetts Ave. SE	10,268	Owned
Real Estate Services (114,719 sq. ft.)	2 DC Village Lane SW	31,246	Owned
	2700 Martin Luther King Jr. Ave SE	2,125	Owned
	3535 V St NE	29,476	Leased
Public Schools (234,876 sq ft.)	2200 Adams Pl NE (1 2 3rd floors)	205,400	Owned

Department	Address	sq. ft.	Status
	1827 West Virginia Ave NE	10,115	Owned
	5000 Overlook Ave SW	187	Owned
	4902 Bates Rd NE	4,080	Owned
	1125 O St SE	5,084	Owned
	900 New Jersey Ave SE	5,084	Owned
	2860 South Capitol St SE	3,137	Owned
	5001 Shepherd Parkway SW	6,620	Owned
	1241 W St SE	7,248	Owned
	2750 South Capitol St SW	7,800	Owned
	200 Bryant St NW	56,100	Owned
Public Works (362,774 sq. ft.)	4901-T Bates RD NE	31,926	Owned
	1725 15th St NE	35,100	Owned
	201 Bryant St NW	19,635	Owned
	3200 Benning Rd NE	76,348	Owned
	1833-35 West Virginia Ave NE	78,550	Owned
	2455 Alabama Ave. SE	2,270	Owned
	3220 Idaho Ave. NW	1,250	Owned
	2700 South Capitol St SE	3,893	Owned
	3212 Georgia Ave NW	374	Owned
	1801 Minnesota Ave SE	748	Owned
	1241 W St NE	7,225	Owned

**Table 6.5 conti. Industrial Spaces**

Department	Address	sq. ft.	Status
Transportation (184,434 sq. ft.)	280 McMillan Dr NW	3,100	Owned
	350 McMillan Dr NW	5,000	Owned
	1735 15th St. NE	83,640	Owned
	1338-1340 G St. SE	36,746	Owned
	3512 Whitehurst Freeway NW	3400	Owned
	100 Potomac Ave SE	5,585	Owned
	3800 Fort Dr NW	11,628	Owned
	401 Farragut St NE	12,750	Owned
	1241 W St NE	14,875	Owned
	1241 W St NE	1,700	Owned
	1403 W St NE	6,010	Owned
<b>Total Leased Industrial Space</b>	<b>321,250</b>		
<b>Total Owned Industrial Space</b>	<b>984,567</b>		
<b>Total Industrial Space</b>	<b>1,305,817</b>		

Source: Department of General Services

**DC Village Land Use - DC Village Lane SW**

DC Village is now 100% utilized, except for a wetland area of less than ½ acre at the SE corner of the site. DC Village is used by a variety of agencies and Federal and District organizations including the Metropolitan Police Department (training facilities, K-9/bomb squad unit, recruiting office, emergency response team, evidence control facility and vehicular evidence lot), Fire & Emergency Medical Services (training facilities), Architect of the Capitol and U.S. Capitol Police, Potomac Job Corps, the Department of Public Works (impound lot), the Department of Health (pharmacy warehouse and public health annex), the Department of Human Services (supply warehouse), the Department of Transportation (street maintenance branch storage/mil piles), Washington Metro Transit Authority (bus garage) and DC Public Schools (bus lot), as well as a private entity, Chaney Enterprises which recently was selected through an RFP for approximately 3 acres where the old boiler plant and laundry facilities stand.

**District Government Space Prioritization Guidelines**

The Department of General Services (DGS) plans to regularly reconsider and update priorities that guide space utilization and location of government services. The following nine priorities are currently used by DGS in decision-making for new leases, agency relocations, space acquisition, and capital investments:

- Maximize use of District owned space
- Transition from leased to owned space
- Improve utilization of warehouse & industrial space
- Repurpose surplus schools
- Respond in a timely manner to expiring leases
- Transition to modern and efficient space use; including employing appropriate standards for space utilization
- Develop government centers & other owned facilities
- Undertake preventive maintenance and budget for capital repairs and replacement
- Use innovative techniques to “green” District properties.

Significantly, DGS must blend agency operational priorities with District-wide strategic real estate priorities in making occupancy decisions with agencies

**District Government Office Space**

The Department of General Services (DGS) manages 5,588,166 square feet of office space to house DC agencies. A very small portion of this space (well under 1%) is made available to retailers and other entities. 2,575,514 square feet is leased (a reduction by 10% from FY 2008) and 3,012,652 square feet is owned (Table 6.6).

**Table 6.6. Office Space as of July 2013**

Address	sq. ft.
<b>Leased</b>	
1100 4th St., SW (Waterfront) -- East Building	273,221
11014th St., SW (Waterfront) -- West Building	280,109
1100 15th St, NW	42,924
1125 15th St, NW	112,156
1133 15th St, NW	15,857
1134 11th St, NW	4,980
1200 1st St, NE	199,822
1205&1207&1233 Brentwood Road, NE	2,805
1207 Taylor St, NW	27,600
12100 Sunrise Valley Dr., Reston, VA 20191	7,538

**Table 6.6 conti. Office Space as of July 2013**

Address	sq. ft.
1215 3rd St, NE	22,830
1250 U St, NW	34,400
1300 1st St, NE	53,281
1333 H St, NW	30,122
1400 Eye St, NW	10,591
1523-71 Alabama Ave., SE	4,925
1724 South Capitol St, SE	8,050
1800 Martin Luther King, Jr., Ave., SE	55,737
2041 Martin Luther King, Jr., Ave., SE	5,991
2100 Martin Luther King, Jr., Ave., SE	66,800
2101 Martin Luther King, Jr., Ave., SE	75,660
2300 Washington Pl, NE	8,000
2311 Martin Luther King, Jr., Ave., SE	2,592
2701 Pennsylvania Ave., SE	8,919
2850 New York Ave., NE [DPW]	24,422
2901 14th St, NW (f/k/a 1371 Harvard St, NW)	6,399
3007 Tilden St, NW	33,069
3220 Pennsylvania Ave., SE	44,486
33 N St, NE	39,810
3720 Martin Luther King, Jr., Ave., SE	34,500
3841-3845 Alabama Ave., SE	25,876
3919 Benning Road, NE	34,400
4001-4005 South Capitol St, SW	23,540
4037 (aka 4035) South Capitol St, SW	5,893
4049 South Capitol St, SW	7,080
450 H St, NW	30,130
55 M St, SE	150,000
609 H St, NE, BLDG # 1	104,846
645 H St, NE, BLDG # 2	81,610
616 H St, NW, Gallery Pl	1,547
6323 Georgia Ave., NW	9,948
64 New York Ave., NE (f/k/a 77 P St., NE)	154,360
655 15th St, NW	26,914
717 14th St, NW	44,963
810 1st St, NE	139,037
825 North Capitol St, NE	44,312
899 North Capitol St, NE	150,718
920 Rhode Island Ave., NE	8,637
<b>Total Leased</b>	<b>2,581,407</b>

Table 6.6 conti. Office Space as of July 2013

Address	sq. ft.
<b>Owned</b>	
441 4th St., NW (OJS)	850,354
300 Indiana Ave. (Daly)	585,955
2000 14th St, NW (Reeves)	479,767
225 Virginia Ave., SE	421,000
1350 Pennsylvania Ave. (Wilson)	328,760
4665-69 Blue Plains Dr. (Police Training Academy)	112,283
410 E St., NW (Old Juvenile Court Building)	105,900
301 C St., NW	59,206
95 M St., SW	39,166
222 Mass. Ave., NW	22,461
2750 S Capitol St., SW	7,800
<b>Total Owned</b>	<b>3,012,652</b>

Source: Department of General Services

## Sustainability & Energy Division

The Sustainability & Energy Division develops and executes energy conservation and sustainability initiatives across the DGS portfolio. The Division also manages the District government’s commodity acquisition and all utility-related functions, stormwater controls, and waste management for government facilities. The Division is comprised of two sub-units: Energy and Sustainability.

### Sustainable Development

DGS has taken on an aggressive effort to better facilitate public environments that minimize their embodied energy and lifecycle demand on local resources. DGS is developing a Sustainable Development Program that operates across the Agency to identify, support, and plan initiatives and projects that aim to reduce the carbon footprint of District facilities and operations.

**Capital Construction:** DGS Capital Construction has incorporated a meticulous Green Building Quality As-

urance/Quality Control (QA/QC) effort. In addition to project coordination with existing District legislation (e.g. Green Building Act of 2006) and ongoing staff training efforts, DGS has inserted additional management and oversight strategically focused on reducing environmental construction impact.

**Facility Maintenance:** DGS Facility Maintenance has inserted distinct green cleaning language within the Consolidated Maintenance and Citywide Maintenance contracts as a method of creating greater accountability for District custodial vendors. Additionally, DGS focuses on Preference for Environmentally Preferable Products, Green Roof/ Low Impact Development (L.I.D.) Maintenance Strategies, Pollution Prevention Plans, Waste Stream/Recycling Audits, Integrated Pest & Nutrient Management, and Indoor Air Quality Management.

