

# General Services, Housing and Community Development



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# General Services, Housing and Community Development

## DEPARTMENT OF GENERAL SERVICES

### Mission and Structure

The mission of the Department of General Services (DGS) is 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 that foster economic growth and elevate educational environments, our trusted and skillful employees create modern and vibrant communities across the District of Columbia.

The goal of the Department of General Services (DGS) is to ensure the delivery of new or modernized, well-equipped, well-maintained, safe and secure buildings and facilities for the benefit of District residents and employees. Further, the Agency's mission is to promote the efficient and effective management of the District's real estate investments and interests through strategic portfolio

management, construction and facilities management, and security services. To this end, DGS will incorporate best management practices from both in the public and private sectors where useful.

Through the leadership of the Office of the Director, the Agency's mission is managed and executed by the following divisions: Capital Construction Services, Facilities Management, Portfolio Management, Sustainability and Energy Management, the Protective Services Division and Contracting and Procurement. In all of its endeavors, DGS is dedicated to the following:

- Managing capital improvement and construction programs for a variety of District government agencies;
- Executing real property acquisitions by purchase or lease, disposes of property through sale, lease or other authorized method, manages space in buildings and adjacent areas;
- Providing building management services for facilities owned or operated by the District; and
- Providing engineering, custodial, security, energy conservation, utility management, general maintenance, inspection, planning, capital repairs and improvement.

**Table 6.1. Department of General Services Workload Measures**

Measure	FY 2012	FY 2013 Actual	FY 2014 Actual
Total number of completed repair work orders	19,256	16,685	11,297
Total electricity usage	395,887,713	394,665,322	1,600,000
Total SF of currently leased office space	3,171,534	2,714,023	13,169,861
Total annual recycling tonnage at core District owned facilities*	126	331	150
Total service calls received by PSD	7,504	2,564**	2790
Number of contracts processed	304	316	435
Dollar amount of contracts processed	\$476,037,565	\$192,778,869	\$154,251,859

\* 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.

\*\* In the 3rd Quarter of FY13, a new Associate Director was hired that revised the definition of 'service calls' to consist of 'calls received' and no longer includes site inspections, roving checks, and other standard tasks.

Source: Department of General Services

The Department of General Services is successful in carrying out its mission by 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 directs the overall operations of the Agency to facilitate a standardized and effective system of developing, maintaining and managing government facilities. As the senior manager of the Agency, the Director also provides oversight over every aspect of its operations. The Director is supported by six (6) Deputy level managers, each of whom is responsible for one of DGS' core functions

and a Chief Operating Officer and Chief of Staff who oversees DGS' key support functions including information technology, budget, human resources, performance management, communications, and logistics.

DGS has reviewed its inventory for suitable locations to address the need for affordable housing, and small emergency shelter locations that can allow the District to close large, ineffective shelters. From its inventory, DGS has 1125 Spring Road NW, and the Eastern Branch Boys and Girls Club, SE, which all told may yield up to 240 units of housing. There are several District-owned sites that are targeted for focused housing for youth, single women and single men. In addition, DGS is in the process of working with private owners to secure other locations and sites available for open solicitation.

DGS also conducts targeted outreach for contracting opportunities, such as for small purchase contracts, women contractors, and upcoming school and parks and recreation projects. For example, DGS' Contracting and Procurement Division held five (5) contracting

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

Measure	FY 2013 Actual	FY 2014 Actual	FY 2015 Projection	FY 2015 YTD*	FY 2016 Projection	FY 2017 Projection
Percent of DGS Employees trained in Customer Service Standards**	N/A	54%	80%	N/A***	90%	90%
Percent of customer service complaints and inquiries resolved within 30 days****	N/A	83%	95%	66%	95%	95%
Dollars spent on Fleet Share vehicles	\$101,155	77,402	\$110,000	\$30,134	\$120,000	\$130,000
Dollars spent on owned and leased vehicles	N/A	\$1,132,006	\$1,200,000	\$646,314	\$1,600,000	\$1,750,000

\* Data is current as of March 31, 2015

\*\* New KPI as of 10/1/13 with FY14 being a benchmark period.

\*\*\* Customer Service Standards are computed on an annual basis

\*\*\*\* Ibid.

Source: Department of General Services

events throughout FY14, including Prime and Subcontractor focus groups, women in business, and a sustainable event. DGS also launched the Small Business Initiative on November 19, 2014. The program is designed to ensure small business have the opportunity to compete and participate as prime contractors. DGS has set-aside solicitations of \$3 million and under to be awarded solely to Small Business Enterprises (SBEs) as prime contractors.

## Special Initiatives and Highlighted Progress

The Office of the Director utilizes the diverse resources at its disposal to continue to elevate key aspects of District performance. Several initiatives that enhance the operations and visibility of the Agency, but go beyond the primary mission of DGS include the following:

### Affordable Housing and Shelter Policy

DGS has reviewed its inventory for suitable locations to address the need for affordable housing, and small emergency shelter locations that can allow the District to close large, ineffective shelters. From its inventory, DGS has 1125 Spring Road NW, and the Eastern Branch Boys and Girls Club, SE, which all told may yield up to 240 units of housing. There are several District-owned sites that are targeted for focused housing for youth, single women and single men. In addition, DGS is in the process of working with private owners to secure other locations and sites available for open solicitation.

### Workforce Incentive Program

The Workforce Incentive Program (WIP) is a program designed to increase opportunities for District residents to work on government-funded construction projects by incentivizing prime and subcontractors to hire District residents. At least 35% of the hours worked for each project (prime) and/or subcontractor must be reached to qualify for incentives. The WIP program expanded from beginning with DC public school projects at its inception, to Department of Parks and Recreation (DPR) projects during fiscal

year 2012 through 2014. In FY15, DGS will focus on adding municipal facilities projects in District-owned properties to ensure the entire construction portfolio is included in the incentive program. Expansion of WIP to municipal facilities projects is subject to the availability of contingency funds to cover incentive payments.

### Outreach and Feedback

DGS posts a variety of information on its website, including solicitations for contracting and procurement opportunities, property and tenant improvements, contract awards on all contracts over \$100,000, flyers for upcoming events and meetings, and presentations given at School Improvement Team (SIT) and community meetings, particularly as related to school and parks and recreation construction projects.

DGS also conducts targeted outreach for contracting opportunities, such as for small purchase contracts, women contractors, and upcoming school and parks and recreation projects. For example, DGS' Contracting and Procurement Division held five (5) contracting events throughout FY14, including Prime and Subcontractor focus groups, women in business, and a sustainable event. DGS also launched the Small Business Initiative on November 19, 2014. The program is designed to ensure small business have the opportunity to compete and participate as prime contractors. DGS has set-aside solicitations of \$3 million and under to be awarded solely to Small Business Enterprises (SBEs) as prime contractors.

## Capital Construction Services Division

The Capital Construction Services Division implements and manages the public building needs through the Capital Improvements Plan (CIP) 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. The division is organized into five focus areas: Government Building/Tenant Improvements and Major Construction for the client agency sectors of Education, Public Safety, Parks and Recreation, and Health & Human Services.

### Government Buildings/Tenant Improvement

DGS Government Buildings/Tenant Improvement Cluster is responsible for planning and implementing the programming and space needs for the various District agencies. The cluster is also responsible for building, stabilizing, renovating and upgrading buildings and/or their major systems for district owned assets. 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.

