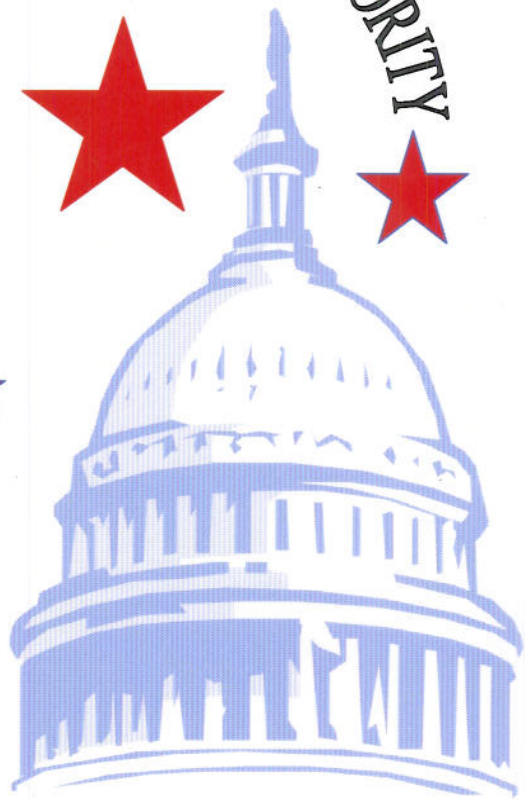
DISTRICT OF COLUMBIA HOUSING AUTHORITY



CREATIVE LIVING SOLUTIONS REPORT

FY 2008

MICHAEL KELLY, Executive Director

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INTRODUCTION

This report describes both the ongoing activities of the District of Columbia Housing Authority (DCHA) over the past fiscal year from October 1, 2007 thru September 30, 2008 (Fiscal Year 2008) and the innovative initiatives that DCHA has undertaken using MTW flexibility. The initiatives reported on in this report were first described in DCHA's Moving to Work/Creative Living Solutions (MTW/CLS) Plan for Fiscal Year 2008, presented to HUD in July 2007.

During the past fiscal year, DCHA sustained its mission of managing public housing units, administering vouchers, expanding affordable housing opportunities and supporting resident empowerment efforts. While the year was filled with multiple challenges, it also contained a variety of opportunities that allowed DCHA to face increasing affordable housing needs within a city with an aggressive housing market. Much like its peers across the nation, DCHA sought creative responses to the changing affordable housing environment and the reality of shrinking federal resources. The DCHA staff has demonstrated remarkable resiliency as both programmatic and administrative changes were implemented to reduce costs. With solid Board leadership and the commitment and sacrifices of a talented staff, DCHA stabilized the level of its housing assistance programs without undue harm to its existing clients.

During FY 2008, DCHA realized a number of achievements in each of its program areas. Highlights of these achievements include:

a. Moody's upgraded their previous assessment of DCHA's financial and management operations to MQ1, reflecting DCHA's strong culture and performance management and accountability.
b. The award-winning Do Your Best program, which offers summer jobs and college preparation to young residents, celebrated its 10th Anniversary;
c. Developed and is currently implementing a capital improvement plan for each conventional property.
d. Achieved fully occupancy at Capper II and currently third phase of ACC units under construction.
e. Continued implementation of the expedited modernization program where over $80 million in bond proceeds are bringing properties to 20-year viability. All funding has been obligated and to date over 80% of the funds have been expended.
f. Updated a 20 year old public housing lease;
g. Received, for the seventh year in a row, an Unqualified Opinion in FY 2007 independent audit;
h. Received an award from the HUD Inspector General's office
i. Completion of 515[1] (cumulative)ADA/504 units

[1] DCHA has created or converted a cumulative total of 515 UFAS units as of September 31, 2008. As of December 2008, DCHA has acquired additional 10 UFAS units, which will close the first quarter of 2009, bringing the total UFAS units to 525.

DCHA is the largest landlord in the District of Columbia. This fact, coupled with the agency's location in the nation's capitol, places a unique value on our efforts. Continuously in the spotlight, DCHA maintains a leadership role, both locally and federally, by carrying out its mission with a quiet confidence and commitment to excellence.

Moving to Work as a Valuable Tool

Each of the objectives reported as completed in this report advance at least one of the four objectives of DCHA's MTW Plan found in DCHA's MTW Agreement. The four objectives are as follows:

- Develop enhanced housing opportunities;
- Sustain quality property management;
- Achieve effective customer support services; and
- Organize efficient businesslike operating systems.

These four objectives are a summary of the ten objectives of DCHA's two year strategic plan. The initiatives proposed in the CLS Plan and reported on in the CLS Report are just some of the many avenues and tools that DCHA is using to achieve the goals and objectives of the DCHA Strategic Plan. This report covers the policies and accomplishments directly related to MTW/CLS activities. Other planning tools that DCHA uses alongside with the CLS Plan to guide the implementation of its strategic plan include a comprehensive Business Plan and a Communications plan. The Strategic Plan are updated every two years; the business plan, the communications plan and the CLS Plan are updated annually.

Content of this Report

The report is presented in three parts. The first part presents much of the data and information required by Attachment B of DCHA's MTW Agreement with HUD. The second section reports on the Initiatives proposed in the FY 2008 Creative Living Solutions Plan that was completed during FY 2008. The second section is organized according to DCHA's MTW/CLS objectives. The third section is the Appendices that complete the requirements of the MTW Agreement, including data required by Attachment B of the Agreement. Appendix B of the third section is a table presenting DCHA's progress on the Benchmarks incorporated in DCHA's MTW Agreement.

The Initiatives presented in this report were completed in consultation with DCHA's resident leadership, the local organizations committed to helping improve the lives of low income families, local elected and appointed officials, DCHA staff and concerned members of the general public. After the exploration and consultation process, the proposed changes that were carried through to implementation were adopted through the District of Columbia rulemaking process, with final adoption by the DCHA Board of Commissioners.

DCHA appreciates the advice, hard work and commitment of all the participants in the process of examining what we do and devising policies and processes that can help us do it better. The completed Initiatives that result from these efforts would not have been possible without the contributions from our clients, advocacy groups and all other stakeholders, not the least of which are DCHA employees responsible for the day-to-day success of the agency in achieving its mission.

Completed Capper I Senior building.