**Portfolio Leasing/Contracts & Procurement:** DGS Portfolio Leasing has begun including language within Solicitations, Contracts, and Request for Offers (RFOs) that prioritize Green Building Management Strategies, Leasing

Table 6.7. Key Performance Indicators - Portfolio Management Division

Measure*	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Total dollar amount paid for leased space	NA	NA	\$124,897,081	\$131,096,832*	\$128,589,405**	\$135,018,875***
Percent of rent due actually collected	NA	NA	96%	96%	96%	96%
Revenue generated by use of DCPS properties (Charters, Antennas, short & on-going uses)	NA	NA	\$2,560,726	\$2,396,297	\$2,600,000	\$2,700,000
Revenue generated from other District owned assets	NA	NA	11,998,554	11,727,412	11,964,912	12,208,350
Total Revenues	NA	NA	\$14,559,280	\$14,123,709	\$14,564,912	\$14,908,350
Number of “Temporary Urbanism” licenses given out through streamlined process on DGS website [One City Action Plan 1.3.2]	N/A	N/A	0	0	0	0
Number of underutilized/vacant properties repurposed for use by arts groups [5-Year Economic Development Strategy 3.10]****	N/A	N/A	0	0	0	0
Percent of office space leased versus owned	NA	NA	46.4%	45%	45%	45%
Vacancy rate of leased space*****	NA	NA	98%	98%	98%	98%
District average leased rate vs. market rate*****	NA	NA	\$40.44 vs. \$51.06	\$41.65 vs. \$52.59	\$42.90 vs. \$54.17	\$44.19 vs. \$55.79

\*Monthly mean average in lease payment in FY13 is \$10,924,736

\*\*The total rent projected in the 2014 budget is \$129,060,721

\*\*\*Estimated.

\*\*\*\*All of the kiosks thought to have been viable have either been razed or will be razed.

\*\*\*\*\*Although not an industry standard, per se, the industry uses 5% in cases of underwriting. This measure is based on the District’s specific usage and not the industry. With typical turnover, DGS should not have more than 60,000 square feet of vacant space.

\*\*\* \*\*Market rate is obtained from CoStar, a commercial real estate information company.

Source: Department of General Services

in LEED Buildings and/or request descriptions of existing building green building processes and potential retrofits to be included in proposal responses. Additionally, DGS works to green existing leases by facilitating negotiations with building owners and lease holders related to the inclusion of green building upgrades to existing facilities.

## District Government Green Roofs

Green Roofs are a critical component of DGS efforts to lower energy consumption of buildings, reduce the heat island effect throughout the city, increase the retention and filtration of rain water on District property and restore local habitat.

A green roof is partially or completely covered with vegetation and soil, or a growing medium, planted over a waterproofing membrane. Green roofs support the City's vision for restoring the Anacostia by reducing storm water runoff. During heavy rains, storm water run-off can overburden the sanitary sewer system and lead to raw sewage overflows to the river. Green roofs absorb rainwater, preventing it from entering the waste water system. In addition, green roofs perform an insulating function which reduces the energy demand of buildings and thus reduces our greenhouse gas emissions.

## Stormwater Management

In addition to the implementation of vegetated roof systems, DGS is working to prioritize Low Impact Development (LID) stormwater management practices that limit the strain on municipal systems, help recharge local aquifers and reduce the quantity of pollutants entering the Potomac and Anacostia Rivers. LIDs are innovative stormwater management practices designed to mimic a site's predevelopment hydrology cycle to help infiltrate, filter, store, evaporate, and detain runoff close to its source. LID techniques are not only applicable to open space, but also rooftops, streetscapes, parking lots, sidewalks, and medians.

Many of the new construction projects are incorporating increased stormwater management techniques into their building and site design. Several New Construction LEED buildings under design and construction have incorporated the use of techniques such as bioretention ponds, dry wells, grey water reuse, infiltration trenches, vegetated swales, cisterns, filter strips, sand filters, and others.

The DGS Existing Buildings and Small Projects: Sustainable Design Guide (2011) has further prescribed various strategies that DGS projects can use to protect water as a resource and allow the District's natural hydrological cycles to be sustained in a consistent and healthy manner.

## Energy Management

DGS manages the energy supply for government facilities, including electricity, natural gas, water, steam, heating oil, and auto fuel (the FY12 energy budget was roughly \$91M) – with a particular focus on decarbonizing the energy supply and leveraging renewable energy to better manage cost and risk. DGS also executes energy efficiency and conservation programs across the portfolio, with an FY13 budget of \$8.9M, and \$5M budgeted annually from FY14-FY17.

Among the priorities of the energy group:

### *Green Power*

In September 2012, DGS inked a deal to provide the DC Government with 100% renewable energy. The new contract, through which DGS purchases Renewable Energy Credits (REC) from wind, led the District to win an award from the Environmental Protection Agency: #1 Green Powered US Government. Notably, the Division's negotiations led to the acquisition of green power for 43% less than the previous deal. (current price: \$1.05/kWh; previous price: \$1.84/kWh)

### *Large-Scale Renewable Energy Supply*

DGS is exploring a long-term renewable energy deal – likely utility-scale wind financed through a 15-20 year electricity contract – that would reduce electricity costs, mitigate price risk, and de-carbonize the District government's energy supply.

A long-term renewable energy contract holds two tremendous benefits to the District's management of its energy supply:

- Lower prices on day one. Because the District is able to leverage the scale of its energy load and is effectively purchase electricity on the wholesale market, DGS electricity rates with large-scale renewable energy supply would be cheaper than current 'brown power' rates.
- Reduced price risk. At present, the DC Government is entirely exposed to price volatility in the electrici-

ty market; if prices go up – which many economists, the US Department of Energy, and others believe is likely over the next 20 years – DGS's energy supply costs will increase. However, with a long-term deal with fixed prices (something possible because the fuel – i.e. wind – is free and renewable), DGS can lock in rock-bottom rates for a long-term, leaving no exposure to future price volatility in the traditional power market (generated by commodities – often natural gas and coal – with tremendous volatility).

While the Agency is following in the footsteps of an increasing number of Fortune 100 firms, this deal would be the largest non-utility government deal ever – and many onlookers believe the leadership shown by the District in this space is potentially paradigm shifting. As such, the effort has already received widespread public praise, from C40 (offshoot of the Clinton Climate Initiative) to National Geographic.

The Agency began the competitive solicitation process with a Request for Information in March 2013 and an RFP in May 2013. The expectation is to begin contract negotiations with the winning bidder in Summer 2013.

### *Robust Energy Data Acquisition and Analysis*

A central component of the Agency's efforts to reduce energy consumption, and save money, is detailed data about past, current, and predicted energy use within DGS facilities. With this data in hand, building managers can better respond to anomalies in intra-day consumption, retrofits can be scoped and monitored with unprecedented precision, and occupants can see their energy use (and savings) virtually real-time. Most critically, clear operational inefficiencies — specifically, energy use during non-occupied times — can be easily identified and addressed.

Most energy data programs focus on several areas: A) redundant metering; B) drawing data from Building Automation Systems (BAS); C) utilizing monthly data. Yet, each has major weaknesses: redundant metering is costly and time consuming; DGS has BAS in only a fraction of its facilities; and monthly data provides limited, if any, visibility into day-to-day energy management inefficiencies.

With this in mind, DGS aggressively pursued an unprecedented partnership with Pepco to acquire 15-minute interval data from the utility's smart meters in near real-time

– and at no cost. The work paid off: Pepco is now delivering interval data, daily, for the majority of DGS facilities. This data is planned to impact the Agency in three critical ways:

- Internal dashboards for DC government staff. DGS has developed a robust communications process through which facility managers and key agency staff will see – and address – energy efficiencies in near real-time through web-based and tablet-based energy monitoring dashboards.
- A public website that provides unmatched (among any large US portfolio owners, including governments) energy data transparency. This website will not only provide basic building-level transparency for energy consumption, but, perhaps even more importantly, it will empower a transformational environment for community engagement to reduce energy use.
- Public touch-screen kiosks with dynamic view of facility energy data. Engaging kiosks placed in high traffic areas (e.g. lobby areas, cafeterias, etc.) have proven to significantly impact the behavior of building tenants. The kiosks planned by the Division will show occupants real-time energy data, and they will enable building-to-building competitions with real-time ‘leaderboards’ of the contests.

The Division’s efforts in the energy data space are now widely praised by clean tech leaders around the country – and the Agency’s work was even featured on the White House’s blog in May 2013.

### Baseline Energy Data Clean-Up

In February 2012, historic and baseline energy data for DGS facilities was often incongruent, and sometimes inaccurate. The collection of electricity consumption (drawn from paper bills) was inconsistent, facility-specific data across commodities was non-existent, and data collection processes were inefficient and redundant. By November 2012, the Division completed a remarkable turnaround: Accurate electricity, natural gas, and water data is now available for all DGS facilities from FY2009 to FY2012, and a new system is being developed to streamline utility bill payments and tracking.

With its acquisition of next-day interval electricity data, the District is now one of the most energy-data-rich municipalities in the US.