Below are examples of work performed within this cluster from FY12-FY15:

- Daly Building Roof Refurbishment & HVAC System Stabilization
- Lincoln Theater Renovation & System Upgrades
- OJS Fire Alarm Upgrade
- RFK Structural Assessment & Stabilization
- Saint Elizabeth's Gateway Pavilion
- Saint Elizabeth's Chapel Renovation
- Strand Theater Exterior Renovation
- Wilson Building Structural Stabilization

### Major Construction - Education

The Education Cluster is responsible for the design, construction and renovation for District of Columbia Public School System buildings (DCPS). The inventory of operating school buildings comprises of exterior space comprised of athletic fields, parking areas, sidewalks, and playgrounds.

DGS supports DCPS in the planning and implementation of various initiatives ranging from school modernization, systemic / phased modernizations, small capital improvements, and ongoing stabilization efforts.

To date, more than 79 schools have received a full modernization, along with "Phase 1" modernization, and / or systemic modernization project. Currently 22 projects are in planning, under construction, or in close-out, leaving approximately 17 schools yet to receive a modernization of some sort. In excess of \$2 billion has been spent or committed to modernize and stabilize 7,098,624 square feet of DC Public School inventory.

Approximately, 67 School Improvement Teams have been established since the inception of the program. Over 50 locally and nationally recognized awards for design excellence have been received by the program's projects.

The program has exceeded the District's goals and legal requirements for sustainability, achieving the following certifications:

- 3 - LEED Silver Certified
- 13 - LEED Gold Certified
- 2 - LEED Platinum Certified

The program has exceeded the District's goals and legal requirements for economic inclusion, reflecting the following contract performance from FY2012 through Q3 of FY 2014:

- 52% awarded to CBE's
- 39% awarded to SBE's
- 44% of employed construction workers are residents of the District

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

Measure	FY 2013 Actual	FY 2014 Actual	FY 2015 Projection	FY 2015 YTD*	FY 2016 Projection	FY 2017 Projection
Percent of municipal construction projects on schedule	90%	97%	90%	95%	90%	90%
Percent of municipal construction projects on budget	97%	97%	90%	96%	90%	90%
Percent of eligible active municipal construction projects that are tracking LEED Silver or better**	100%	90%	90%	9%	90%	90%
Percent of eligible active municipal construction projects that are tracking higher than LEED Silver (Gold or Platinum)	5%	6%	5%	66%	5%	5%
Percent of education construction projects on schedule [One City Action Plan Action 2.2.1]	100%	97%	100%	81%	100%	100%
Percent of education construction projects on budget [One City Action Plan Action 2.2.1]	95%	97%	90%	81%	90%	90%
Percent of eligible active education construction projects that are tracking LEED Silver [Sustainable DC Plan: BE 3.5] [Sustainable DC Plan: BE 3.5]	100%	11%	90%	2%	90%	90%
Percent of eligible active education construction projects that are tracking LEED (Gold or Platinum) [Sustainable DC Plan: BE 3.5]	5%	6%	25%	66%	25%	25%
Number of public schools with modernization/new construction projects started [One City Action Plan Action 2.2.1]	21	26	31	25%	21	19
Percent of public schools modernized or newly constructed (baseline of 2010) [One City Action Plan Action 2.2.1]	18%	23%	26%	32%	18%	16%
Percent of recreation construction projects on schedule	94%	76%	90%	90%	90%	90%
Percent of recreation construction projects on budget	100%	92%	90%	100%	90%	90%
Percent of eligible active recreation construction projects that are tracking LEED Silver or better	NA <sup>9</sup>	6%	90%	11%	90%	90%
Percent of eligible active recreation construction projects that are tracking higher than LEED Silver (Gold or Platinum)	100%	5%	5%	8%	5%	5%

\* Data is current as of March 31, 2015

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

Source: Department of General Services



## Major Construction - Public Safety

The Public Safety Cluster is responsible for the design, construction and renovation for all public safety agencies which includes DC National Guard, Department of Youth Rehabilitation Services, Fire & Emergency Medical Services, the Metropolitan Police Department, Department of Corrections and the Office of Unified Communications. The cluster works with our client agencies to make sure that all projects meet safety guidelines and requirements that are best practices with in the industry. In FY15 the Public Safety Cluster will complete the following projects:

- DC Jail Inmate Processing Center (Inmate Reception Center)
- DC Jail HVAC Mechanical Upgrades
- DC National Guard Youth Challenge Academy
- DYRS New Beginnings Entrance Gatehouse Upgrades
- DYRS New Beginnings Generator Installation
- DYRS Youth Services Center Courtyard and Gymnasium Upgrades
- FEMS Engine 14 - Major Renovation
- FEMS Engine 15 Renovation
- FEMS Training Academy Utility Infrastructure Upgrade
- MPD 6th District Headquarters - Phase II
- MPD Locker Room Renovation
- Unified Communication Center - Redundant Power Feed Installation

In FY14 DGS completed:

- FEMS Engine 28 & Engine 29
- FEMS Emergency Vehicle Obstacle Course (EVOC).
- MPD Tactical Village
- MPD 2850 Renovation
- OCME - Histology Lab & Tissue Storage at the Consolidated Forensic Laboratory
- DYRS Youth Services Center Surveillance System Upgrades

## Major Construction - Parks and Recreation

The Parks and Recreation Cluster is responsible for the design, construction and renovation for the Department of Parks and Recreation (DPR), facilities, consistent with the DPR Master Plan completed in FY14. Facilities to be completed in FY15 include:

- New Construction - Barry Farm Recreation Center, Guy Mason Playground, Pope Branch Playground and Fort Stanton Community Garden & Greenhouse
- Renovation - Southeast Tennis and Learning Center, Taft Recreation Center Field, Parkview Fieldhouse, Kelly Miller Tennis Courts, Columbia Heights Recreation Center
- Playground Renovation - Stead Park, Lafayette Park, Randall Park, King Greenleaf Park, Fort Davis Park, Columbia Heights Park, Ferebee Hope Park, Trinidad Park, and Carter G. Woodson Park
- Pool Renovation - Banneker Pool and Oxon Run Pool
- Miscellaneous - City-wide Community Garden Fence Installation, Arboretum Community Center Stabilization, Langdon Park Youth Garden, Benning Stoddert Recreation Center Lighting Upgrade, City-wide Shade Installation and Metro Memorial Park

## Major Construction - Health & Human Services

The Health & Human Services Safety Cluster is responsible for the design, construction and renovation for the Department of Behavioral Health (DBH), Department of Health (DOH), and Department of Human Services (DHS). Facilities to be completed in FY15 include:

- DHS - Federal City Shelter - Phase II Renovation
- DHS - La Casa Site-Based Supportive Housing
- DHS - 611 N. Street - Women's Transitional and Supportive Housing
- DHS - Madison Shelter Exterior Renovation - Phase II
- DOH - Animal Shelter

## 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

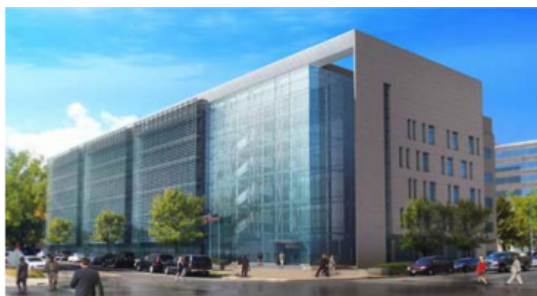
Since the adoption of the DC Green Building Act of 2006, DGS has constructed more than 3 million square feet of LEED™ Gold certified space, with an additional 1,080,000 square feet of new LEED™ certified buildings and interior projects underway. The District continues to develop new and innovative processes 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
- The LEED Certification Guidebook (2008)
- The Workplace Design Guidelines (2009)
- The Existing Buildings and Small Projects: Sustainable Design Guide (2011)

## Major Projects

### Consolidated Forensic Laboratory (CFL) - Complete



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 in May 2013.