PART I: OVERVIEW OF ACTIVITIES AND ISSUES

This section of the plan is organized according to the reporting requirements of Attachment B of DCHA's MTW Agreement with HUD. It provides the data, narrative and discussion as required by the Agreement.

I. Households Served

Overall, DCHA has achieved a net increase in total families served, exceeding our combined MTW benchmark of 16,661 by four percent having served a total of 17,297 households as the end of the 2008 fiscal year. As shown below, DCHA experienced a slight decline in the number of households served compared to 2007. The decline was in the Housing Choice Voucher program where the number of households served decreased to 10,022 compared to 10,276 at the end of 2007, representing a near 3% decline. This was due to the number of households who were terminated from the program due to ineligibility or failures to comply with program rules. DCHA expects the number of households served to grow steadily during 2009. In the public housing program, DCHA served a total of 7,275 households, less than projected due to already reported past delays in the delivery of newly constructed public housing units at HOPE VI sites and changes in a financing structure at the Henson Ridge site where units originally planned as ACC units are now project-based Section 8 units. Additionally, on-going bond-supported modernization efforts have continued to temporarily take some dwelling units offline. Below are summaries of the households served by program.

Public Housing Families								
	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Planned	7,203	7,508	7,000	7,200	7,200	7,390		
Actual	7,203	7,258	7,120	7,032	7,204	7,275		

HCVP Recipients								
	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Planned	8,680	9,300	9,643	10,000	10,200	11,092		
Actual	9,249	9,908	9,575	9,905	10,276	10,022		

In addition to the households served in the HCVP and public housing programs captured above, DCHA has continued its efforts to expand opportunities for low and moderate income families through other affordable housing opportunities. For example, DCHA issued a solicitation offering loans to private owners who are willing to convert their units into UFAS units. Upon completion, these units would be project based units used to house disabled individuals on the DCHA waiting list or existing residents who need a UFAS unit.

Changes in Tenant Characteristics-Public Housing and HCVP

Number of Bedrooms

The bedroom breakdown of the households remained relatively constant in FY 2008 in the public housing program with some changes in the HCV Program. The most significant change in the voucher program was in the number of households occupying one bedroom units; 218 less households were served in one bedroom units. The changes are typically in the voucher program as those households tend to be more transient.

Income

There was an overall fluctuation in the number of the number of households in each income category. The most significant change was in the number of households in the income category of 50% to 80% of the AMI, where the number of households in this income category increased from 183 at the end of FY 2007 to 322 at the end of FY 2008, representing a 76% percent increase. The number of households whose incomes fell at or above 80% of the AMI dropped by 57 with the total number of households served equaling 24 from 56 from FY 2007.

Race

DCHA's tenant characteristics have remained fairly constant over the past years. The racial breakdown of the households served has remained relatively the same. For example, the percentage of African Americans compared to the total households served has remained at approximately 97% for the past several years and remained consistent for FY 2008. Households of other races increased slightly with households reporting their race as "other" having increased the most from 37 at the end of FY 2007 to 91 at the end of FY 2008.

Ethnicity

The ethnicity breakdown of the households served remained relatively the same with a 1% increase in the number of households who identified themselves as Latino. The number of Latino households increased from 340 at the end of FY 2007 to 463 at the end of FY 2008. The number of households who reported themselves as non-Latino dropped from 17,756 to 16,756 in 2008. Below are summary tables of the total households severed segregated by demographic characteristics.

Total Households Served								
	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Planned	15,883	16,808	16,643	17,200	17,400	18,482		
Actual	16,452	17,166	16,695	16,937	17,480	17,297		

Total Households Served: By Bedroom Size								
	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
0 BR	2,255	2,956	2,563	1,046	994	902		
1 BR	3,592	3,626	3,531	4,469	4,416	4,634		
2 BR	5,193	5,196	4,992	5,569	5,586	5,470		
3 BR	3,857	3,767	3,796	4,219	4,358	4,203		
4 BR	1,177	1,204	1,327	1,462	1,557	1,521		
5 BR	343	370	417	465	488	475		
6 BR	35	57	70	78	81	91		
TOTAL	16,452	17,166	16,696	17,308	17,480	17,297		

Total Households Served: by Household Type								
	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Non-elderly/non-disabled	9,683	9,732	10,158	10,158	10,570	7,164		
Elderly/non-disabled	2,140	2,249	2,476	2,399	2,481	4,473		
Disabled	4,629	5,185	5,743	6,126	6,793	5,660		
TOTAL	16,452	17,166	18,377	18,683	19,844	17,297		

Total Households Served: By Income Group

	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
<30% AMI	15,465	15,869	15,432	15,929	15,711	15,630		
30%-50% AMI	926	1,187	1,153	1,336	1,668	1,453		
50%-80% AMI	60	105	104	170	183	189		
>80% AMI	1	5	6	11	56	25		
TOTAL	16,452	17,166	16,695	17,446	17,618	17,297		

Total Households Served: By Race

	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Asian/Pacific Islander	48	53	51	59	45	61		
African American	15,829	16,643	16,185	16,458	17,008	16,729		
Native American / Hawaiian	7	27	28	28	26	28		
Caucasian	326	369	362	364	364	388		
Other	242	74	69	28	37	91		
TOTAL	16,452	17,166	16,695	16,937	17,480	17,297		

Total Households Served: By Ethnicity

	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Hispanic	339	350	413	344	340	461		
Non-Hispanic	16,113	16,816	16,282	16,593	17,140	16,836		
TOTAL	16,452	17,166	16,695	16,937	17,480	17,297		

Number and characteristics of households on Waiting List

The waiting list represents every single household that has applied for housing assistance. As shown in the tables below, the waiting lists for both HCVP and Public Housing programs have more applicants on the waiting list than could be housed within any reasonable time period given existing resources. The number of applicants on the waiting list for assistance under the HCV Program is now a little over 20,000 households compared to almost 57,000 last year. Similarly, the number of applicants on the waiting list for assistance under the public housing program is now 11,353 compared to nearly 30,000 in previous years.

The large decline in the number of households on the waiting list is due to a major waiting list update effort that took place during FY 2008. DCHA implemented a process to update its waiting list and install a new waiting list management system. The updating process entailed sending out notifications to over 57,000 applicants on the waiting list and a request for updated contact information and indication of continued interest in DCHA's housing opportunities. DCHA obtained rosters with mailing addresses from several service providers who serve our mutual clients and where those rosters have different addresses for our applicants, we conducted a second mailing to them to increase our response rate.