### Energy Efficient Buildings

At the core of DGS’s Sustainability & Energy Division’s mission is a simple goal: Dramatically reduce energy consumption and save taxpayer dollars. The Agency’s efficiency efforts, titled “Game Change,” are intended to ultimately save the District over \$10M annually. The laser-focused effort, driven with an intense operational rhythm (e.g. twice-weekly ‘war room’ sessions), has three key components:

- Data-Driven. As is discussed above, DGS has moved aggressively to improve the quality of historic and baseline energy data -- and has completed a landmark partnership with Pepco to provide near real-time 15-minute interval electricity data. This information is being leveraged to empower improved energy management, drive accountability, and, ultimately, deliver unprecedented savings.
- Operational Efficiency. From building management system optimization, to improved HVAC and lighting scheduling, to data-driven occupant conservation efforts, the Agency seeks significant savings in targeted buildings through no- and low-cost improvements to building energy management. This effort has become known by its three-word mantra: Turn Stuff Off.
- Energy Retrofits. The scoping and design of traditional energy efficiency retrofits will be vastly superior -- and more precise -- because of the analytics made possible with energy data available at 15-minute intervals. This means investments in improved lighting, heating and cooling systems, and plug-load infrastructure will yield higher returns on investments – with robust and near real-time measurement and verification of their impact. The Division’s \$10M in energy efficiency retrofits in FY13 are anticipated to save \$2.5M annually.

### Recycling

The DC Solid Waste and Multi-Materials Act and other subsequent policies set forth by the District’s Department of the Environment (DDOE), government entity to oversee the consolidated recycling policy for the City, as well as current DC Municipal Regulations (DCMR) provide the foundation to the DGS recycling program. Another guiding document is the Mayor’s Sustainability Plan. This Plan outlines four long term goals for the year 2030. These are:

- By 2030, 75% of all waste generated in the city is recovered or recycled.

- By 2030, we will achieve a reduction in waste generation of 25% from 2012 levels.
- We will eliminate litter by 2030.
- We will create a system of teaching environmental literacy.

DGS like many District government agencies, tracks and measures progress of key organizational objectives on a monthly, quarterly, and annual basis. A primary objective of DGS is to provide a clean and secure work environment for District agencies through effective and efficient facility management and maintenance services. DGS is committed to achieving this goal by concentrating on resource conservation and recovery efforts, the expansion of waste and recycling programs; waste prevention, and the expansion of, litter control practices. DGS’ Procurement division procures waste management contracts for all District agencies under the purview of the Executive Office of the Mayor, as well as independent agencies like DC Housing Authority and DC Public Libraries. These procurements support DC law compliance, which all owners and occupants of commercial property, including government, to separate for collection all recyclables materials from the solid waste stream.

The collective recycling rates have steadily increased in the four core facilities since DGS began measuring diversion performance in FY 2004. In FY 2010-12, the four core facilities continued to surpass the 45% recycling requirement set in the Solid Waste Management and Multi-Materials Recycling Act (Table 6.8).

**Table 6.8. Core Facilities: Wilson, Daly, Judiciary Square, and Reeves**

	FY 2010	FY 2011	FY 2012
Recycling (tons)	556	458	371
Trash (tons)	449	457	274
Diversion Rate	55%	51%	55%

Source: Department of General Services

DGS gathers Total Waste Stream weight (trash and recyclables) information for waste collected and removed from properties under the citywide trash and recyclables contract to calculate monthly and annual diversion rates as part of the Agency’s performance measures. Table 6.9 demonstrates the increase of recyclable tonnage from government-owned facilities throughout the entire DC

**Table 6.9. DC Government Recyclables Tonnage**

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
DC Government Facilities Recyclables Tonnage	1,458	1,792	2,023	3,360	3,261

Source: Department of General Services

government:

The District employee recycling program focuses on the separation or segregation of recyclables from trash or contaminants at the source. Desktop or desk side containers emptied into central collection centers throughout the office space are used to maximize participation.

### Protective Services Police Division

The Protective Services Police Division (PSPD) is responsible for managing and providing security and law enforcement at District owned and leased properties. PSPD is responsible for ensuring the safety of District

employees, residents and visitors to government facilities through patrol operations, contract security guard management and electronic access control/security systems. PSPD is also tasked with responding to crimes in progress and taking reports involving crimes or incidents that have occurred within their jurisdiction. Protective Services Police Department Strategic Services Bureau is responsible for providing comprehensive security assessments for all DC Government Facilities.

The PSPD is responsible for managing and providing security and law enforcement services at 67 District owned and leased properties. The mission is executed through patrol operations, contract security guard management

oversight of 484 Contract Security officers, and electronic security systems in 39 buildings. The PSPD also assists District and federal agencies during special events and emergencies. The PSPD officers also handle a wide variety of assignments ranging from building security, response to calls for assistance at protected facilities, security assessments to analyze need for security vs threat/risk at DC Government locations, monitoring and directing the contract security force and providing security for visiting dignitaries on district property.

The PSPD has also created presentations to educate the District government employees on basic safety scenarios such as workplace violence and is responsible for managing and providing security at District owned and leased properties.

**Table 6.10. Key Performance Indicators - Sustainability & Energy Division**

Measure*	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Weather-adjusted reduction in energy consumption (kBtu/ft) from previous year	NA	2%	2.5%	7%	7%	7%
Percent of DGS portfolio for which real-time and interval energy data is available	NA	NA	NA	50%	80%	85%
kWh produced by renewable energy sources	NA	NA	NA	600,000 kWh	1,500,000 kWh	2,500,000 kWh
Total recycling diversion rate at core District owned office buildings**	NA	NA	NA	54%	56%	58%

\*New performance measures in FY13 are indicated with NA for the FY12 Target and FY12 YTD

\*\*Core District owned facilities include: John A. Wilson Building at 1350 Pennsylvania Ave, NW; Reeves Municipal Building at 2000 14th St, NW; One Judiciary Square at 441 4th St, NW; Daly Building at 300 Indiana Ave, NW, DOES HQ at 4058 Minnesota Ave, NE, Consolidated Forensic Lab, 401 E St, SW, and 200 I St, SE.

Source: Department of General Services

**Table 6.11. Key Performance Indicators - Protective Services Police Department**

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Number of building assessments conducted	34	40	126	34	34	34
Number of penetration tests	NA	36-40	144	84	84	84
Percentage of unsuccessful penetration tests*	NA	75	50	80%	82%	84%

\* PSPD's projections are in line with the achievements and expectations of the Federal Protective Services.

Source: Department of General Services

## Contracting & Procurement Division

The Contracting and Procurement Division provides service and support in procuring the following: vertical construction, architecture and engineering services; facilities maintenance and operation services; real estate asset management services, including leasing and auditing; utility contracts and security services. The division will implement the appropriate contracting mechanisms to allow the agency to utilize contracts and other vehicles to decrease

the time required for contract review and approval. Additionally, the division is responsible for vertical construction procurement for the Department of Parks and Recreation, Fire and Emergency Management Services, Housing and Community Development, Metropolitan Police Department and the University of the District of Columbia.

**Table 6.12. Key Performance Indicators - Contracting and Procurement Division**

<b>Measure</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Target</b>	<b>FY 2012 YTD</b>	<b>FY 2013 Projection</b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>
Average processing time for a RFP under \$1 million	NA	90 days	56 days	90 days	90 days	90 days
Average processing time for a RFP more than \$1 million	NA	120 days	NA	120 days	120 days	120 days
Average processing time for small purchases under \$10,000	NA	6 business days	5 days	5 business days	5 business days	5 business days
Average processing time for small purchases between \$10,001 and \$100,000	NA	6 business days	5 days	10 business days	10 business days	10 business days
Percent of District residents hours worked on construction projects	NA	35%	NA	35%	35%	35%
Percent of District residents hours worked on non – construction projects	NA	35%	NA	35%	35%	35%

Source: Department of General Services

## DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

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.

DHCD focuses on three strategic objectives:

- preserving and increasing the supply of quality affordable housing;
- increasing homeownership opportunities; and
- revitalizing neighborhoods, promoting community development, and providing economic opportunities.

## Housing Costs

District residents frequently cite the lack of affordable as one of the most important issues facing the city today. Rising housing costs are a function of the increased purchasing power of homebuyers in the District, increasing demand for renovated and high-end housing stock, and the growing quantity and quality of amenities that come along with living in the Nation's capital.

High housing costs are a regional phenomenon. Housing in the Washington Metropolitan Area is among the most expensive in the nation, for both renters and homeowners with mortgages (Table 6.13). The region's rental housing is the 4th most expensive in the Country and 1st on the East Coast. Homeowners with mortgages pay more each month than their peers in all but 11 other Metropolitan Areas.