### Ballou Senior High School Complete

The design of the new Ballou Senior High School includes state-of-the-art classrooms on three floors. The academic wing will features 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 - Completed Summer 2015

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 - Complete

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. The school is designed for 846 students.

### Dunbar High School - Complete



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 - Complete



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

The 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 - Complete



Exterior/Entry to provide accessible front entrance by adding a site ramp. Provide limited landscaping. Add new buildingsignage 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 - Complete



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

Elizabeth's 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 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 arrived on the West Campus in December of 2013.

### DC Metropolitan Police Department (MPD) - Active Construction



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 July 2015.

### Department of Health Care Finance (DHCF) - Complete



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 One Judiciary Square.

DHCF is a critical component of the District's provision of health care and implementation of the new health care law.

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



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.

## Facilities Division

The Facilities Division provides high quality facilities management services for District government properties. This division manages the day-to-day operations of over 567 District buildings including One Judiciary Square, the Reeves Center, the Daly Building, and the Wilson Building. In addition to 33 million square feet of office, industrial and special use space, DGS provides facilities services for Eastern Market, RFK Stadium, DC Armory, D.C. General Campus, District homeless

shelters, Metropolitan Police Department (MPD) precincts, Department of Motor Vehicles locations and over 400k 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

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

Measure	FY 2013 Actual	FY 2014 Actual	FY 2015 Projection	FY 2015 YTD*	FY 2016 Projection	FY 2017 Projection
Percent of survey respondents rating facility services at 3 or higher out of 5	Not Available	84%	99%	100%	99%	99%
Number of work orders completed within 5 days	1,509	4,311	2,500	4,442	2,700	2,500
Percent of work orders completed within 5 days	NA	37%	45%	40%	45%	50%
Emergency maintenance requests responded to within 2 hours	89	951	450	643	450	450
Average number of days to complete new work orders	13.5	54.33	11	18	9	7
Percent of outdoor swimming pools operational by opening day	100%	100%	100%	100%	100%	100%
Percent of facilities with Boilers operational and certified by DCRA by September 30th	60%	Not Available	90%	49%	90%	90%

\* Data is current as of March 31, 2015

Source: Department of General Service

### Special Initiatives and Highlighted Progress

The Facilities Management must address ever-changing legislation and best performance practices in its efforts to maintain the District's buildings at a high quality. These initiatives enhance the operations and visibility of the Agency.

#### Addressing Maintenance Issues

As part of the DGS Facilities Unit Performance Measures, a preventive maintenance module has been developed to better manage the maintenance of the HVAC Mechanical, Electrical and Plumbing equipment in our facilities. The first phase of the initiative included FEMS DPR facilities and the modernized DCPS facilities. Phase two of the initiative in 2015 will add shelters to the program. Additionally, DGS is conducting an internal staff realignment to add additional support to address plumbing deficiencies throughout the portfolio.

DGS has also realigned and consolidated other trade shops and grounds support units, and added additional staff in the Contract Services Unit to effectively and efficiently respond to work requests. The Maintenance unit began mapping the inventory of fountain equipment. Creating this inventory allows the unit to respond more efficiently in the inspection, repair or replacement of damaged plumbing equipment.

#### Smoking Restriction Amendment Act of 2013

A \$186,000 one-time transfer to the Department of General Services was proposed and recommended for FY15. This action was approved by the Committee on Government Operations May 14, 2014 and included in the FY15 budget for DGS. The agency submitted procurement for both manufacturing and installation of the "Non-Smoking" signs at parks and playgrounds in the District of Columbia in FY15. Signs will be created and installed as per the agreed-upon contract with the awardee.

### Portfolio Division

Portfolio Management is responsible for planning and managing the District's real estate to best fulfill the needs of District Agencies. The Division engages in activities such as lease administration, allocation of owned and leased properties to District agencies, property acquisition and disposition, fixed cost forecasting for District facilities, and rent collection from entities leasing District-owned property.

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 <https://smartdgs.dc.gov:8443/archibus/login.axvw>

#### 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 3,555,162 square feet of vacant properties and 20,926 square feet of slivers in the DGS inventory, broken down as follows:

St. Elizabeth's:	1,787,455 square feet
Schools:	880,972 square feet
DC General:	382,910 square feet
Land:	503,825 square feet
Miscellaneous buildings:	0 square feet (We disposed and/or demolished these buildings)

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.

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 2014, four public school buildings were solicited by Request for Offers ("RFO") and added to DGS's portfolio. A small number of schools are be repurposed for agency relocation. For example, the Bowen School, which is approximately 72,000 square feet, was 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 Merritt Middle School, located at 5002 Hayes Street NE, Washington, DC was renovated to house a consolidated MPD 6th District and the Youth Investigations Branch.

DGS has successfully negotiated several leases for the reuse of the closed schools by charter schools. The Draper School by Achievement Preparatory Academy, the Gibbs School by Charter School Incubator, the Young School by Two Rivers Public and the Mamie D. Lee by Bridges/Briya, more recently four of the former leases of the Dorothy I. Height Community Academy Public Charter School (CAPCS) all been renegotiated 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. DGS will release additional school buildings Request for Offers (RFO) in FY15. The RFO in FY15 will include at least two new schools. 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. The District currently occupies approximately 1,194,822 square feet of industrial space.

It is important to note that District-owned industrial space within the city limits is at 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 available and appropriate owned property becomes available.

### DC Village Land Use - DC Village Lane SW

DC Village is now 100% utilized, except for a wetland area of less than a half 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 and industrial space
- Repurpose surplus schools
- Respond in a timely manner to expiring leases/lease holdovers
- Transition to modern and efficient space use; including employing appropriate standards for space utilization
- Develop government centers and 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.

Table 6.5. Industrial Spaces 2015 (Reflects all Owned and Leased Industrial Properties)			
Department	Address	sq. ft.	Status
Board of Elections & Ethics	3535 V St NE	38,727	Leased
Contracting and Procurement	2200 Adams PI NE	17,761	Owned
Department of Corrections	3390 V St NE	13,345	Leased
Fire & Emergency Medical Services	3170-80 V St NE	33,320	Leased
	1338 Park Rd NW	6,792	Owned
	915 Gallatin St NW	9,010	Owned
		118,955	
Human Services	4 DC Village Lane SW	31,200	Owned
Health	5601 East Capitol St SE	1,054	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
		98,997	
Parks & Recreation	1325 S St NW	34,425	Owned
		34,425	
Real Estate Services	2200 Adams PI NE	71,080	Owned
	1900 Massachusetts Ave. SE	10,268	Owned
	2 DC Village Lane SW	31,246	Owned
	2900 V Street	45,642	Leased
	2700 Martin Luther King Jr. Ave SE	2,125	Owned
		161,361	
Public Schools	3535 V St NE	29,476	Leased
	2200 Adams PI NE (1, 2, 3rd floors)	205,400	Owned
Public Works	1827 West Virginia Ave., NE	10,115	Owned
	5000 Overlook Ave SW	187	Owned
		245,178	
	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
	4901-T Bates RD NE	31,926	Owned
	1725 15th St NE	35,100	Owned
	201 Bryant St NW	19,635	Owned

Source: Department of General Services



**Table 6.5. Industrial Spaces 2015, (cont.)**

Department	Address	sq. ft.	Status
Public Works	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
	124v1 W St NE	7,225	Owned
		352,472	
Transportation	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
		184,434	
<b>Total Leased Industrial Space</b>		<b>210,510</b>	
<b>Total Owned Industrial Space</b>		<b>984,312</b>	
<b>Total Industrial Space</b>		<b>1,194,822</b>	

Source: Department of General Services

**District Government Office Space**

The Department of General Services (DGS) manages 6,875,428 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. 3,572,018 square feet is leased (an increase by 5.5% from FY 2014) and 3,012,652 square feet is owned. The tables below list the District's leased and owned office space.