Renovation of balconies at Greenleaf Senior

DCHA employed expansive outreach efforts to reach out to the applicants. Working with the network of homeless service providers, especially the Community Partnership for the Prevention of Homelessness and the Washington Legal Clinic for the

Homeless, DCHA established multiple sites throughout the District, in addition to DCHA, where applicants could receive and return update information. The sites were advertised in the Washington Post newspaper. Furthermore, news releases were sent to other local papers including, News el Pregonero, el Tiempos Latino, Street Sense, The Southwester, the Capitol Community News publications, the Washington Times, The Afro American, The Examiner, the Washington Business Journal, Clear Channel Networks, the five Network TV stations in the District, The Common Denominator and the Washington City Paper.

DCHA created eye-catching posters for the District's homeless shelters, and elsewhere, reminding applicants to update their information. Details were also included on DCHA's web site. All applicants who identified themselves as Hispanic received an additional mailing in Spanish.

Even with all of this effort, DCHA recognizes that some families will unwittingly miss their opportunity to update their application. Therefore, DCHA is allowing all applicants on the list during 2007 to request reinstatement on the list with their original date until March 2009.

DCHA anticipates that the waiting list will continue to steadily grow during 2009. The local Mayor and members of the City Council have expressed an interest in eliminating so large a list and have requested plans to achieve that objective.

Below are summaries of the number of households on the waiting list by program and the demographic trends.

Households on Waiting List by Housing Type

	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Public Housing	20,492	26,458	27,622	29,797	28,347	11,353		
HCVP	30,876	40,884	44,500	47,229	49,581	20,048		

Households on Waiting List by Bedroom Size: Public Housing

	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
0 BR	7,011	6,367	6,450	6,995	6,784	3,206		
1 BR	3,363	6,636	7,535	8,690	8,988	2,880		
2 BR	5,502	7,453	7,730	7,848	7,461	3,061		
3 BR	3,485	4,667	4,580	4,906	3,727	1,744		
4 BR	846	1,088	1,118	1,186	1,225	425		
5 BR	141	119	95	71	57	31		
6 BR	30	25	19	6	9	6		
6+ BR	114	103	95	95	97	0		
TOTAL	20,492	26,458	27,622	29,797	28,348	11,353		

Households on Waiting List by Income Group: Public Housing

	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
<30% AMI	20,077	25,971	27,244	29,385	27,938	11,144		
30%-50% AMI	357	421	318	353	368	180		
50%-80% AMI	13	23	20	19	8	16		
>80% AMI	45	43	40	40	34	13		
TOTAL	20,492	26,458	27,622	29,797	28,348	11,353		

Households on Waiting List by Income Group: HCVP

	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
<30% AMI	30,164	39,951	43,659	46,349	48,593	19,475		
30%-50% AMI	622	821	739	776	891	507		
50%-80% AMI	29	48	39	41	26	42		
>80% AMI	61	64	63	63	71	24		
TOTAL	30,876	40,884	44,500	47,229	49,581	20,048		

Households on Waiting List by Household Type: Public Housing								
	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Non-elderly/non-disabled	18,340	23,320	24,269	25,962	24,570	8,024		
Elderly/non-disabled	1,133	1,343	1,051	1,343	980	341		
Disabled	969	1,751	2,251	2,445	2,753	2,988		
Other	50	64	51	47	45	0		
TOTAL	20,492	26,458	27,622	29,797	28,348	11,353		

Households on Waiting List by Household Type: HCVP								
	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Non-elderly/non-disabled	26,304	34,103	37,142	38,924	40,293	13,800		
Elderly/non-disabled	2,080	2,881	2,690	3,237	3,498	702		
Disabled	2,422	3,825	4,668	4,989	5,707	5,546		
Other	70	75	-	79	83	0		
TOTAL	30,876	40,884	44,500	47,229	49,581	20,048		

Households on Waiting List by Race: Public Housing								
	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Asian/Pacific Islander	111	185	140	150	138	43		
African American	19,780	25,505	26,653	28,733	27,341	10,564		
Native-American /Alaskan Native	59	69	65	74	73	26		
Caucasian	465	640	672	765	729	192		
Other	77	59	92	75	67	528		
TOTAL	20,492	6,458	27,622	29,797	28,348	11,353		

Households on Waiting List by Ethnicity: Public Housing								
	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Hispanic	700	412	542	548	518	1,058		
Non-Hispanic	19,792	24,609	27,080	29,249	27,830	10,295		
TOTAL	20,492	26,458	27,622	29,797	28,348	11,353		

Households on Waiting List by Race: HCVP								
	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Asian/Pacific Islander	154	263	231	263	288	77		
African American	29,722	39,335	42,803	45,383	47,643	18,639		
Native-American /Alaskan Native	90	100	164	113	125	52		
Caucasian	769	1,070	1,187	1,308	1,369	408		
Other	141	116	115	162	156	872		
TOTAL	30,876	40,884	44,500	47,229	49,581	20,048		

Households on Waiting List by Ethnicity: HCVP								
	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Hispanic	992	664	895	1,005	1,120	1,490		
Non-Hispanic	29,884	40,220	43,605	46,224	48,461	18,558		
TOTAL	30,876	40,884	44,500	47,229	49,581	20,048		

II. Occupancy Policies

Changes in concentration of lower income families

It is well documented that the District of Columbia has one of the hottest housing markets in the country. This fact, coupled with revised federal HCVP funding methodologies, and the low turnover rate and low incomes of our family public housing units create a challenge when implementing de-concentration policies. But for the past several years, DCHA has used a variety of tools to encourage and promote deconcentrated neighborhoods.

In the public housing program, DCHA does not have any properties with a large number of families with relatively higher incomes, except in HOPE VI properties where explicit policies have been established to market to and recruit families with a wide-range of incomes. The majority of families in each DCHA property have incomes substantially below 30% of the Area Median Income (AMI). Many DCHA properties have historically been located in low income neighborhoods. However, because of the rapidly increasing demand for homes in the District of Columbia, many of the neighborhoods surrounding DCHA properties have rising income levels. This continues to lead to a greater mix of incomes in neighborhoods that include public housing properties. Additionally, through its CSSP services, HCVP homeownership program, and resident employment opportunities programs, DCHA continues to encourage its residents to participate in educational and job training programs that will assist those who are unemployed or underemployed. Here the goal is to increase the incomes of existing public housing households and thus assist them in accessing more housing options.