Table 6.13. Comparison of Housing Costs Across U.S. Metropolitan Areas

Rank	Rental Homes		Owner Occupied Homes	
	Metro Area	Median Monthly Rent	Metro Area	Median Monthly Owner Costs
1	San Jose-Sunnyvale-Santa Clara, CA	\$ 1,454	San Jose-Sunnyvale-Santa Clara, CA	\$ 3,119
2	Oxnard-Thousand Oaks-Ventura, CA	\$ 1,428	San Francisco-Oakland-Fremont, CA	\$ 2,935
3	Honolulu, HI	\$ 1,381	Bridgeport-Stamford-Norwalk, CT	\$ 2,848
4	<b>Washington-Arlington-Alexandria, DC-VA-MD-WV</b>	<b>\$ 1,353</b>	Santa Cruz-Watsonville, CA	\$ 2,783
5	San Francisco-Oakland-Fremont, CA	\$ 1,344	New York-Northern New Jersey-Long Island, NY-NJ-PA	\$ 2,719
6	Santa Cruz-Watsonville, CA	\$ 1,325	Oxnard-Thousand Oaks-Ventura, CA	\$ 2,641
7	Santa Barbara-Santa Maria-Goleta, CA	\$ 1,303	Napa, CA	\$ 2,638
8	Napa, CA	\$ 1,279	Los Angeles-Long Beach-Santa Ana, CA	\$ 2,541
9	San Diego-Carlsbad-San Marcos, CA	\$ 1,261	San Diego-Carlsbad-San Marcos, CA	\$ 2,503
10	Bridgeport-Stamford-Norwalk, CT	\$ 1,249	Santa Rosa-Petaluma, CA	\$ 2,493
11	Santa Rosa-Petaluma, CA	\$ 1,223	Santa Barbara-Santa Maria-Goleta, CA	\$ 2,432
12	Vallejo-Fairfield, CA	\$ 1,222	<b>Washington-Arlington-Alexandria, DC-VA-MD-WV</b>	<b>\$ 2,423</b>

Source: 2007-2011 American Community Survey (ACS) 5-year estimates

Within the District of Columbia proper, housing costs vary greatly; the city is home to some of the region's most expensive neighborhoods as well as some of its least expensive (Map 6.1 and 6.2). In several neighborhoods, predominantly in the Western portion of the Central Business District, tenants and homeowners pay more per room than at least 80% of the region's residents. In other neighborhoods, primarily in the Eastern half of the District, residents pay less than 80% of their regional peers.

Overall, housing costs have been rising in the District during the past decade, with the median sales price of single family homes reaching a peak of \$549,000 in 2010 (Figure 6.1).

Figure 6.1. Median Sales Price of Single Family Homes



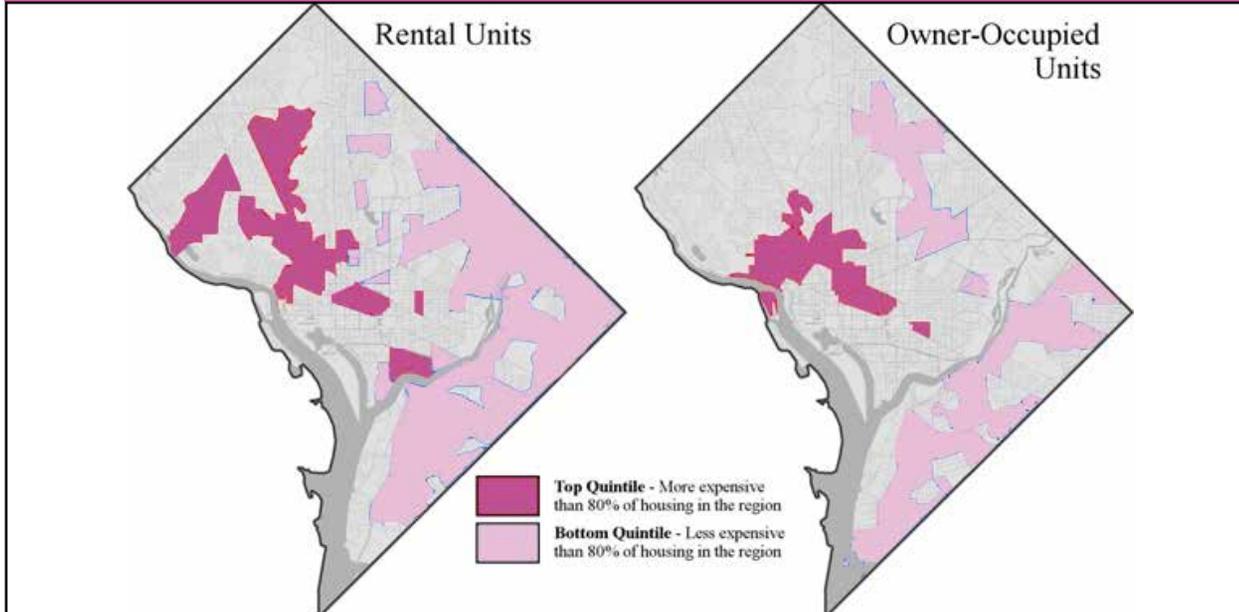
Source: Neighborhood Info DC

These elevated housing costs are out of reach for many District residents. Using the standard defined by the U.S. Department of Housing and Urban Development, 58% of District households are low-income or below (Figure 6.2). A full 34% are considered Extremely Low-Income, earning no more than 30% of the Area Median Income, which was \$106,100 for a family of four in the Washington Metropolitan Area in 2011.

When households with low incomes pay high housing costs, the result is often a Housing Burden, defined as paying more than 30% of gross income towards housing. Many households pay much more than 30% of their income on housing; when these expenses exceed 50% of income, a household is considered Severely Burdened.

Table 6.14 lists the average Housing Burden for house-

Map 6.1 and 6.2. Monthly Costs Divided by Total Number of Rooms in Home



Source: 2007-2011 American Community Survey (ACS) 5-year estimates

holds at a number of income levels. Burden is inversely related to income, and the typical District household at all income levels below \$70,000 suffers a Housing Burden. Map 6.3 illustrates the geographic distribution of this statistic.

Table 6.14. Percent of Income Spent on Housing, by Household Income

Income	Homeowners	Renters
Less than \$10,000	92.3%	78.9%
\$10,001-\$20,000	59.7%	61.3%
\$20,001-\$30,000	46.2%	47.2%
\$30,001-\$40,000	40.2%	38.2%
\$40,001-\$50,000	35.5%	31.8%
\$50,001-\$60,000	30.5%	27.5%
\$60,001-\$70,000	30.3%	26.1%
\$70,001-\$80,000	27.0%	24.6%
\$80,001-\$90,000	22.5%	22.7%
\$90,001-\$100,000	23.7%	21.3%
\$100,001-\$110,000	21.6%	21.7%
\$110,001-\$120,000	21.8%	19.8%
\$120,001-\$130,000	18.8%	18.0%
\$130,001-\$140,000	19.9%	18.3%
\$140,001-\$150,000	18.7%	16.7%
More than \$150,000	15.3%	13.0%
All Income Levels	27.8%	39.8%

Source: Department of Housing and Community Development

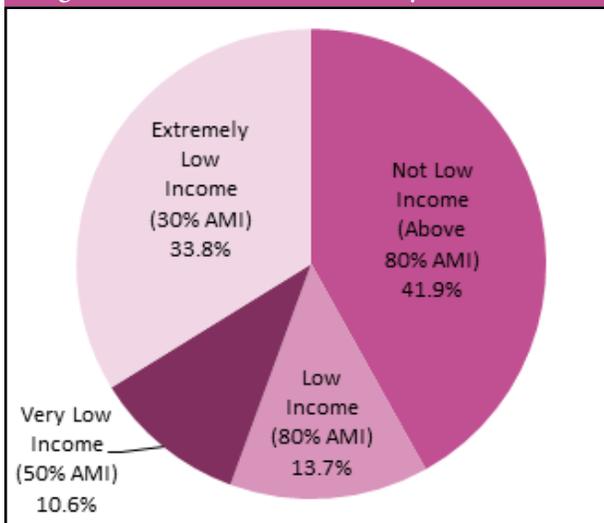
## Fair Housing

The District continues to support activities that are catalysts for removing potential barriers to fair and affordable housing whether these are directly or indirectly housing related. DHCD works to remediate and identify new goals to remove barriers to affordable housing internally and with its government and industry partners.

Between 2006 and 2010, 721 Fair Housing complaints were formally filed in the District (Table 6.15). The most common basis for discrimination reported was Disability status, accounting for 39.1% of all complaints. The next most common categories of complaints were discrimination based on Race (17.1%) and National Origin (14.4%).