**Expiring Leased space next five years**

In addition to this target-based approach, Portfolio has established internal measurements to not only measure cost-savings, but to also compare the cost of projects completed using Gross Lease Square feet to the cost of projects completed in-house. These changes will be augmented by the division by 1,442,877 square feet of expiring lease portfolio into value tiers, which will help the agency more easily identify leases that are anticipated to bring the most value to the District.

**Table 6.6. Agency Portfolio: 2015 (Reflects All Owned and Leased Industrial Properties)**

Address			
Leased	Subtype	Status	SF
1100 Fourth Street, SW - East	Office	Active	269,676
1101 Fourth Street, SW - West	Office	Active	275,122
1107 11th Street, NW	Clinic	Active	16,800
1125 15th Street, NW	Office	Active	112,156
1133 15th Street, NW	Office	Active	15,857
119, 121, 123, 125 Wayne Place SE, 165 Mississippi Ave SE & 3831 2nd St SE	Housing	Active	31,465
1200 First Street, NE	Office	Active	199,822
1205 & 1207 Brentwood Road, NE	Office	Active	2,805
1207 Taylor Street, NW	Office	M-T-M	27,600
12100 Sunrise Valley Drive, Reston, Va	Office	Active	7,538
1225 Eye Street, NW	Office	Active	19,046
1250 U Street, NW	Office	Active	34,400
1300 First Street, NE	Office	M-T-M	53,281
1325 G Street, NW, 8th Floor	Office	Active	30,872
1333 H Street, NW	Office	M-T-M	30,122
1345 New York Ave, N.E.	Land	Active	136,290
1355-1357 Valley Place, SE	Housing	Active	18,000
1400 Eye Street, N.W.	Office	Active	10,591
1437 Irving Street, NW, Unit 3	Land	Active	64,641
1523-1571 Alabama Avenue, SE	Office	Active	4,925
1800 Martin Luther King Jr. Avenue, SE	Office	Active	55,737
1724 South Capitol Street, SE	Office	Active	8,050
2020 Kendall Street, NE	Land	Active	35,606
2100 Martin Luther King Jr. Avenue, SE	Office	Active	66,800
2101 Martin Luther King Jr. Avenue, SE	Office	Active	24,237
2210 Adams Place, NE	Clinic	Active	12,546
2235 Shannon Place, SE	Office	Active	80,549

Source: Department of General Services

**Table 6.6 Agency Portfolio, (cont.)**

Leased	Subtype	Status	SF
2020 Kendall Street, NE	Land	Active	35,606
2100 Martin Luther King Jr. Avenue, SE	Office	Active	66,800
2101 Martin Luther King Jr. Avenue, SE	Office	Active	24,237
2210 Adams Place, NE	Clinic	Active	12,546
2235 Shannon Place, SE	Office	Active	80,549
225 Virginia Avenue, SE	Office	Active	345,120
2300 Washington Place, NE, Store #112N	Office	Active	8,000
2400 East Capitol Street, NE	Office	Active	
2600 Virginia Avenue, NW	Office	Active	5,000
2701 Pennsylvania Avenue, SE	Office	Active	8,919
2850 New York Ave., NE	Warehouse	Active	98,286
2850 New York Avenue, NE	Office	Active	24,422
2900 V Street, NE	Warehouse	Active	45,642
2901 14th Street, NW	Office	Active	6,399
3130-3180 V Street, NE	Warehouse	Active	30,000
3220 Pennsylvania Avenue, SE	Office	M-T-M	44,486
3222 M Street, NW, Store #8	Office	Active	12,753
3330 V Street, NE	Warehouse	Active	50,000
3535 V Street, NE	Warehouse	Active	68,203
3720 Martin Luther King Jr. Avenue, SE	Office	M-T-M	34,500
3841-3845 Alabama Avenue, SE	Office	Active	25,876
3919 Benning Road, NE	Office	Active	34,400
4001-4005 South Capitol Street, SW	Office	M-T-M	23,540
4049 South Capitol Street, SW	Office	Active	7,080
4056 Minnesota Ave., NE	Parking	Active	N/A
450 H Street, NW	Office	Active	31,340
4525 Benning Road, SE	Office	Active	12,000
5171 South Dakota Avenue, NE	Office	Active	12,435
55 M Street, SE	Office	Active	150,000
609 H Street, NE, Building #1	Office	Active	72,079
64 New York Avenue, NE	Office	Active	154,360

Source: Department of General Services

Table 6.6 Agency Portfolio, (cont.)

Leased	Subtype	Status	SF
64 New York Avenue, NE	Office	Active	114,251
645 H Street, NE	Office	Active	74,924
655 15th Street, NW	Office	Active	49,550
717 14th Street, NW, 900, 930 & 950	Office	Active	10,792
717 14th Street, NW	Office	Active	34,171
810 First Street, NE	Office	Active	139,037
825 North Capitol Street, NE, 825 G-1 Level Space and Portion of the 6th Floor	Office	Active	13,185
899 North Capitol Street, NE	Office	Active	150,718
920 Rhode Island Avenue, NE	Office	Active	21,109
955 L'Enfant Plaza, SW, P-100	Office	Active	15,107
<b>TOTAL LEASED</b>			<b>3,571,918</b>
Owned	Subtype	Status	SF
441 4th St., NW (OJS)	Office	Active	850,354
300 Indiana Ave. (Daly)	Office		585,955
2000 14th St, NW (Reeves)	Office	Active	479,767
225 Virginia Ave., SE	Office	Active	421,000
1350 Pennsylvania Ave. (Wilson)	Office	Active	328,760
4665-69 Blue Plains Dr. (Police Training Academy)	Office	Active	112,283
410 E St., NW (Old Juvenile Court Building)	Office	Active	105,900
301 C St., NW	Office	Active	59,206
95 M St., SW	Office	Active	39,166
222 Mass. Ave., NW	Office	Active	22,461
2750 S Capitol St., SW	Office	Active	7,800
<b>TOTAL OWNED</b>			<b>3,012,652</b>