In the HCVP program, DCHA continued to encourage its voucher participants in their efforts to choose homes in neighborhoods with lower concentrations of poverty. During initial briefing sessions, DCHA staff informs participants about the benefits and the means to get assistance to look for housing in those areas. Information on specific units in low poverty areas is also available. DCHA also has counseling staff who are dedicated to helping participants maintain a successful tenancy. DCHA also has an active Landlord Advisory Committee that assist with the recruitment of landlords in low poverty areas within the city.

In FY ’08, DCHA adopted a local regulation using MTW Flexibility that allows income from assets of less than $1,000 to be excluded from the determination of annual income and establishes that total household assets of less than $15,000 do not need to be reported. In addition, imputed asset income is not included in the calculation of income. These new local regulations will reduce administrative overhead significantly. Prior to the adoption of the new regulations, staff was required to include copies of bank statements in the file for every applicant at initial certification and every year thereafter at recertification. While this paperwork was required for every household, less than 1% of our residents or participants had income from assets. This initiative was DCHA’s first step towards rent simplification.

In FY ’08, DCHA also implemented a multiyear recertification policy in the HCV program. In implementing this policy, residents are required to report any increase or decrease in income within 30 days of a change. In cases of income increase, the residents income or rent will not be recalculated as long as the increase is less than $10,000. If a tenant experiences a decrease in income, their rent is adjusted immediately. This not only encourages residents to seek and maintain better employment, but also lessens the administrative burden on the client and DCHA.

On the public housing side, DCHA implemented a revised Lease for the Public Housing Program during FY 2008. In the new Lease, DCHA defined the terms and conditions of tenancy in public housing extensively. For example, the lease now defines lodging and boarding. In addition, to ensure that the residents fully understand the terms of their lease, DCHA produced a DVD where the lease is explained verbally and visually. All current renters were required to watch the DVD before executing the lease; new tenants must view the video as well.

Renovated front and security desk at James Apartments.

III. Changes in the Housing Stock

Number of Public Housing units in inventory								
	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Projected	9,219	8,807	7,000	7,876	7,800	7,941		
Actual	9,219	8,607	7,772	7,784	7,878	8,222		

Number of Vouchers in inventory								
	End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Projected	9,355	10,800	10,800	11,261	11,261	10,650		
Actual	9,355	10,877	10,978	10,031	11,944	10,910		

Discussion

At the end of FY 2008, DCHA had a total of 8,222 units in its inventory. This count includes the units that are standing, but may be vacant due to capital repairs or other non-dwelling purposes such as use of a unit as a resident council office.

Homeownership

DCHA has a very active and successful homeownership program that utilizes a medley of federal and local tools to assist low and moderate families achieve the American Dream. And given local market pressures, there is a strong demand for DCHA's homeownership counseling and financial assistance. In response to this demand, DCHA is expanding its existing HCVP homeownership program to include public housing program. Under this reinvigorated program, on annual basis, DCHA will reach out to 500 public housing residents and HCV program participants who meet certain income criteria. As in the former program, DCHA will work with the residents to achieving gainful employment, credit worthiness and self-sufficiency.

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IV. Sources and Amounts of Funding

The tables in this section, Sources and Uses of Funding, present estimates of the total funds received and expended in FY 2008 at the time the plan was prepared and compared to the actual as of the end of FY '07. The projected sources were based on DCHA's current knowledge of grants approved and/or requested, adjusted by any new information received at the time the plan was being drafted in July 2007.

The tables presented below are estimates only. DCHA will provide HUD provide with the final audited FY 2008 numbers upon completion of DCHA's independent audit. Attached to this report is the FY 2007 independent audit.

Planned versus actual funding amounts, FY 2008 un-audited

Sources		
Classification	**Projected Source-- FY '08**	**Preliminary/ Unadjusted/Un-audited**
Low Rent Program	$71,297,567	69,679,953.00
HCVP	$150,153,863	$161,288,456
Capital Fund	$23,300,000	$16,920,100
HOPE VI Program & other Dev. Grants	$15,000,000	$6,739,585
Bond Proceeds/energy	$15,123,569	$26,443,342
Misc. Grants - ROSS	$950,000	$522,505
Subsidiary Corporations	$2,025,000	$1,500,000
Interest Income/other income	$1,500,000	2,071,446.00
MTW Reserves		1,796,627.70
TOTAL	**$279,350,000**	**286,962,015**

Discussion

The planned versus the actual funding is based on the amount DCHA anticipated in receiving versus the actual amount it received at the time the MTW plan was being prepared. As shown above, DCHA estimated a total of $279 million in sources. Preliminary un-audited and unadjusted financial report shows nearly $287 million in sources. The variation is largely due to start of the Energy Capital Improvement Program. Again, it is important to note that these figures are based on un-audited and unadjusted preliminary closeout information. Final audited sources and uses reports will be available by the end of calendar year 2009.

V. Uses of Funds

Budgeted vs actual expenditures by line item, FY 2008 un-audited

Line Item	Classification	Projected Uses-FY 08	Preliminary/ Unadjusted/Un-audited
4110,4130,4131,4140,4150,4170/1,4180,4190,4195	Administration-Operations	$25,960,000	$27,569,405
4110,4130,4131,4140,4150,4170/1,4180,4190,4195	Administration-HCVP	$11,640,000	$12,865,458
4210 4220,1430	Tenant Services	$1,500,000	$887,114
4310,4320,4330,4340,4350,4390	Utilities	$27,000,000	$26,162,384
4410,4420,4430	Maintenance	$17,500,000	$20,258,744
4460,4470,4480	Security	$6,500,000	$2,737,415
4715	HAP	$136,250,000	$125,763,769
4510,4530,4540,4590	General-Operations	$12,645,757	$13,283,008
4510,4530,4540,4590	General-HCVP	$1,354,243	$1,055,756
1400,1430,1440,1450, 1460,1470,4610	Dev./Capital/Non Routine	$39,000,000	$54,570,149
MTW Reserves	Property Improvements		1,796,627.70
	TOTAL	**$279,350,000**	**$286,949,830**

DCHA projected $275 million in uses. Our un-audited financials show that the expenditure during FY 2008 was nearly $287 million. Again, DCHA was able to accelerate its modernization efforts at its existing housing stock inventory thereby expending more of its Bond funds. In addition, DCHA expended nearly $1.8 million of its MTW reserve to upgrade some of our sites and to further affordable housing efforts.