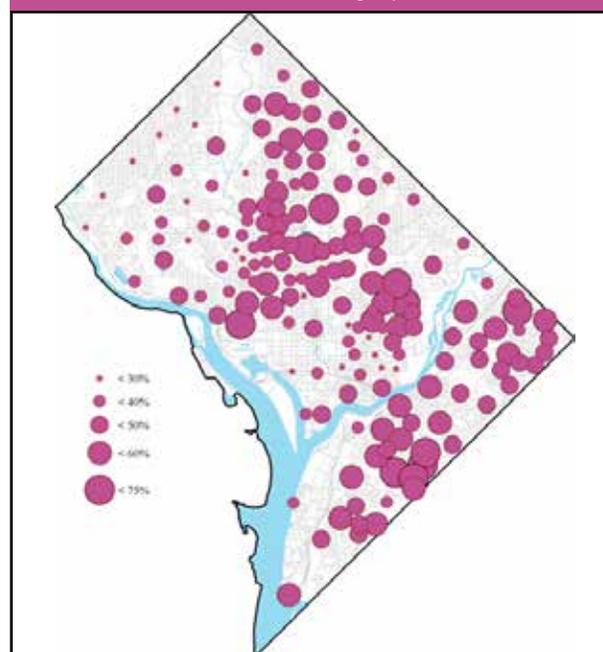
Since 1995, the District has completed four Analysis of Impediments to Fair Housing Choice (AI) studies, the most recent of which was conducted in 2011 and published in 2012. The 2011 AI used a color-blind analysis of the housing stock in the District based on 2010 census

Figure 6.2. District Households, by Income Level



Source: 2009-2011 ACS 3-year estimates

Map 6.3. Percent of Households Paying More than 30% of Household Income on Housing, by Census Tract



Source: Department of Housing and Community Development

**Table 6.15. Fair Housing Complaints, 2006-2010**

Basis of Complaints	Entity Receiving Complaint			Total	Percent of Total
	DC Office of Human Rights	Equal Rights Center	U.S. Department of Housing and Urban Development		
<b>Protected Classes Under Federal Law</b>					
Race	40	37	46	123	17.1%
National Origin	17	63	24	104	14.4%
Color	0	0	2	2	0.3%
Religion	7	5	8	20	2.8%
Sex	11	8	15	34	4.7%
Familial Status	7	12	22	41	5.7%
Disability	73	126	83	282	39.1%
Unknown	0	0	1	1	0.1%
<b>Subtotal</b>	<b>155</b>	<b>251</b>	<b>201</b>	<b>607</b>	<b>84.2%</b>
<b>Additional Protected Classes Under District of Columbia Law</b>					
Sexual Orientation	3	0	0	3	0.4%
Gender Identity or Expression	1	28	0	29	4.0%
Genetic Information	0	0	0	0	0.0%
Source of Income	11	35	0	46	6.4%
Age	6	6	0	12	1.7%
Personal Appearance	2	0	0	2	0.3%
Political Affiliation	0	0	0	0	0.0%
Family Responsibilities	0	0	0	0	0.0%
Matriculation	0	3	0	3	0.4%
Marital Status	2	0	0	2	0.3%
Victim of Domestic Violence	0	2	0	2	0.3%
Retaliation	8	0	0	8	1.1%
Protected Class Not Specified	0	7	0	7	1.0%
<b>Subtotal</b>	<b>33</b>	<b>81</b>	<b>0</b>	<b>114</b>	<b>15.8%</b>
<b>Total: All Protected Classes</b>	<b>188</b>	<b>332</b>	<b>201</b>	<b>721</b>	<b>100.0%</b>

Source: DHCD, District of Columbia Analysis of Impediments to Fair Housing Choice 2006–2011

data. This data was compared to the 2000 census information to complete a comparison of race demographics in the city. This information was also analyzed and compared to findings in the previous AI. The impediments and recommendations provided on the 2011AI are summarized as follows:

- Washington DC has a dual housing market which

has been primarily responsible for the racial and economic segregation in both the District and its surrounding jurisdictions.

- Racial steering contributes to much of the racial segregation in the District.
- Racial and national origin discrimination in issuing conventional and FHA loans to District residents.

- The high cost of housing continues to pose a barrier by fostering economic segregation and the racial segregation that accompanies it.
- The District has routinely granted extensions that have kept developments, where ground has not yet been broken, exempt from the city’s inclusionary zoning requirements because they were in the pipeline when the inclusionary zoning act went into effect.
- The District’s zoning ordinance imposes significant obstacles to accessory apartments, a cost-effective way to provide housing affordable to individuals and households of modest means and to enable households with declining incomes to remain in their homes.
- The District’s Comprehensive Plan does not show goals, objectives, or policies that seek to achieve stable, racially-integrated neighborhoods, which in the District would also require economically-diverse housing.
- The District’s planning process does not directly address any fair housing issues that the city can help resolve and fair housing violations that the city can help prevent.
- The District’s zoning treatment of what it calls “community-based residential facilities” is convoluted and sometimes contradictory.
- Accessing information on how and where to file a housing discrimination complaint if the complaint is not using the Internet is a substantial barrier to fair housing choice.
- Lack of accurate and current information on fair housing matters. District enforcement agency do not consistently track whether fair housing complaints involve rental or ownership housing.
- Difficulty in obtaining data from the District government agencies limited the analysis.
- The DC Housing Authority lacks a cogent pro-integrative policy for siting public housing and the use of Housing Choice Vouchers. Nearly all public housing developments were located in predominantly black areas.

## Foreclosures

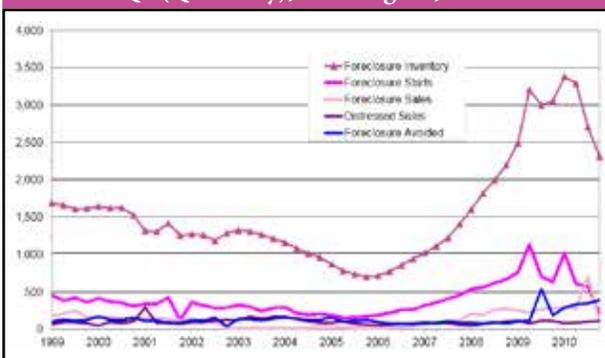
Despite the seriousness of the foreclosure crisis in the District, DC has been hit less hard and later than the country as a whole. However, this is no comfort to the approximate 400 District families, during the peak of the foreclosure crisis, that received initial notices each month that their homes may be in danger of foreclosure. The first

three quarters of 2009 brought dramatically higher numbers—the highest in 10 years—of notices of foreclosure for single-family homes, condo units and multifamily homes (Figure 6.3).

The Urban Institute’s 2009 Foreclosures in the Nation’s Capital study documents almost half of households that begin the foreclosure process are not able to keep their homes, and an additional 34 percent sell their property within 12 months of receiving their final notice of foreclosure. Given the proximity of the sale to the foreclosure notice, it is likely many of these sales occur out of financial necessity rather than desire to move. In terms of finalized foreclosures, DC experienced a 130 percent increase between 2007 and 2008, from 491 to 1,004.

In the District, foreclosures have been largely concentrated in Wards 4, 5, 7, and 8—predominately African American communities—however it appears that middle- to upper-middle class African American communities experienced higher rates of foreclosure than their lower-income neighbors. Many of these communities experienced large gains in homeownership rates, home value, and neighborhood quality earlier this decade; however, these four wards also had growing numbers of vacant properties, further exacerbating the effects of increased foreclosures.

**Figure 6.3. Residential Foreclosure Trends, 1991 Q1 to 2010 Q4 (Quarterly), Washington, DC**



*Note: Sharp fluctuations in foreclosure inventory, starts, sales, and foreclosures avoided are the result of large condominium developments entering and exiting foreclosure in 2009 and 2010.*

Source: DC Recorder of Deeds and Office of Tax and Revenue data tabulated and formatted by NeighborhoodInfo DC

## DHCD Projects and Programs

### Residential Services

These DHCD programs target homeowners and renters by providing financial assistance to increase home purchases and for home rehabilitation as well as housing counseling.

#### Home Purchase Assistance Programs

The Home Purchase Assistance Program (HPAP) provides financial assistance in the form of interest-free loans to qualified District residents to enable them to purchase homes, condominiums or cooperatives units. Qualified households are eligible for loans to meet acquisition and closing cost requirements. Assistance levels are determined by the Department each year based on: (1) prevailing real estate market prices; (2) available budget; (3) levels of household income and size; and (4) each household’s mortgage “financing gap”; assistance provided to any individual household is further subject to program-wide per-client caps determined each year. Loans are subordinate to private first trust mortgages. The DC Employer-Assisted Housing Program (EAHP) provides special home purchase assistance benefits to District government employees, including loans for down payment and closing costs assistance; and matching fund grants to use towards the purchase; and credits toward District property and income taxes. Funds are provided to a sub-recipient under contract with the Department to administer the HPAP and EAHP loan program operation for the District. HPAP and EAHP loans are subordinate to first trust mortgage financing. In Fiscal Year 2012, DHCD provided 245 such loans to District residents (Map 6.4).