Source: Department of General Services

Table 6.7. Expiring Leased Space Next Five Years

Address	Subtype	SF
1300 First Street, NE	Office	53,281
2041 Martin Luther King Jr. Avenue, SE	Office	10,866
4001-4005 South Capitol Street, SW	Office	23,540
3720 Martin Luther King Jr. Avenue, SE	Office	34,500
1207 Taylor Street, NW	Office	27,600
1215 3rd Street, NE	Office	22,830
1205 & 1207 Brentwood Road, NE	Office	2,805
609 H Street, NE, Building #1	Office	72,079
825 North Capitol Street, NE, 825 G-1 Level Space and Portion of the 6th Floor	Office	13,185
1724 South Capitol Street, SE	Office	8,050
2400 East Capitol Street, NE	Office	NA
4049 South Capitol Street, SW	Office	7,080
2850 New York Avenue, NE	Office	24,422
2701 Pennsylvania Avenue, SE	Office	8,919
1437 Irving Street, NW, Unit 3	Land	64,641
2901 14th Street, NW	Office	6,399
1125 15th Street, NW	Office	112,156
1523-1571 Alabama Avenue, SE	Office	4,925
3130-3180 V Street, NE	Warehouse	30,000
1133 15th Street, NW	Office	15,857
1355-1357 Valley Place, SE	Housing	15,000
1107 11th Street, NW	Housing	16,600
3535 V Street, NE	Warehouse	68,203
2210 Adams Place, NE	Housing	12,546
3919 Benning Road, NE	Office	34,400
1800 Martin Luther King Jr. Avenue, SE	Office	55,737

Source: Department of General Services

**Table 6.7. Expiring Leased Space Next Five Years (cont.)**

Address	Subtype	SF
1400 Eye Street, N.W.	Office	10,591
2020 Kendall Street, NE	Land	35,606
1345 New York Ave, N.E.	Land	136,290
3330 V Street, NE	Warehouse	50,000
810 First Street, NE	Office	139,037
12100 Sunrise Valley Drive	Office	7,538
955 L'Enfant Plaza, SW, P-100	Office	15,107
2600 Virginia Avenue, NW	Office	5,000
2100 Martin Luther King Jr. Avenue, SE	Office	66,800
1200 First Street, NE	Office	199,822
119, 121, 123, 125 Wayne Place SE, 165 Mississippi Ave SE & 3831 2nd St SE	Housing	31,465
<b>Sum Total</b>		<b>1,442,877</b>
<i>Source: Department of General Services</i>		

## Sustainability and Energy Division

The DGS Sustainability and Energy Division (DGS-SE) is responsible for managing the expenditures and sustainable consumption of a wide range of commodities and resources used in the construction, operation, and maintenance of the District's real estate portfolio. The DGS portfolio provides workspace to 77 agencies, serves more than 100,000 occupants each weekday, and is composed of 30 million square feet of space across 400+ buildings. DGS-SE program areas include data, technology, and education; climate and energy; water and stormwater; waste, recycling, and composting; and health, safety, and high performance design and operation. DGS-SE has three core objectives:

- Limit portfolio resource consumption and environmental impacts.
- Provide cost savings to District taxpayers and client agencies/ departments
- Increase digital control and system knowledge of building portfolio.

## Special Initiatives and Highlighted Progress

The Sustainability and Energy Division must address ever-changing metrics and expectations for energy performance in District buildings. Initiatives that enhance data, technology and education, climate and energy, energy performance, water and stormwater management, waste, recycling and composting and high performance design aspects of Sustainability and Energy include the following:

### Data, Technology, and Education

#### Utility Data

The capture, analysis and dissemination of data related to utility use in properties owned and leased by the District of Columbia is one of the critical elements of DGS-SE's energy conservation and cost reduction measures. Meter-level interval electricity consumption and billed utility consumption are the foundational elements of this dataset. Water, steam, electricity, natural gas, and fuel billing data are provided to DGS-SE in highly idiosyncratic formats. In some cases, the data come directly from the utility and, in other cases, are created by DGS-SE by hand, from paper bills. DGS-SE is actively exploring a utility bill management program and anticipates launching it in FY15.

Interval electricity data is provided to DGS-SE, by Pepco via an API, which delivers meter-level data in an XML format called "Green Button". DGS-SE maintains a building information dataset that includes basic building characteristics like name, usage type, address and square footage. With this data in hand, building managers can better respond to anomalies in intra-day consumption, retrofits can be scoped and monitored with 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.

#### BuildSmartDC

BuildSmartDC is an interactive platform for exploring the District's building portfolio, with a focus on building energy performance. DGS-

SE developed it to make energy data available (and understandable) to stakeholders of all types. BuildSmartDC integrates data from a variety of sources: utility bills, meters, weather stations, analytical engines, building automation systems, contractor reports, maintenance reports and more. Updates occur daily. In addition to building-by-building utility data, BuildSmartDC also highlights energy efficiency projects across the District. Moreover, the platform serves as the basis for data-driven decision making in other DGS-SE energy management programs.

### Kiosks

Public touch-screen kiosks with dynamic view of facility energy data will launch at twelve DGS facilities in FY15 and FY16. The kiosks will be placed in high traffic areas (e.g. lobby areas, cafeterias, etc.) and are proven to significantly impact the behavior of building tenants. The kiosks will show occupants real-time energy data and will enable building-to-building competitions with real-time 'leaderboards' of the contests. They kiosks will also display outdoor temperatures and weather conditions and will integrate with nearby transit options to provide real-time arrival/departure schedules.

## Climate and Energy

### Retro-Commissioning (RCx)

DGS-SE has retrofitted or expanded roughly 100 buildings, or 25% of the portfolio, with building automation systems, monitors, controls, and communication network upgrades. Despite this, many DGS

facilities operate inefficiently because the core capital equipment on site is not well monitored and DGS lacks visibility into where capital investment will have the best return. To remedy this situation, DGS seeks to improve the energy performance of a series of sites through a process of retro-commissioning. This process works with existing mechanical and controls systems though the installation of customized data collection monitors and systems that allow identification of specific capital upgrade needs on an ongoing basis. These systems for intensive data collection and analysis are an extension of the existing building automation system. The data collected includes performance information about space temperatures and asset-level information such as how frequently a boiler, chiller, or air handler is cycling, and how often outdoor air is brought into the facility. These data allow hyper-accurate local monitoring of equipment performance and these data will be used immediately to support long-term planning of capital retrofits that will lead to better building performance and comfort. Simultaneously, the existing systems will get tuned while their performance is evaluated.

Collection of equipment and controls performance data is an industry best practice. With the data provided, DGS will be able to efficiently target investments to improve energy performance, and through carefully targeted, data-driven, follow-on capital upgrades,

**Table 6.8. Key Performance Indicators - Portfolio Management Division**

Measure	FY 2013 Actual	FY 2014 Actual	FY 2015 Projection	FY 2015 YTD	FY 2016 Projection	FY 2017 Projection
Total dollar amount paid for leased space	\$131,526,729	\$131,821,060	\$139,741,942	\$67,421,847	\$143,934,200	\$148,255,225
Percent of rent due actually collected	96%	102%	96%	126%	96%	96%
Total revenue generated from District owned assets	\$13,729,028	\$15,799,511	\$14,565,125	\$6,691,118	\$15,002,079	\$15,542,141
Percent of office space leased versus owned	45%	49%	45%	45%	45%	45%
Vacancy rate of leased space	2%	1.1%	2%	1%	2%	2%
District actual rent as a % of Market	92%	91 %	93%	88%	94%	95%

Source: Department of General Services

DGS will be able to lower both the immediate and the total lifetime costs of operating the building.