Reserve Balance at End of FY '08 and Adequacy of Reserves

DCHA's has reserves that meet our reserves benchmark.

VI. Capital Planning

Capper II

Planned vs Actual Expenditures

The table in Appendix B reflects planned and actual capital expenditures at each existing property during FY 2008, using all capital funding sources.

Discussion

DCHA has established a grand goal for its capital programs. After a comprehensive assessment of the physical needs of its portfolio and a realistic review of available resources, DCHA has placed each of its developments into one of three capital categories. The first category is for those sites that have already been targeted and funded for major revitalization. This includes the HOPE VI sites and other mixed finance sites throughout the city. The second category is for those sites that will be treated and brought to 20 year viability during the bond funded, four year accelerated modernization program. The third category was established for those sites that due to their size, physical needs, and harsh social dynamics require substantial investment and potential redevelopment.

Accelerated Modernization Program

By borrowing funds to accelerate the modernization of DCHA properties, DCHA hopes to stop further deterioration of targeted properties and resulting increases in routine maintenance costs. Through bond proceeds received in FY 2005, DCHA continued its modernization program to update/replace major systems in most of its developments and make other physical investments important to our clients.

As of the end of FY 2008, DCHA continued to modernize its housing stock through the Bond program. The targeted properties 41 of the properties were undergoing renovation activities or were scheduled for renovation activities. To date, DCHA has expended over $50 million in Bond proceeds for various modernization projects as DCHA properties. The activities include a wide range of modernization efforts, including retrofitting units for UFAS, replacement of boiler systems and removal and replacement of condensing roof tops. A list of activities and the payments made to date can be found in Appendix C.

Revitalization Sites—HOPE VI Sites

Capitol Gateway—Homeownership Units: 122 homeownership units were placed in services.

Capitol Gateway—Rental Units: DCHA delivered a total of 86 rental units of which 36 were occupied by returning households.

Eastgate—Eastgate is broken into two components-Triangles View Senior which was completed in FY2006 and occupancy was completed in FY 2008.

Glenncrest Family rental- 38 units delivered during 2008 of which 32 are occupied by former public housing residents.

Glenncrest Homeownership- 90 units were delivered during FY 2008.

Capper/Carrollsburg—As of September 2008, infrastructure work for the third release of the public housing units (39 units) continued in progress. Delivery of units is expected in April or May of 2009. Cappers II become fully occupied during FY 2008.

Construction activities at the Capper Townhomes.

UFAS Activity—DCHA continues to work ardently on the creation of UFAS units to meet the requirements of a Voluntary Compliance Agreement (VCA) with HUD and a court ordered mandate. At the end of the During FY 2008, DCHA completed a total of 515 units UFAS units and plans to complete a total of 565 by the end of FY 2009.

Additionally, DCHA will continue to aggressively work towards compliance with the VCA with HUD and its court order mandate of 585 UFAS units. As part of this ongoing efforts, DCHA issued a RFP offering project based Section 8 subsidy to owners in the private market willing to convert their units. This innovative program will utilize the fungibility available to DCHA through the MTW program, and will provide units, particularly hard to find family-sized units, to households with special needs. The housing authority also continues to make significant progress in converting the common areas of various developments to a UFAS standard.

Newly reconfigured UFAS bathroom at Harvard Towers.

VII. Management Information for Owned/Managed Units

A. Vacancy Rates by Property at end of FY '08

DCHA – Rock Creek

Property	Total # of Units	# of Available Units FY '08	# of Occupied Units FY '08	Actual Adjusted Vacancy Rate FY '08
Colorado	21	21	21	0.0%
Columbia Road	23	23	22	4.3%
Fort Lincoln	120	111	108	2.7%
Garfield Terrace	279	272	262	3.7%
Greenleaf Gardens	278	274	269	1.8%
Greenleaf Senior	215	213	206	3.3%
Harvard Towers	193	130	121	6.9%
James Apartments	141	140	136	2.9%
James Creek Apartments	239	235	233	0.9%
Judiciary House	271	177	170	4.0%
Kelly Miller Apartments	160	148	135	8.8%
LeDroit Apartments	124	115	108	6.1%
Montana Terrace	64	62	62	0.0%
Park Morton Apartments	174	167	151	9.6%
Scattered Sites	63	18	18	0.0%
Syphax Gardens	174	167	167	0.0%
Langston Terrace	274	270	253	6.3%
Langston Addition	34	34	33	2.9%
TOTAL	**2,847**	**2,577**	**2,475**	**0.17%**

DCHA – Potomac				
Property	**Total # of Units**	**# of Available Units FY '08**	**# of Occupied Units FY '08**	**Actual Adjusted Vacancy Rate FY**
Benning Terrace	273	260	250	3.8%
Fort DuPont Addition	16	16	16	0.0%
Fort DuPont Dwellings	104	103	103	0.0%
Kenilworth Courts	290	288	270	6.3%
Lincoln Heights	440	427	409	4.2%
Parkside Addition	42	42	36	14.3%
Richardson	190	185	183	1.1%
Stoddert Terrace	158	151	151	0.0%
Barry Farm	432	420	409	2.6%
Carroll Apartments	60	60	59	1.7%
Elvans Road	20	19	19	0.0%
Highland	326	317	311	1.9%
Kentucky Courts	118	115	115	0.0%
Knox Hill Senior	122	122	122	0.0%
The Villager	20	20	18	10.0%
Wade Apartments	12	11	11	0.0%
Woodland	234	227	216	4.8%
Scattered Sites	15	10	10	0.0%
TOTAL	**2,872**	**2,793**	**2,708**	**0.13%**

Renovated front desk at Sibley Plaza.