#### Residential Rehabilitation Programs

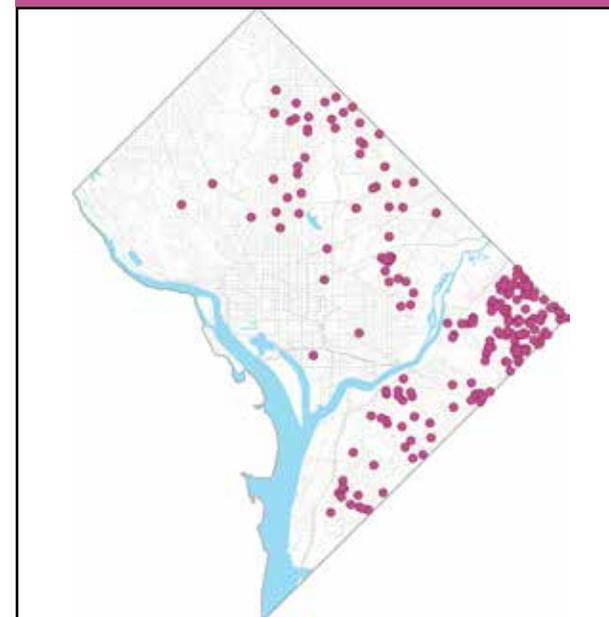
This project includes two program functional units: The Single Family Residential Rehabilitation Program and the Multifamily Lead-Safe Program (Maps 6.5, 6.6). The Single Family Residential Rehabilitation Program provides low-cost financing for the rehabilitation of owner-occupied single-family housing. Eligible home improvements include: (1) items to correct building code violations (items necessary to ensure that the home is decent, safe and sanitary); (2) modifications needed to make the home accessible to residents with mobility impairments (through the Handicapped Accessibility Improvement Program, or HAIP); and grant funding to control lead

hazards related to lead-based paint and lead water service lines. The program provides low- or no-interest amortized or deferred loans, or grant funds, depending on the financial circumstances of the borrower and the amount and type of rehabilitation required. Single Family Rehab loans made to senior citizens have the first \$10,000 of assistance routinely deferred. HAIP provides up to \$30,000 in grant funding for improvements for handicapped accessibility. Grant funds are also available for lead-based paint hazard remediation, replacement of lead water service lines, and emergency roof repair. The Multifamily Lead Safe Program provides grant funds to property owners to render their housing units (both owner-occupied and rental) safe from lead-based paint hazards.

#### Housing Counseling

Through nonprofit community-based organizations, DHCD supports a broad range of housing services, including outreach, application intake and general counseling for several of the DHCD’s programs. The emphasis in counseling is on homeownership, general home management and foreclosure counseling. The DHCD programs served include HPAP, LSW, First Right to Purchase Program, Homestead and Single Family Residential Reha-

**Map 6.4. Home Purchase Assistant Program Loans Issued in FY 2012**



Source: Department of Housing and Community Development

bilitation program. The District also provides funding to the non-profit sector to provide outreach and education to residents victimized or at risk of a home foreclosure. Community Based Organizations (CBOs) funded through DHCD provide foreclosure prevention training so that residents can be salvaged from losing their home. The training, provided in English and Spanish by some CBOs, seeks to provide individualized counseling, assess the delinquency status, and provide options and a work plan to alleviate the situation.

### Property Acquisition and Disposition

The Property Acquisition and Disposition Division (PADD) consolidates the Homestead Housing Preservation Program, the Home Again Program, the Acquisition for Housing Development Opportunities Program (LAHDO) and other property acquisition and disposition functions into one division. The goal of PADD is to stabilize neighborhoods by (1) decreasing the number of vacant and abandoned residential properties in the District, and (2) transforming vacant and/or abandoned deteriorated properties into homeownership opportunities for District of Columbia residents at all income levels. PADD has three main functions that include encouraging property owners

to rehabilitate and/or occupy their vacant and abandoned residential property; acquiring 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 disposing of properties in the PADD inventory by selling the properties to individuals or developers to be rehabilitated into high quality low- and moderate-income and market-rate for-sale or rental housing units. DHCD currently owns 167 properties with a total assessed value of more than \$22 million (Map 6.7) in a portfolio that is constantly changing, as PADD acquires and sells assets.

### Project Financing

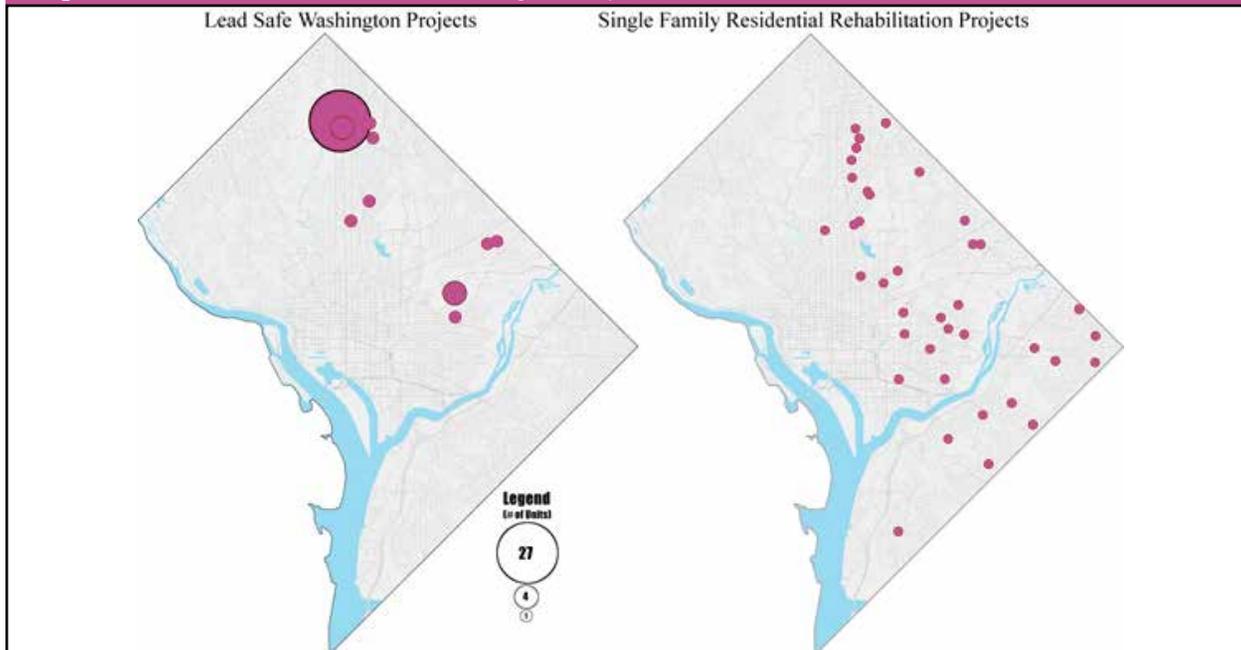
The Development Finance Division provides low-cost project financing for the rehabilitation and new construction of affordable residential property containing five or more units, for both general and special needs populations; infrastructure for community development projects; and commercial and community facilities. The specific project activities that will receive funding are selected during our Request for Proposals (RFP) process that DHCD/Development Finance Division conducts to solicit project proposals. In Fiscal Year 2012, DHCD's Develop-

ment Finance Division closed loans on projects that will produce 702 units of affordable housing and 3 community facilities (Map 6.8).

### Commercial Revitalization

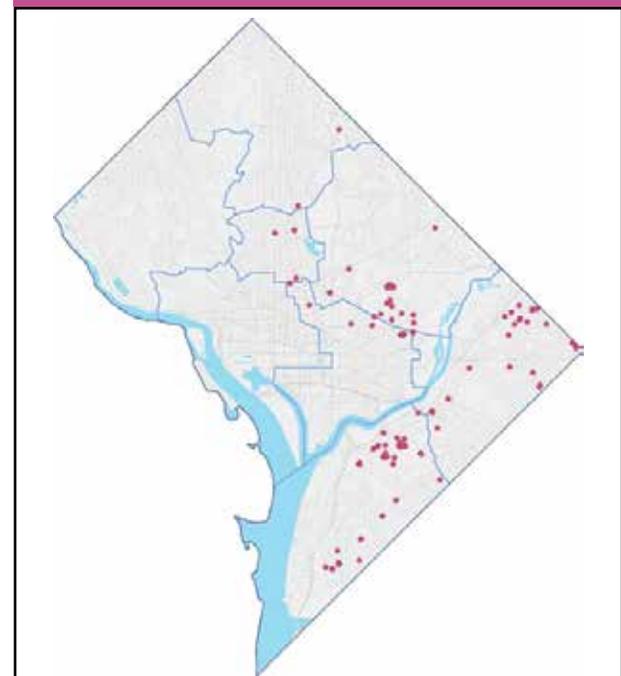
The purpose of this activity is to enhance the image and overall economic viability of neighborhood business districts by improving the function and appearance of individual commercial façades. Under the Storefront Façade Development activity, the Department provides grants, through non-profit partners, to retail and commercial property owners for the enhancement of retail and commercial façades in targeted areas of the District. In addition, DHCD provides technical assistance, support and training to small and retail businesses focusing on neglected commercial corridors in low and moderate income areas. Grantee organizations are also involved in business attraction and retention and larger neighborhood revitalization efforts in their designated areas, including major commercial development project planning and inter-agency business development coordination.