### Constant-Commissioning (CCx)

Building upon prior DGS capital projects that created new infrastructure to deliver data flows from building automation systems and advanced metering installations, DGS will benefit from enhanced on-call services, including active data monitoring and pro-active management of comfort and energy performance issues. These benefits will be enabled through on-call services that rely on new data and real-time communication systems to support smart interactions with operations teams. Constant diagnostics and critical alarms will be provided and robust data-driven support will be enabled for managing emerging performance improvement opportunities, and improved immediate tracking of HVAC and controls problems. The goals of the program are: to leverage technology resources (BAS systems, remote access, communications networks) to make the on-call and in-house building engineer teams able to identify and resolve comfort and energy performance issues more effectively in less time, addressing live needs more immediately and completely and delivering increased comfort levels for the occupants, while reducing energy use.

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.

### Predictive Energy Optimization

DGS is working with BuildingIQ, New City Energy, and the Lawrence Berkeley National Lab to deliver annual savings of \$600,000 and generate more than \$1 million in free cash flow over the term of the partnership, facilitated by the U.S. Department of Energy's (DOE) grant program. The project delivers on the District's commitment to lower energy consumption, save taxpayers money, and reduce greenhouse gas emissions. The Predictive Energy Optimization

(PEO) platform automatically creates a custom thermal model for each building that predicts energy consumption, cost and comfort based on building characteristics, weather forecasts, energy pricing, and signals from the utility. The software makes real-time changes to each building, directly adjusting heating, ventilation, and air condition system parameters that can reduce heating and cooling costs by as much as 25 percent. This automated, cloud-based solution requires no manual interaction, thus freeing up labor hours from building staff and engineers.

### Electricity Supply

The retail electricity supply contract establishes a supplier to buy electricity for the DGS building portfolio's 800+ PEPCO electric accounts. The contract uses a block and index strategy to integrate intermittent wind supply and lower generation and transmission costs by 5-8%. The supplier enrolls accounts, administers a PJM sub account (accounting, billing, and reporting), manages receipt of wind power, and purchases wholesale blocks of electricity, as well as, day ahead and real time electricity.

### Wind Power Purchase Agreement (Wind PPA)

Following Council approval, DGS-SE will receive wind power from a 46 megawatt (MW) wind farm in Pennsylvania. The power purchase agreement will provide ~145,000 MW hours a year, or roughly 35% of the DGS building portfolio's electricity consumption. This renewable power will cost ~30% less than our brown power, reduce GHG emissions 100,000+ tons, and hedge against energy price increases and market volatility. It is a 20-year deal for a virtual extension cord to a wind farm.

### Solar Power Purchase Agreements (Solar PPAs)

DGS-SE awarded two contracts to two companies, both DSLBD Certified Business Enterprises. DGS is negotiating the terms of two Solar PPAs and expects to start deployment this fall. The sun will provide 18% of the electricity needed for the ~50 sites selected and 3%



of the total DGS load. The power will cost 30-50% less than our brown power, reduce peak summer load by 8-12 megawatts, and hedge against energy price increases and volatility. Both contracts are 20 years and treat the solar renewable energy credits (SRECs) differently.

### Summer Unplugged

The “Summer Unplugged” program aims to eliminate energy waste and utility spending across the DCPS portfolio. DCPS spends over \$30 million annually on energy and about \$4 million during the months of July and August, when occupancy is lowest. Principals, custodians, teachers, building engineers and students can all play important roles in powering down their schools during the summer months. The program is expected to result in numerous benefits to the city, particularly in the following areas:

- Significant costs saving opportunity: By practicing good energy behaviors and optimizing air conditioning around occupancy, the average school can save between 10-30 percent on its bills.
- City mandates: The Healthy Schools Act requires that energy consumption be reduced by 20% at all DCPS schools by August 2015.
- Health and environmental benefits: Pollution from fossil-fuel power plants is linked to higher incidents of asthma attacks and other lower and upper respiratory illnesses in children. Reducing energy use is one way to improve air quality during summer months when it is at its worst.

### Sprint to Savings

The Sprint to Savings is designed to catalyze energy savings in DC Schools while providing educational and real-world experience to students. The competition, created by the Department of General Services, is a partnership between the US Green Building Council and the DC Government.

### Cool Roofs

Roof restoration technology has advanced significantly in the past decade. Silicone-based fluid-applied membranes offer up to 20 years of roof life extension at less than one quarter of the cost of a new roof. These products also convert traditional roofs into Cool Roofs, which improves building energy performance and reduces urban heat island effect. Furthermore, the latest roof restoration products are low-VOC and do not harm the environment.

Many roofing contractors have not been able to stay current on the latest roof restoration technology – owing mostly to lack of training, lack of equipment, and lack of demand from building owners. For example, as of 2013, the District of Columbia (D.C.) had zero Certified Business Enterprise (CBE) roofing contractors certified to install the latest roof restoration technology. Through its SmartRoof Program, DGS intends to change this.

To meet its energy and sustainability goals, DGS is employing Cool Roofs to reduce building energy consumption, reduce urban heat island effect, and extend roof life – which reduces landfill waste and makes roofs viable for solar PV. Specifically, the DGS SmartRoof Program trained three CBE roofing contractors in FY15, enabling them to install Cool Roof restorations on several DGS buildings designated to receive solar PV systems. Each of the three CBE contractors will receive on-the-job training on an actual DGS roof. These three projects total 156,000 square feet and bring the total square footage of cool roofs to more than 250,000.

### Water and 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 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.

### 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 rainwater on District property and restore local habitat. In FY15, DGS-SE managed the construction of six green roof projects, bringing the portfolio's total above 320,000 square feet of vegetated roof area.

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.

## Waste, Recycling, and Composting

The DC Solid Waste and Multi-Materials Act and other subsequent policies set forth by the District's Department of Energy and Environment (DOEE), a government entity with responsibility 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 2030:

- Recover or recycle 75% of all waste generated in the city
- Reduce waste generation by 25% from 2012 levels
- Eliminate litter
- Create a system of teaching environmental literacy

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-SE 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-SE 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 2009, the four core facilities continued to surpass the 45% recycling requirement set in the Solid Waste Management and Multi-Materials Recycling Act.

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.

Organics Collections is part of the current city-wide Recycling Collection Services. DGS-SE manages a contractor who provides labor, equipment, containers, vehicles, management recordkeeping, reporting, and other services necessary to successfully perform organics collection services for various District properties. The program began in August 2013, as a small pilot, and has continued to expand through continued outreach and education efforts. Since December 2014 we have composted 83 tons of organic materials.

### DGS Healthy Schools

Under the Healthy Schools Act of 2010, DGS-SE is responsible for a variety of activities designed to ensure that schools are healthy, safe places to learn, including its recycling and composting programs. The DCPS Recycles! Program is designed to fulfill legal requirements; improve building operations; reduce waste of money and natural resources; achieve the SustainableDC target of zero waste by 2032; and teach DCPS students values and skills for a sustainable 21st century.

The goal is to sort all waste properly so as much as possible can be composted or recycled instead of sent to a landfill or incinerator. In FY14, every DCPS school participated in the recycling program, and 52 were selected for the Recycling Honor Roll. 37 schools participated in the compost initiative in FY15, up from 11 in the pilot year in FY14. The program is being scaled up this year into one of the largest school composting programs in the county. 70 schools are signed up for FY16.

### Anaerobic Digester Feasibility Study

In FY15, DGS-SE conducted a feasibility study to explore options for using anaerobic digestion to bring long-term energy, environmental, and economic benefits to the District of Columbia. The study described the types of digesters most appropriate for the proposed use, costs to construct an anaerobic digester facility, the operational costs, and

the environmental benefits of developing a collaborative approach to the problem. The study completed an independent technical review and evaluation of the participating technologies, including major system components, site size requirements, mass and energy balances, operating data, products, residue requiring landfill disposal, and technology transfer issues.

