





Lessons Learned: Developing A Comprehensive Housing Strategy

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Snapshot of the District of Columbia

- Washington Metropolitan Area Median Income (AMI) \$94,500
- District of Columbia Median Income \$47,221
- Percentage of Households with Incomes at or Below 30% of AMI: 23%
- District Poverty Rate in 2006: 19.6%
- Metropolitan Area's Poverty Rate in 2006: 7%
- The District has a wealth of laws and housing programs as tools to address the housing crisis





How Did We Get Here?

- In 2002 the District enacted legislation that initially dedicated 15% of the deed and recordation taxes to affordable housing. The total amount of funding budgeted from this resource in FY 07 and FY 08 was approximately \$85 million, although in FY 07 it was originally budgeted at \$106 million.
- Additional housing initiatives were under consideration.
- The question is: What are our priorities?



Who Made It Happen

- The Task Force convened in 2004 as a result of a bill introduced by then Councilmember Fenty. The bill called for the District "to develop a long-term comprehensive affordable housing strategy within which to coordinate its planning and to expend its scarce resources."
- Former Mayor Williams charged the Task Force with mapping the way to attract 100,000 new residents.





The Process

- A task force representative of a cross-section of stakeholders was appointed including representatives of:
 - Low-income tenant associations
 - Low-income homeowner
 - Special needs advocates
 - Nonprofit housing production
 - For profit housing production
 - Low income housing advocate organization
 - Affordable housing financial services institution
 - Philanthropy that funds affordable housing
 - Supportive services organization
 - Multi-family property owner
 - Provider of employer-assisted home purchase program
 - Affordable housing policy expert from academia
 - Government agency representatives



The Process

- The Task Force met regularly over 15 months
- Sub-committees were formed around topical areas such as
 - Neighborhoods
 - Production
- Public hearings were held
- The Task Force was staffed





Task Force's Vision

- Adopt a plan to implement the "Vision for Growing and Inclusive City" by increasing residential development and preservation throughout the District





Overall Goals Adopted

- Preserve mixed income neighborhoods
- Create mixed income neighborhoods
- Improve rental housing
- Reduce areas of poverty
- Seek growth of 100,000 new residents
- Focus on retaining current residents
- Increase homeownership opportunities for all income levels
- Prevent involuntary displacement of long term residents
- Make housing available to those with special needs







Production Recommendations

- Increase annual expenditures on housing subsidies by \$197 million from recommended sources
 - Accelerate efforts to preserve and increase high-quality affordable housing for both owners and renters
 - Produce 36,000 Net New Market Rate Housing Units
 - Produce 19,000 Net New Affordable Housing
 - 7,600 units for 0-30% of AMI
 - 5,700 units for 31-60% of AMI
 - 5,700 units for 61-90% of AMI
 - Preserve 30,000 Existing Affordable Housing Units
 - Increase Homeownership Rate From 41% to 44%
 - Provide 14,600 Households With Rental Subsidy
 - Create 6,000 Units for 0-20% of AMI Tied To Rent Subsidy to Implement Homeless No More Plan
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Resulting Recommendations Covered More Than Housing Production

- Many District agencies, such as
 - Child and Family Services
 - Department of Mental Health
 - Schools
 - Housing Programs
 - Code Enforcement
 - Planning and Zoning
 - Focused on impact on neighborhoods recommending inter-relationships between agencies, such as schools, public works, parks and recreation
 - Improvements in operational and administrative efficiencies
 - Collection of data
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What To Do After the Task Force ?

- Designate a "Chief of Housing" as a member of the Mayor's cabinet to coordinate recommendations
- Convene a public roundtable to present plans to implement
- Extend the life of the task force to create an Oversight Committee charged with monitoring and reporting annually
- Report annually to the Council



What is happening ?

- **Housing Chief appointed**
- **\$80 million in new funds dedicated**
- **\$117 million in new funds committed by Mayor Fenty in FY09**
- **Annual report card being prepared**
- **Incremental changes in targeting of funds accomplished with more planned**
- **Work on establishing "Neighborhood Indicators" as tool for targeting funds**
- **Pipeline new production and preservation projects on target for goals**
- **Large housing database initiative started**
- **Implementation plan to close shelters and create 2,500 units of permanent supportive housing due by end of February**
- **HUD SWAT Team started to preserve HUD housing stock**
- **Large increase in funding for homeownership programs**
- **Cross agency coordination on planning, homeless housing and code issues**
- **New workforce housing programs created – land trust and inclusionary zoning**





Possible Improvements

- Better support for the Task Force – research, staffing, marketing
- Create official follow-up and oversight mechanism
- Review existing underlying laws and programs to achieve integration with strategic direction and streamlining
- Obtain information on the government budget structure and mechanisms and integrate into the recommendations
- Review best practices and laws of other jurisdictions
- Involve agencies beyond housing agencies
- Investigate and recommend strategies to improve agency operations



Benefits of a Task Force?

- Engagement and buy in of the stakeholders
- Provides guidelines and effectively channels advocacy efforts
- Source of strategic direction that transcends political changes
- Clarifies expectations