Privately Managed

Privately Managed Properties	Total # of Units	# of Available Units FY '08	# of Occupied Units FY '08	Actual Adjusted Vacancy Rate FY
Property				
Clairidge	343	260	224	13.8%
Horizon House	105	86	70	18.6%
Regency House	160	152	152	0.0%
Lincoln Road/Ontario	33	19	19	0.0%
Sibley Plaza	246	230	230	0.0%
Sursum Corda	28	28	27	3.6%
Potomac Gardens	352	330	330	0.0%
Hopkins Apts.	158	153	145	5.2%
Wheeler Creek	148	148	148	0.0%
Kentucky Courts	12	12	12	0.0%
Capper I	162	162	162	0.0%
400 M Street (Capper II)	139	138	139	0.0%
Triangle View-Senior	100	100	100	0.0%
Glenncrest-Family	61	61	61	0.0%
Capitol Gateway-Family	86	86	86	0.0%
Edgewood	89	89	89	0.0%
Henson Ridge	68	68	68	0.0%
Oxford Manor	30	30	30	0.0%
Total	**2,320**	**2,152**	**2,092**	**2.8%**

Discussion

Overall, DCHA has a low adjusted vacancy rate at an overall average of 1%. Looking at properties individually, some properties had greater than 2% vacancy rates. It should be noted, however, the vacancy at the particular properties is a snapshot view as of the last day of fiscal year 2008. As such, a property showing 13 vacancies indicates that there were 13 vacant units at the date in which the report was generated. The reasons for vacancy were largely due to routine maintenance vacancies for some units and major modernization, bond-funded efforts at some properties such as Claridge, Harvard, Horizon, Park Morton and Sibley.

B. Rent Collections

Rent Collections: Cash Collected compared to Rent Billed

		End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Projected		98%	98%	98%	98%	98%	98%		
Actual		99%	99%	97%	98%	99%	96%		

DCHA maintains a high percentage of cash collected compared to rent billed, with an average of 96% collection rate.

C. Work Orders

Work Orders: Days to Complete Routine Work Orders

		End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Projected		23	23	23	23	23	23		
Actual		20	23	23	23	18	18		

DCHA has tracked this measure according to the requirements of its MTW Agreement benchmark. DCHA has a total of 42,542 work orders of which 411 were emergency work orders.

Work Orders: %-age Emergency Work Orders completed within 24 hours

		End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Projected		100%	100%	100%	100%	100%	100%		
Actual		100%	100%	100%	100%	100%	100%		

D. Inspections

Units and Systems Inspected Annually

		End of FY '03	End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Projected		100%	100%	100%	100%	100%	100%		
Actual		100%	100%	100%	100%	100%	100%		

VIII. Management Information for Leased Housing

A. Leasing Information

Target vs Actual lease-ups at end of period

		End of FY '04	End of FY '05	End of FY '06	End of FY '07	End of FY '08	End of FY '09	End of FY '10
Projected		8680	9,300	9,643	10,200	11,092		
Actual		9249	9,908	9,905	10,276	10,022		

Rent Reasonableness

DCHA performs rent reasonableness reviews for each new lease and request for rent increase using a comprehensive automated system and on-staff real estate analysts who maintain the district-wide database of comparable properties. DCHA HQS inspectors have been trained and tasked with gathering data, on site, during the initial, pre-lease-up inspections for the use of the real estate analysts in completing an accurate rent reasonableness determination for units newly entering the program. DCHA's inspection unit now schedules and conducts its HQS inspections electronically, which has improved the timing and scheduling of our inspections.

Expanding Housing Opportunities

DCHA has implemented Fair Market Rents based on the 50th percentile and established a high payment standard of 110% in order to expand housing opportunities for its voucher recipients. Each of these past actions has served to expand housing opportunities for DCHA's low income families. DCHA also has staff dedicated to working with clients who encourage the use of vouchers in neighborhoods with relatively low voucher utilization. DCHA's voucher program grew 50% over a five year period and the lease up success rate is 75%. The authority has modified and improved its rent reasonableness practices to be more efficient and has worked hard to increase the opportunities for voucher participants to live in non-poverty impacted areas. In FY 2008, DCHA began the process of updating its rent reasonabless database.

In an effort to serve a diverse population, in 2008 DCHA continued to operate several programs utilizing the voucher as a housing subsidy. Within these programs, we partner with numerous stakeholders to provide housing opportunities. These programs include:

- **Tenant Based Vouchers**

- Linguistically Isolated Program
- Family Unification Program
- Mainstream Disability Voucher Program
- Veteran Administration Supportive Housing (VASH) Program
- Witness Relocation Program
- Public Housing Relocation Program
- Home Ownership Voucher Program
- DMH / Homeless Voucher Program

- HUD Opt-Outs Program
- VCA ADA/504 Programs

- **Project Based Voucher Program**
- Partnership Program
- Multicultural Program
- KPRMC Settlement Program
- Mod Rehab / SRO Program
- 11b New Construction Program

B. Inspection Strategy

Planned versus actual inspections

DCHA increased the workload of its HCVP inspectors through the aforementioned doubling of the participate households. The HCV program inspects rental units annually. Almost 50 percent fail annual inspection, but DCHA continues to work with landlords who have substandard units to ensure they correct all deficiencies. DCHA's goal is to provide safe and habitable housing in this extremely high-cost housing market without having to force voucher families to move.

While the program units are inspected initially and annually, landlords are responsible for knowing the condition of their property throughout the year and whether it meets HUD's standards. Tenants are responsible for notifying landlords of any problems in their units. Clearly, no inspection system is flawless and unit conditions in any apartment are dynamic and change over time based upon maintenance performed and the actions of households residing in the units. Accordingly as discussed further below, DCHA has made additional program improvements to further insure that inspection standards are adhered to consistently and quality control processes used to monitor the correction of unit deficiencies are more effective.

DCHA schedules 100% of annual and pre-contract HQS inspections of occupied households. During FY 2008, DCHA met its goals of completing 100% of planned HQS Inspections for occupied units and 100% of pre-contract inspections. The housing authority has also begun a new quality control inspection initiative which will be operated out of DCHA's Office of Audit and Compliance. The goal of this new effort is to enhance consistency of inspections and to strengthen the inspection standards used by staff.

HQS Enforcement

DCHA requires that HQS violations identified are repaired or funding to the landlord is abated. Health and safety (emergency) violations must be repaired with 24 hours. If a landlord does not complete required repairs after an extended period, the participants have the option, and are sometimes encouraged to, transfer to another unit, and the HAP contract with the initial landlord is terminated.

IX. Resident Programs

During FY 2008, DCHA collaborated with the Department of Housing and Urban Development in establishing a relationship with the Washington National Opera to expose young public housing resident to career opportunities that can be found in Opera. DCHA plans to continue this relationship and other similar opportunities with other public and private organizations.