## High Performance Design & Operation

DGS works to build public environments that minimize their embodied energy and lifecycle demand for resources. DGS-SE operates across the Agency to identify, support, and plan initiatives and projects that will reduce the carbon footprint of District facilities and operations. With the passage of the landmark Green Building Act, the District became the first major city in the U.S. to require green building certification for both the public and private sectors. The District leads all cities in the U.S. in the number of ENERGY STAR rated buildings and also leads the nation for LEED certified projects, on a per capita basis. The District government has been at the forefront of this push to improve building design and performance, and has led by example. The Department of General Services, the agency responsible for construction of public buildings, has overseen nearly 50 LEED projects. To date, 14 DCPS schools have been LEED certified and an additional 19 schools are in the process of being LEED certified.

### SmartRoof Program

The DGS-SE SmartRoof program evaluates the opportunity of roofing systems to improve facility energy and sustainability performance. A critical goal for the program was to maximize roof life potential. After the portfolio was stabilized, facility roofs could now be looked at as assets instead of liabilities. By having better knowledge of the portfolio's Estimated Remaining Service Life (ERSL), each facility could be considered for possible energy and sustainability options, which include: PV Solar Roofs, Cool

Roofs, and, Vegetated Roofs. In addition to these options, the project introduced the approach of using long-term warranted roof restorations in lieu of replacements, reducing capital expenditures for identified roofs by 75% or more. Specifically, SmartRoof is designed to:

- Conserve Energy
- Reduce Stormwater Run off
- Reduce Urban Heat Island Effects
- Reduce Total Carbon Footprint Associated with Roofing
- Generate Renewable Energy
- Demonstrate DC's Leadership in Sustainability

## Protective Services Division

The Protective Services Division (PSD), is responsible for coordinating, managing, and providing security services for District government facilities through the use of special police officers and security officers, as defined in § 47-2839.01., civilian employees, or contractors. The mission is executed through direct staffing at critical locations, response and monitoring of contract security guard management and electronic security systems.

PSD is also 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. The Protective Services Threat

**Table 6.9. Key Performance Indicators - Sustainability & Energy Division**

Measure	FY 2013 Actual	FY 2014 Actual	FY 2015 Projection	FY 2015 YTD*	FY 2016 Projection	FY 2017 Projection
Weather - adjusted reduction in energy consumption (kBtu/ft) from previous year	8%	-22%	5%	-136%	5%	5%
Percent of DGS portfolio for which real-time and interval energy data is available	73%	85%	85%	85%	95%	100%
kwh produced by renewable energy sources	526,124	641,491	2,500,000	NA	100,000,000	
Total recycling diversion rate at core District owned office buildings	84%	46%	10%	86%	50%	60%
Percentage of District lights that are high-efficiency on public lands (SDC Actions EN1.3, N2.2)**	NA	NA	60%	NA***	75%	90%
Number of electric vehicle charging stations at District government facilities (SDC Action T4.3)****, *****	NA	NA	12	NA*****	9	20
* Data is current as of March 31, 2015 ** New KPI that will be used as a benchmark during FY14 *** Data is computed on an annual basis **** Ibid *****Exploring feasibility of expansion and will change upon analysis. This KPI relies heavily upon assistance of DDOT - DPW *****Data is computed on an annual basis						
Source: Department of General Services						

Management Section is responsible for providing comprehensive security assessments for all DC government facilities and executes this mission through patrol operations, contract security guard management oversight of 525 Contract Security officers, and electronic security systems in 62 buildings. In addition, PSD assists District and federal agencies during special events and emergencies.

PSD officers handle a wide variety of assignments, ranging from building security, response to calls for assistance at protected facilities, and security assessments, to analyzing the need for security versus threat/risk at DC government locations, monitoring and directing the contract security force and providing security for visiting dignitaries on District property.

This Division makes presentations to educate District government employees on basic safety scenarios such as workplace violence and active shooter.

## Contracting & Procurement Division

The Contracting and Procurement Division provides service and support in procuring the following for the District of Columbia: vertical construction, architecture and engineering services; facilities maintenance and operation services; energy and sustainability services and assets; and real estate asset management services, including leasing and auditing; utility contracts and security services. The division implements appropriate contracting mechanisms enabling the agency to utilize contracts and other vehicles that decrease the time required for contract review and approval. Additionally, the division is responsible for overseeing vertical construction procurement for the Department of Parks and Recreation, District of Columbia Public Schools, Fire and Emergency Management Services, and the Metropolitan Police Department.

**Table 6.10. Key Performance Indicators - Protective Services Division**

Measure	FY 2013 Actual*	FY 2014 Actual	FY 2015 Projection	FY 2015 YTD**	FY 2016 Projection	FY 2017 Projection
Number of building assessments conducted***	NA	58	48	28	48	48
Number of Access Control Guard Post Inspections (compliance check)	NA	169	72	202	84	96
Number of Stakeholders and interagency members in safety and security programs	NA	621	100	70	250-500	750-1,000
Number of Screening Posts Inspection (e.g. X-ray and magnetometer)	NA	101	80	23	80	80
Percentage of eligible officers receiving training and re-training as scheduled	NA	94%	90%	100%	90%	90%
Percentage of working alarms and CCTV cameras	NA	100%	90%	99%	90%	90%
Total dollar value of liquidated damages	NA	\$15,642	\$50,000	\$460	\$25,000	\$10,000

\* NA refers to data not captured during benchmark period.

\*\* Data is current as of March 31, 2015

\*\*\* Risk assessments will be conducted at least every five years for level I and II facilities and at least every three years for level III, IV, and V facilities as per the current federal guidelines and best practices.

Source: Department of General Services

Table 6.11. Key Performance Indicators - Contracting and Procurement Division

Measure	FY 2013 Actual	FY 2014 Actual	FY 2015 Projection	FY 2015 YTD	FY 2016 Projection	FY 2017 Projection
Average processing time for a RFP under \$1 million [ in days]	64	110.88	75	43	75	75
Average processing time for a RFP more than \$1 million [ in days]	60.64	96	105	90	105	105
Average processing time for small purchases under \$10,000 [ Business Days]	5.5	5	5	6	5	5
Average processing time for small purchases from \$10,001 - \$100,000 [ Business days]	8.75	7	10	11	10	10
Percent of District residents hours worked on construction projects	43%	40%	35%	27%	35%	35%
Percent of District residents hours worked on non - construction projects	46%	43.9%	35%	52%	35%	35%
Percentage of dollars awarded to CSBE firms. (Capital)	55%	67%	50%	69%	50%	50%
Percent of CSBE awards (operating)	83.99%	72%	50%	85%	50%	50%
Total Dollar of Operating Contracts available for CSBE award	\$20M	\$19M	\$25M	\$7.8M	\$25M	\$25M
Total Dollar of Capital contracts available for CSBE award	\$99M	\$133M	\$100M	\$7M	\$100M	\$100M

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.