Map 6.5 and 5.6. Residential Rehabilitation Program Projects Funded in FY 2012



Source: Department of Housing and Community Development

Map 6.7. Portfolio of Vacant Properties Owned by DHCD's Property and Acquisition Division



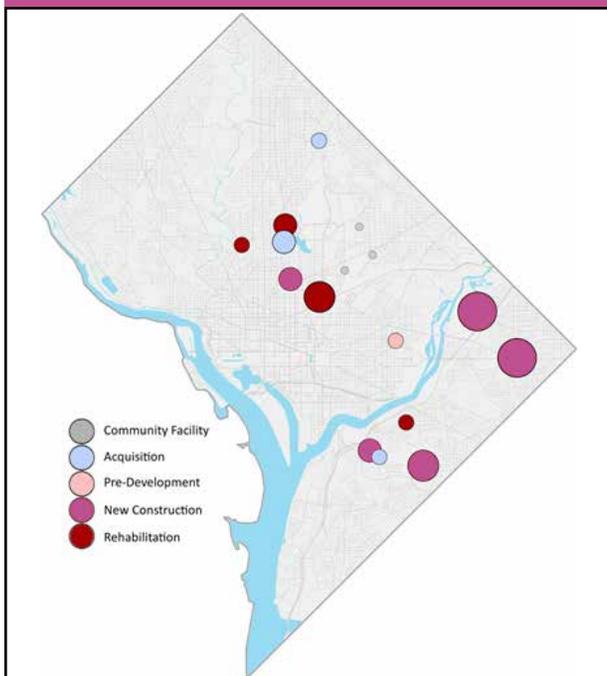
Source: Department of Housing and Community Development

## Program Monitoring and Compliance / Portfolio Management

The purpose of the Program Monitoring and Compliance activity is to provide oversight and monitoring services of DHCD projects to ensure the Department's use of project funds fully complies with HUD and District regulations. This particular activity ensures that federally-funded projects meet environmental requirements. It includes a Quality Assurance activity that provides program review and performance evaluation to DHCD and sub-recipients/contractors so they can operate in full compliance of regulations in the most effective and efficient manner possible. Program Monitoring and Compliance includes a fair housing compliance component to ensure sub-recipients are abiding by local and federal fair housing and accessibility statutes. As well it includes a Section 3 component to ensure projects with a minimum of \$100K provide employment opportunities and contracting to Section 3 individuals and businesses, respectively.

The Portfolio Management Division manages the Low

Map 6.8. Development Finance Division Loans Closed in FY 2012



Source: Department of Housing and Community Development

Income Housing Tax Credit allocations including compliance requirements and other activities; it will also compile the DHCD expenditures to identify loans and grants created by the expenditures. The unit will complete and maintain an inventory of assets created by the DHCD expenditures from the Housing Production Trust Fund, CDBG funds, HOME funds, and other DHCD funds. The Unit will also be responsible for monitoring the recipients of the loans and grants for compliance with the terms and conditions of the transactions.

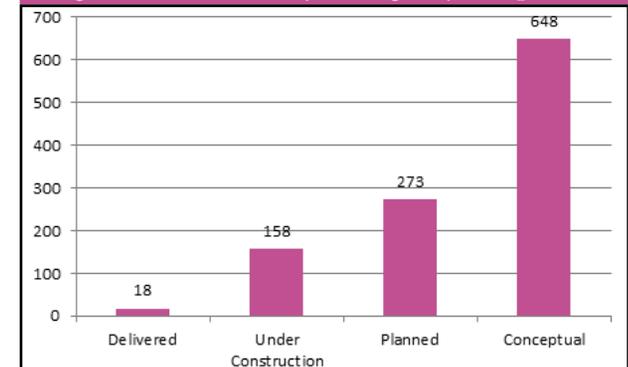
## Housing Regulation

The Housing Regulation Administration (HRA) administers rental housing regulations relating to conversion of use to condominium and cooperative ownership, 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 (HRC). Further, HRA administers the new Inclusionary Zoning program and monitors and enforces many of the District's affordable dwelling unit (ADU) restrictions and regulations. HRA has three activities:

- **Rental Conversion and Sales Division (CASD)** - administers the Rental Housing Conversion and Sale Act of 1980, as amended, and the Condominium Act of 1976, as amended, regulating the conversion of property use to condominium and cooperative ownership, overseeing the tenant opportunity to purchase rental housing, administering the housing assistance payment program to assist displaced low income tenants, registering residential condominium and cooperative projects, and administering the structural defect warranty claim program;
- **Rental Accommodations Division (RAD)** - administers the Rental Housing Act of 1985, including registering and licensing rental housing, administering rent adjustments procedures, processing landlord and tenant petitions, providing conciliation services and acting as a repository for notices to vacate and all rental property records; and
- **Housing Resource Center (HRC)** - provides rental housing services to landlords and tenants as well as information to the public on all of the Department's services for first-time homebuyers, developers of affordable housing projects, and low-income homeowners. The Housing Resource Center also includes the office of the Housing Provider Ombudsman, access to the Affordable Housing Locator, and an

office of University Legal Services for on-site housing counseling. The Housing Resource Center also administers the Inclusionary Zoning and Affordable Dwelling Unit Programs. While, the Inclusionary Zoning program is still a recent program, it has a growing pipeline and soon will be responsible for producing many affordable housing units managed by DHCD (Figure 6.3).

Figure 6.3. Inclusionary Zoning Project Pipeline



Source: Department of Housing and Community Development

## Rental Housing Commission (RHC)

The commission has three statutory functions in order to preserve and increase the supply of quality affordable housing in the District: 1) to issue, amend and rescind regulations that are promulgated for enforcement of the Act; 2) to certify and publish the annual adjustment of general applicability to rents and/or rent ceilings, which adjustment is based upon annual changes (if any) in the consumer Price Index for the applicable region in which the District of Columbia is located; and 3) to decide appeals brought to the Commission from the Rent Administrator and the Office of Administrative Hearings (OAH). Although the Commission is an independent quasi-judicial body, it has direct reporting responsibility to DHCD on administrative, management and budgetary matters.

# DC HOUSING AUTHORITY

## Mission and Strategic Goals

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.

- 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 highest expectations of the affordable housing industry.
- Goal E: Effectively communicate DCHA's accomplishments and advocate for its mission.

## Board of Commissioners

The DCHA Board of Commissioners is an 11-member governing body made up of District community and business leaders, including three members representing the diverse constituency of DC Public Housing and one member representing Housing Choice Voucher Program participants.

The public housing community elects the resident members of the Board of Commissioners. Six Commissioners are nominated by the District of Columbia Mayor and confirmed by the Council of the District of Columbia. The Metropolitan Central Labor Council and the Consortium of Legal Services Providers each appoint one Commissioner. The DC Deputy Mayor for Planning and Economic Development is an ex-officio member of the Board.

## Executive Director

An Executive Director is appointed by the Board. The Executive Director, subject to the direction and supervision of the Board, administers, manages, and directs the daily affairs and activities of the Authority; Supervises the staff of the Authority, makes all final personnel decisions, and employs assistants, employees and consultants as necessary in accordance with the rules, regulations, by-

Table 6.16. DCHA Pipeline, 2010-2013

Project Type	Project Name	Market Rate Units	Affordable Units	Total Number of Units	
HOPE VI Revitalization - Capitol Quarter	Capitol Quarter TH II	77	86	163	
	The Loft at Capitol Quarter	156	39	195	
HOPE VI Revitalization - Sheridan Station	City Homes at Sheridan Station	-	80	80	
	Sheridan Station - Phase III	-	133	133	
	The Lofts at Sheridan Station	-	114	114	
Housing Choice Voucher – Project Based	Victory Square	-	98	98	
New Communities Initiative – Barry Farm	Matthews Memorial Terrace	-	99	99	
New Communities Initiative – Lincoln Heights	4427 Hayes Street	-	26	26	
	4800 Nannie Helen Burroughs	-	70	70	
New Communities Initiative – Park Morton	The Avenue	-	83	83	
Housing Choice Voucher Program – Project Based	2025 Fendall Street	-	29	29	
	Crawford Edgewood - Bethune House	-	9	9	
	Fort View	-	18	18	
	Institute of Urban Living - Hyacinth Place	-	15	15	
	Jubilee—The Euclid	-	35	35	
	Jubilee—The Sorrento	-	17	17	
	Milestone on Russell	-	6	6	
	New Beginnings Coop / Manna	-	15	15	
	Local Rent Supplement Program	SOME - Chabrja House	-	51	51
		SOME - Chesapeake	-	22	22
		SOME - Good Hope Road (Kuehner House)	-	42	42
		SOME - Texas Ave	-	48	48
		SOME-Bedford Falls	-	76	76
		The Severna	-	30	30
Twinning Terrace		-	3	3	
United Planning Org	-	2	2		
Webster Gardens	-	16	16		
Assisted Living	2905 11th Street NW	-	14	14	
Affordable Housing	Metro-Towns @ Parkside	-	125	125	

Source: DC Housing Authority (DCHA)

laws and policies adopted by the Board; Executes leases, deeds, notes, bonds, contracts and other documents on the Authority's behalf; and performs such other acts and duties as assigned by the Board.

## Public Housing and Housing Choice Voucher Program Wait List

DCHA has used its waiting list for many years to record applications to its housing assistance programs. Applicants are housed from the waiting list based on the date and time they apply and their selected preferences. With the goal of improving the management and predictability of the Agency's waiting lists, effective April 12, 2013, DCHA suspended new enrollment to the waiting list to (1) update the waiting list to make sure people already on the list still want and need housing; (2) give people on the public housing waiting list a chance to list which properties they want to live in; and (3) make the waiting list process easier to understand and manage.