In FY 2008, DCHA was awarded a ROSS Grant for Elderly and Disabled. DCHA started the implementation of the grant during FY 2009. The grant will provide health and wellness services to the elderly and disabled out of various public housing sites. Services to be provided will include physical fitness, nutrition education, health screening and mental health counseling services.

DCHA also submitted a Neighborhood Networks grant in FY 2008. If awarded, DCHA will establish a Neighborhood Networks center at the Kelly Miller site. The center will provide life skills training, computer training and tutoring. Lastly, DCHA and its Resident Council are exploring the potential submission of grant applications for the ROSS Service Coordinator Grant. This grant provides $720 thousand dollars over a three year period to fund 3 Service Coordinator positions. If it is decided to pursue the grant and is awarded the grant, DCHA will place the Coordinators at Kelly Miller, Richardson and Hopkins sites.

DCHA continued to provide and expend its work force development program in FY 2008. As in previous years, in 2008, DCHA continued to carryout the following self-sufficiency efforts:

- ORS' Workforce development program continued to refer residents to the District Office of Employment Services (DOES). The residents who were referred to these services included public housing residents, HCV program participants and low income households from the general population.

- Through the HOPE VI CSSP programs at Henson Ridge, Capitol Gateway, Capper Carrollsburg and Glenncrest sites, DCHA accomplished the following:
  - Placed 513 persons to work
  - Provided re-entry counseling to 330 households (into HOPE VI development projects)
  - Provided homeownership training to 207 households

- In 2008, DCHA opened the Southwest Family Enhancement Center at the Old King Greenleaf Recreation Center. The center provides self-sufficiency related programs and graduated five classes in the first six months of operations.

- Through partnerships with other social service agencies and community organization, more than 1,200 seniors and disabled residents participated in activities designated to decrease isolation and promote socialization among seniors.

- In FY 2008, DCHA announced the creation of an expanded homeownership program whereby eligible public housing residents could participate in the HCVP FSS program and benefit from the counseling and financial assistance services available through this initiative.

IX. Other Information Required by HUD

The results of the latest completed 133 Audit are included in this report at Appendix F. All required certifications were submitted with the FY 2008 CLS Plan, including:

Form HUD-50070	Certification of a Drug-Free Workplace
Form 038-0046	Disclosure of Lobbying Activities
Form HUD 50071	Certification of Payments to Influence Federal Transactions and the Moving to Work Demonstration Program
	Certification for FY 2008 Annual Plan

Part II: CREATIVE LIVING SOLUTIONS INITIATIVES

Overview

Under the terms of DCHA's Moving to Work (MTW) agreement, DCHA has the authority to develop local regulations that better meet the needs of the 50,000 District of Columbia residents that the housing authority serves. During the past fiscal year, DCHA has worked with the residents of its properties, the participants in its HCVP voucher program, the landlords who house voucher recipients, local leadership, the advocate community and other stakeholders to work on the initiatives listed in the FY 2008 Creative Living Solutions Plan (CLS). DCHA values this participatory approach in its policymaking, and takes very seriously the input of all of its stakeholders. As a result of this extensive exploratory process, some initiatives proposed last year have been implemented, some have been closed without implementation, and others will be continued in FY 2009. Of the fourteen initiatives proposed in the FY 2008 Creative Living Solutions Plan, implementation began or continued on five. DCHA's FY 2009 plan submitted to HUD earlier this year speaks to the continued implementation and exploration of twelve initiatives previously included in the FY 2008 plan.

Initiatives implemented (continued or initiated during FY 2008):

Initiative:1.10.06	Applicant Intake Site Designation
Initiative 2.1.04	Simplified Certification and Multi-year Income Recertification
Initiative 2.6.07	Enhanced Public Housing Lease Enforcement Operations
Initiative 3.5.06	Rent Simplification and Collections
Initiative 4.3.05	Flexible Funding

FY 2008 initiatives included in the FY 2009 Plan:

Initiative 1.7.04	Security Deposit Guarantee Program
Initiative 1.5.05	Modifications to DCHA's Project-Based Voucher Program
Initiative:1.10.06	Applicant Intake Site Designation
Initiative 2.1.04	Simplified Certification and Multi-year Income Recertification
Initiative 3.3.05	Streamlined Subsidy-Only Protocol
Initiative 3.4.05	Supporting Grandfamilies
Initiative 3.5.06	Rent Simplification and Collections
Initiative 4.2.05	Revolving Loan Fund for HCVP Landlords
Initiative 4.3.05	Flexible Funding
Initiative 4.4.06	Reformulation of HUD Forms
Initiative 2.6.07	Enhanced Public Housing Lease Enforcement Operations
Initiative 3.7.08	Reform Housing Quality Standards

This section of the report presents DCHA activities on the five initiatives where substantial implementation occurred during FY 2008.

Overview of Local Regulatory Process and Implementation of Initiatives

Prior to starting the public rulemaking process DCHA consults with and obtains comments and input on any proposed rule changes or new rules from key stakeholders such as the DCHA Citywide Resident Advisory Board, and the HCVP Landlord Advisory Committee and Participant Advisory Committee, and the local housing advocate community. Once a draft rule has been prepared taking all views into account, it is presented to the appropriate committee(s) of the Board of Commissioners. The Board of Commissioners has four committees with defined responsibilities. These committees are:

- Development and Modernization;
- Operations;
- Finance; and
- Education

Once the appropriate Board committee has provided authorization to publish the proposed rule, it is published for 14 to 30 days in the DC Register by the government of the District of Columbia. Written comments are received and reviewed. Based on the comments and further discussion with stakeholders the proposed rule may or may not be amended. If it is significantly amended it is taken back before the appropriate Board committee(s) and with the committee(s) authorization republished for an additional notice and comment period. If there are no significant changes, the proposed rule is brought back to the committee(s) with the written comments. If the committee(s) approves the proposed rule it is placed on the Board of Commissioners public agenda for action after public testimony. The agenda is distributed to all of the Resident Council Presidents and reviewed with the Citywide Resident Advisory Board, and the HCVP Landlord Advisory Committee and the Participant Advisory Committee. Prior to taking action at the Board meeting, the Board of Commissioners calls on staff for a public presentation of an analysis of the proposed rule and its potential impacts. The new rule or rule change is not in effect until the Board of Commissioners has adopted a resolution in a public meeting approving it, and final notice is published in the DC Municipal Register.

For ease of tracking, the initiatives under each Objective start with the number of the objective, followed by the number of the initiative based on the order in which it was proposed in a CLS Plan, and finally followed by the year of the Plan in which it was first proposed. Thus in Objective l, “Development of Enhanced Housing Opportunities”, there were four Initiatives in the CLS Plan for '04 ending with 1.4.04 so that Initiatives proposed for the '05 Plan start with 1.5.05. Initiative 1.5.05 indicates that is falls under Objective 1, it is the fifth initiative under this objective and it was proposed in Fiscal Year 2005. Only Initiatives still under development from a prior year and new Initiatives for the Plan's CLS Year will be included in the following pages of this plan. Once an Initiative has been implemented it will not appear in the Plan, but will continue to appear in the Annual MTW Report. An Initiative that has been explored but not

pursued will not appear in the Plan and will be reported in the Annual MTW Report in the year DCHA has determined not to further explore implementation of such Initiative.

Objective 1: Developing Enhanced Housing Opportunities

Introduction

This chapter describes the CLS activities that the District of Columbia Housing Authority (DCHA) undertook to enhance housing opportunities for the of the District of Columbia. DCHA has proposed initiatives that will both facilitate the production or preservation of affordable units and improve the quality of life at the affordable units on which it has some influence.

CLS Initiatives

Initiative 1.10.06: Applicant Intake Site Designation

It is DCHA's goal to create centrally managed, site-based waiting lists to provide our applicants with a higher degree of choice on their housing options. Applicants will be allowed to state their preferences for individual DCHA properties as part of the application process instead of being offered housing in developments that do not meet their personal needs. In the past, DCHA's systems management tool was not designed to allow for this level of choice. During FY 2008, DCHA purchased, installed and made operational a new systems management tool, Visual Homes, that will allow us to move forward with the implementation of this client-friendly initiative.

Objective 2: Sustain Quality Property Management

Introduction

This objective was created to explore and implement initiatives that sustain the quality of the daily management of our residential communities. DCHA has achieved an excellent record in property management. . The challenge now is to continue to maintain this performance level with significantly reduced funding. The initiatives implemented this year will reduce administrative burdens and give DCHA tools to help our tenants achieve the peaceful enjoyment of their homes.

CLS Initiatives

Initiative 2.1.04: Simplified Certification and Multi-year Income Recertification

During FY 2008, DCHA instituted its multiyear recertification policy in the voucher program; the regulatory change allowing for this was approved by DCHA's Board of Commissioners during FY 2007. DCHA's voucher clients have now all been moved to a biennial recertification process. In implementing this policy, residents are

required to report any increase or decrease in income within 30 days of a change. In cases of income increase, voucher participants' income or rent will not be recalculated as long as the increase is less than $10,000. If a tenant experiences a decrease in income, their rent is adjusted immediately. This not only encourages residents to seek and maintain better employment, but also lessens the administrative burden on the client and DCHA.

Initiative 2.6.07: Enhanced Public Housing Lease Enforcement Operations

On the public housing side, DCHA implemented a revised Lease for the Public Housing Program during FY 2008. In the new Lease, DCHA defined the terms and conditions of tenancy in public housing extensively. As the largest landlord in the District of Columbia, effective lease enforcement is a challenge, given the myriad local rules that are applicable to a landlord, public or private in the District.

During FY 2007, the Authority revised its lease and conducted an extensive outreach and comment process to solicit the comments of residents. The lease was updated to include language reflecting the latest Federal Fight Back/One Strike provisions and the requirements of the Violence Against Women Act. During FY 2008, the new lease was executed by each of DCHA's public housing head of households through an extensive process that included the production of a short video to explain the core requirements of the new lease. DCHA exercised its programmatic flexibility to include new provisions that incorporated, by reference, specific community rules that will be developed and adopted by the individual Resident Councils. The resulting lease, local regulations, policies and procedures is expected to allow DCHA to be more effective in ensuring the safety and comfort of its residents, give greater control of its properties to residents who are committed to a community's wellbeing and improve the effectiveness of its lease enforcement efforts.

Objective 3: Achieve Effective Customer Support Services

Introduction

This objective is designed to enhance the authority's business relationships with its external partners and its residents, and to augment the authority's supportive services for both its residents and voucher participants.

CLS Initiatives

Initiative 3.5.06: Rent Simplification and Collections

In FY 2008, DCHA adopted a local regulation using MTW Flexibility to simplify the calculation of rent. This effort is the beginning of DCHA's comprehensive goal to simplify the dated, cumbersome rent simplifications as currently required. The

regulations adopted this year raised the floor on the value of income from assets that must be included in the calculation of income. We will now allow income from assets of less than $1,000 to be excluded from the determination of annual income and we established that total household assets of less than $15,000 do not need to be reported. In addition, imputed asset income is not included in the calculation of income. These new local regulations will reduce administrative overhead significantly. Prior to the adoption of the new regulations, staff was required to include copies of bank statements in the file for every applicant at initial certification and every year thereafter at recertification. While this paperwork was required for every household, less than 1% of our residents or participants had income from assets. The new regulations also include provisions that extend the period of time that information collected from applicants is valid; this will reduce the number of times that staff must collect this information during the course of the year, and reduces the burden on our clients to provide this information, particularly if an offer of housing is not imminent.

Objective 4: Organize Efficient Businesslike Operating Systems

Introduction

The goal of this objective is to target housing authority resources where they are most needed and develop revenue sources to augment those provided by HUD and tenant rent.

CLS Initiatives

Initiative 4.3.05: Flexible Funding

This initiative allows DCHA to exercise its funding fungibility authority as provided for in our MTW Agreement to utilize HCVP HAP funds to support investments in operational costs and costs associated with providing customer service, resident programming, enhanced public safety for our residents, and capital projects that will improve access to resident services and expand affordable housing opportunities. During FY 2008, the DCHA Board of Commissioners approved, by resolution, the use of $38 million in HAP funding to address a number of significant needs that are either unfunded or under funded. The Board approved the use of these funds in the following areas: increased resources for the disabled; community support for families; property rehabilitation; redevelopment costs for non-HOPE VI projects; preservation of existing public housing properties; and customer service.

Additionally, during FY 2008, DCHA utilized $3.5 million in HAP funds for operating costs associated with resident programming, new customer service efforts, and public safety.

Part III: APPENDICES

Appendix A: Capital Expenditures at Existing Properties

Appendix B: Independent Audit for FY 2007—Most recent