Please visit our website at [www.dchousing.org](http://www.dchousing.org) or call our Customer Service Call Center at 202-535-1000 for more information.

## Featured Projects

### Capitol Quarter

The plan for the revitalization of Arthur Capper/Carrollsborg represents one of the most ambitious HOPE VI projects undertaken nationwide. The \$34.9 million grant award has been leveraged to provide a total of over \$424 million for the creation of 1,597 new rental and home ownership units, office space, neighborhood retail space and a community center.

The housing strategy will replace the demolished units with 707 public housing units, 547 market rate and 28 affordable rental units, 179 affordable homes for purchase, and 292 market rate homes for purchase and 90 market rate condominium units for a total of 1,753 new units. By replacing all occupied public housing units, the Arthur Capper/Carrollsborg development will be the first HOPE VI site in the country to provide one-for-one replacement of demolished public housing units.

It is the program's ability to capitalize on the value of the

land, a dynamic uncharacteristic of most HOPE VI projects, and the developable density that allows it to retain this level of affordable housing. The project achieves high density on-site because of the marketability and value of the land near Southeast. Because of the influx of a new employment base, Near Southeast has become an attractive area for people to live close to work.



### Sheridan Station

Vacant since 1994, Sheridan Terrace, a former 183-unit public housing property on 9.8 acres, was demolished in September 1997, due primarily to the failure of site drainage that caused severe soil erosion and frequent flooding, leading to the uninhabitability of the ground level apartments.

DCHA received a \$20 Million HOPE VI grant in 2008 to redevelop the site and will leverage \$95 million in public and private resources. When completed, Sheridan Station, formerly known as Sheridan Terrace, will deliver 327 new units in a mixed-income neighborhood which includes 110 public housing units; 137 affordable rental units for families with incomes up to 60% of the Area Median Income (AMI); and 80 homeownership units for families

with incomes up to 80% of AMI.

The completed Phase I consists of a five story loft style building with 104 units adjacent to two 4-unit manor buildings and two townhouse units. Phase I is certified LEED-Platinum by the U.S. Green Building Council and has features such as:

- 100 KW GEPV Brilliance Photovoltaic Electric System
- 6000 Square Foot Intensive Green Roof
- 3000-5000 gallon Rainwater Cistern
- Two Bio-Retention Facilities
- Four Hydrodynamic Separators
- Energy Star® Appliances in all units
- Energy Star® Lighting in all units and common areas
- Low Flow Fixtures in all units and common areas
- SEER 14.5-15 HVAC Systems in all units
- Fresh Air Ventilation System in all units
- Energy Star® /High Emissive Roof
- Low VOC Paint in all units and common areas
- Non-Carpet Floor Covering in All Units
- Cement Board Siding on Exterior of Units
- Open-grid pavement in motor court(s)

The building also includes a 5,500 sq ft primary care clinic; fitness center, multi-purpose room, business center and 24-hour concierge.



Twenty-two (22) of the 80 affordable homeownership units are completed and sold and the remaining 58 units are in construction. The third and final phase of the project will be a 133 units of which 65 will be public housing and 68 Low Income Housing Tax Credits (LIHTC) for families with incomes up to 60% AMI will begin construction in the summer of 2013 and will deliver in early 2015. The project has three unit types – townhomes, manor flats and cottages.

## DCHA Projects in Planning

### Kenilworth-Parkside

In January 2012, the US Department of Housing and Urban Development announced that Kenilworth-Parkside was one of only 13 neighborhoods nationwide to be designated a HUD Choice Neighborhood. The designation resulted in a \$300,000 planning grant to the DC Housing Authority to enhance existing public and assisted housing in the neighborhood. DCHA is now applying for HUD's 2013 Choice Neighborhood Initiative implementation grant. The three core goals of the Choice Neighborhoods Initiative (CNI) are housing, neighborhood, and people. DCHA will provide a detailed plan to implement the transformation plan developed with community and government stakeholders over the 1.5 years of planning which will address all three goals.



### Barry Farm

In October 2012, DCHA was awarded a Choice Neighborhoods Initiative (“CNI”) Planning Grant through the US Department of Housing & Urban Development for Barry Farm and Wade Apartments. The CNI Transforma-

tion Plan vision is to create a cohesive, sustainable, and well-functioning community using housing as a platform for improved quality of life by redeveloping its severely distressed public housing, tying together its many assets and providing the resources so children and families can succeed and achieve their life goals. In 2005, Barry Farm was designated as a New Communities Initiative (“NCI”) project by the District of Columbia Council. The NCI is a local program based on four guiding principles: One-for-One Replacement; The opportunity to return to the new community; Mixed-Income Housing; and “Build-First” in the neighborhood so that residents are not displaced. To date, the Deputy Mayor’s Office for Planning and Econ Development has invested in developing replacement units and in case management services for Barry Farm resident.



### Regency House

Regency House is a 160-unit DCHA senior property located in the affluent Chevy Chase neighborhood of Washington, DC near American University, in an area easily accessible to public transportation and shopping.



As a component of DCHA’s sustainability goals, the Authority has implemented green improvements to reduce its carbon footprint as well as lower energy and utility consumption. These efforts include the 2009 opening of the new green roof at Regency House.

### Green Roof Benefits

Filters pollutants and carbon dioxide out of the air which helps lower disease rates such as asthma.

Reduces storm water runoff into the city’s sewage system.

Reduces cooling loads on the building by fifty to ninety percent in the summer, and helps to retain heat in the winter.

Other improvements to the property include solar panels, new boilers and hot water heaters, refurbishing of all units with water-efficient toilets, showerheads, faucets, energy-efficient lighting, low-VOC paint and a DCHA-designed heat-recovery system. These improvements also contribute to the decrease in temperature that allows DCHA to recover heat from summer air conditioning and use it to heat water. The payback for this system is two years.



### Energy Services Company (ESCO)

DCHA received approval from HUD to serve as its own Energy Services Company (ESCO), for an approximate savings of \$3 million per year. As the first large public housing authority to serve as its own ESCO, DCHA provided energy conservation services to itself at a fraction of the cost compared to what other housing authorities pay for similar services. DCHA financed the improvements through an Energy Performance Contract (EPC) which allowed the agency to achieve energy savings without up-

front capital expenditures. The debt service on the EPC debt is repaid through the energy savings.



As a component of the Kenilworth-Parkside CHOICE Transformation Plan, DCHA became a partner in the neighborhood's Promise Planning Initiative. This initiative is the US Department of Education selecting Kenilworth-Parkside to receive a \$500,000 planning grant to transform the community's educational system.



*DCHA's Commitment to Quality Education*

DCHA, through its subsidiary District of Columbia Housing Enterprises (DCHE), provided \$12.1 million of New Market Tax Credits (NMTC) towards the construction of



the Educare early childhood school and community center located in Kenilworth-Parkside. Educare is a state of the art facility that provides early childhood education aimed at closing the achievement gap for children in poverty.

The school, funded by a unique consortium of private and public partners, will provide direct services to 157 infants, toddlers, preschoolers and their families in the Kenilworth-Parkside Community. It will also serve to spark improvements in early childhood programs throughout the District by spreading evidence-based practices and creating new champions for early learning.



*Community Benefits*

The creation of new job opportunities for low income residents of this community, both pre- and post-construction. 100 Construction and 65 Permanent jobs are dedicated to DC low-income residents.

\$500,000 Community Benefits Donation to DCHA for job training and workforce development.

A sustainable and eco-friendly school with green features that creates a healthy environment for low income children ages 0 thru 5.



*Howard Theatre*

*History*

The Howard Theatre opened in 1910 and is a historic arts landmark that launched the careers of Duke Ellington, Ella Fitzgerald, Marvin Gaye, and The Supremes. After the 1968 assassination of Martin Luther King Jr., the city erupted in civil unrest which forced the eventual closure of the theatre in 1970. The Theatre reopened in 2010 after a 32-year hiatus and a \$29 million renovation. DC Housing Enterprises, a subsidiary of DCHA, allocated \$12 million in New Market Tax Credits to support the construction efforts.



*Revitalization*

Revitalization of the Howard Theatre has brought the once thriving neighborhood of Shaw and LeDroit Park back to life. The neighborhood has seen extensive investment by government and private entities. Additionally, the Theatre has attracted tourists, customers and new businesses to the community.



*Community Benefits*

- 28 permanent jobs were set aside for individuals at or below 40% Area Median Income, including res-

idents of Garfield Terrace and Kelly Miller, nearby public housing properties.

- Training and educational opportunities in the arts and entertainment are provided for low income high school and college students of this community.
- A new sit-down restaurant and removable seating opens up the venue for a variety of events and activities, thereby creating more flexibility in scheduling and programming for the Theatre.
- A sustainable eco-friendly and energy efficiency facility with historic architecture and components of the original Theatre was restored for reuse to tie its history to the new.