This chapter will explore the key housing and community development issues facing residents of the District of Columbia in 2015 and will



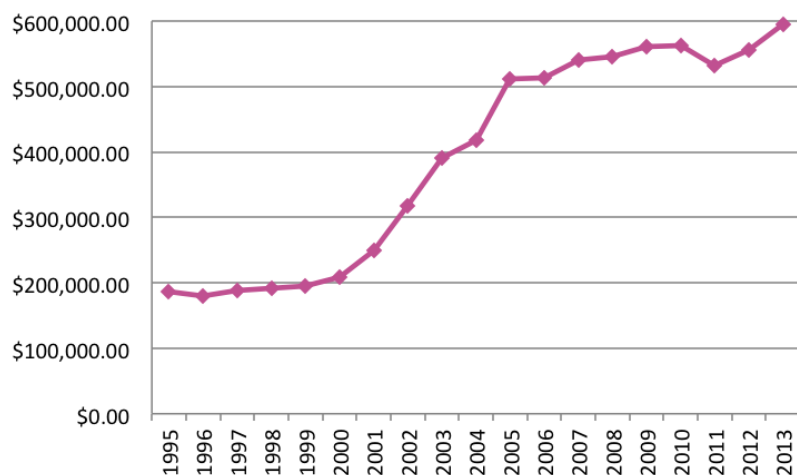
summarize the programs that DHCD offers to help residents and businesses face these challenges.

## 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 wealthier households moving to the District, increasing demand for renovated and high-end housing stock, the growing quantity and quality of amenities that come along with living in the nation's capital, and the relatively slow growth in housing supply in response to the rising demand.

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 (See Table 6.12). 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. Overall, housing costs have been rising in the District during the past

**Figure 6.1. Median Sales Price of Single Family Homes**



Source: Neighborhood Info DC

**Table 6.12. Comparison of Housing Costs Across U.S. Metropolitan Areas (2009-2013)**

Rank	Owner-Occupied Homes with Mortgages	Median Monthly Owner Costs
	Metro Area	
1	San Jose-Sunnyvale-Santa Clara, CA	\$ 3,025
2	San Francisco-Oakland-Hayward, CA	\$ 2,836
3	Bridgeport-Stamford-Norwalk, CT	\$ 2,799
4	New York-Newark-Jersey City, NY-NJ-PA	\$ 2,702
5	Santa Cruz-Watsonville, CA	\$ 2,658
6	Oxnard-Thousand Oaks-Ventura, CA	\$ 2,498
7	Napa, CA	\$ 2,464
8	Los Angeles-Long Beach-Anaheim, CA	\$ 2,452
9	Honolulu, HI	\$ 2,450
10	San Diego-Carlsbad, CA	\$ 2,412
11	Kahului-Wailuku-Lahaina, HI	\$ 2,408
12	<b>Washington-Arlington-Alexandria, DC-VA-MD</b>	<b>\$ 2,365</b>
Rank	Rental Units	Median Monthly Rent
	Metro Area	
1	San Jose-Sunnyvale-Santa Clara, CA	\$ 1,558
2	Oxnard-Thousand Oaks-Ventura, CA	\$ 1,470
3	Honolulu, HI	\$ 1,467
4	<b>Washington-Arlington-Alexandria, DC-VA-MD-WV</b>	<b>\$ 1,439</b>
5	San Francisco-Oakland-Hayward, CA	\$ 1,409
6	Santa Cruz-Watsonville, CA	\$ 1,385
7	Napa, CA	\$ 1,350
8	Santa Maria-Santa Barbara, CA	\$ 1,340
9	Bridgeport-Stamford-Norwalk, CT	\$ 1,302
10	San Diego-Carlsbad, CA	\$ 1,300
11	Kahului-Wailuku-Lahaina, HI	\$ 1,290
12	Santa Rosa, CA	\$ 1,265

Source: 2009-2013 American Community Survey (ACS) 5-year estimates from the Minnesota Population Center National Historical Geographic Information System

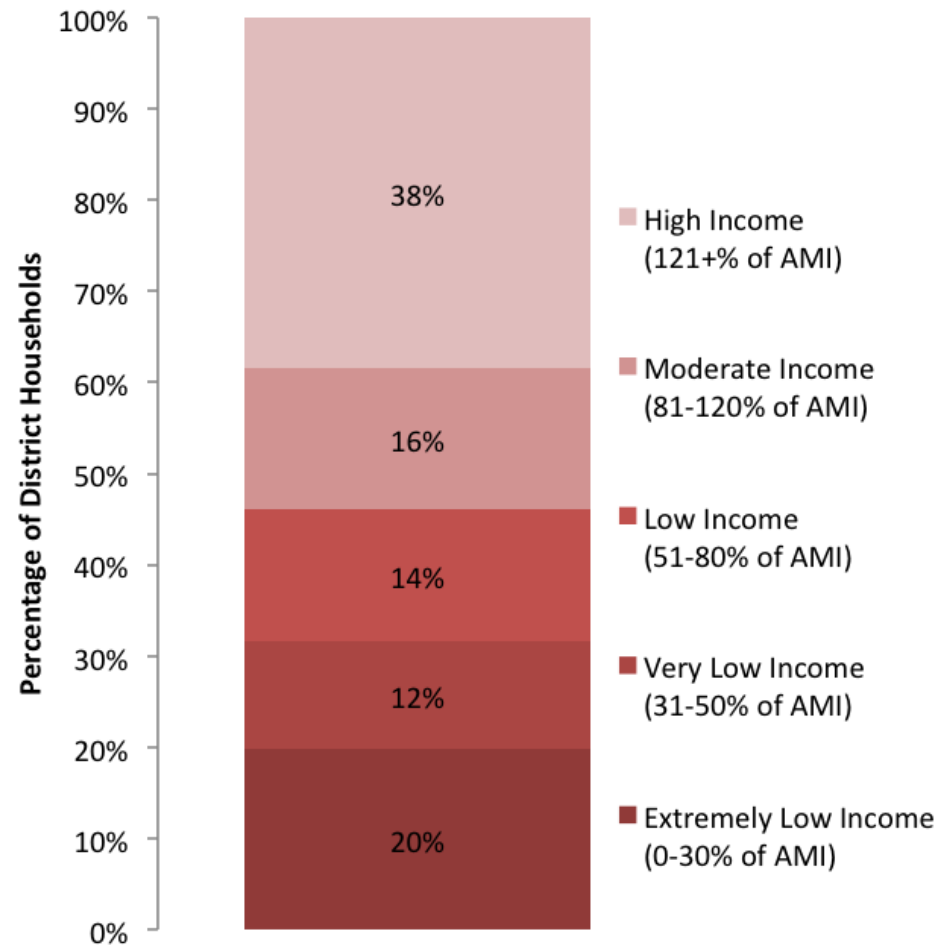
decade, with the median sales price of single family homes reaching an all-time peak of \$595,000 in 2013, the most recent year of data reviewed for this report (See Figure 6.1).

These elevated housing costs are out of reach for many District residents. Using the income standards defined by the U.S. Department of Housing and Urban Development (HUD), 46% of District households are low-income or below (See Figure 6.2). A full 20% are considered extremely low-income, earning no more than 30% of the Area Median Income (AMI), which was \$109,200 for a family of four in the Washington Metropolitan Area in 2015.

When households with low incomes pay high housing costs, the result is a housing cost burden, defined as paying more than 30% of gross income towards housing. When housing expenses exceed 50% of income, a household is considered severely burdened. A recent Urban Institute study states that from 2008 to 2012, more than 40% of District households were cost burdened and 21% of households were severely cost burdened. 57% of extremely low income households in the District were severely cost-burdened in 2006-2010.

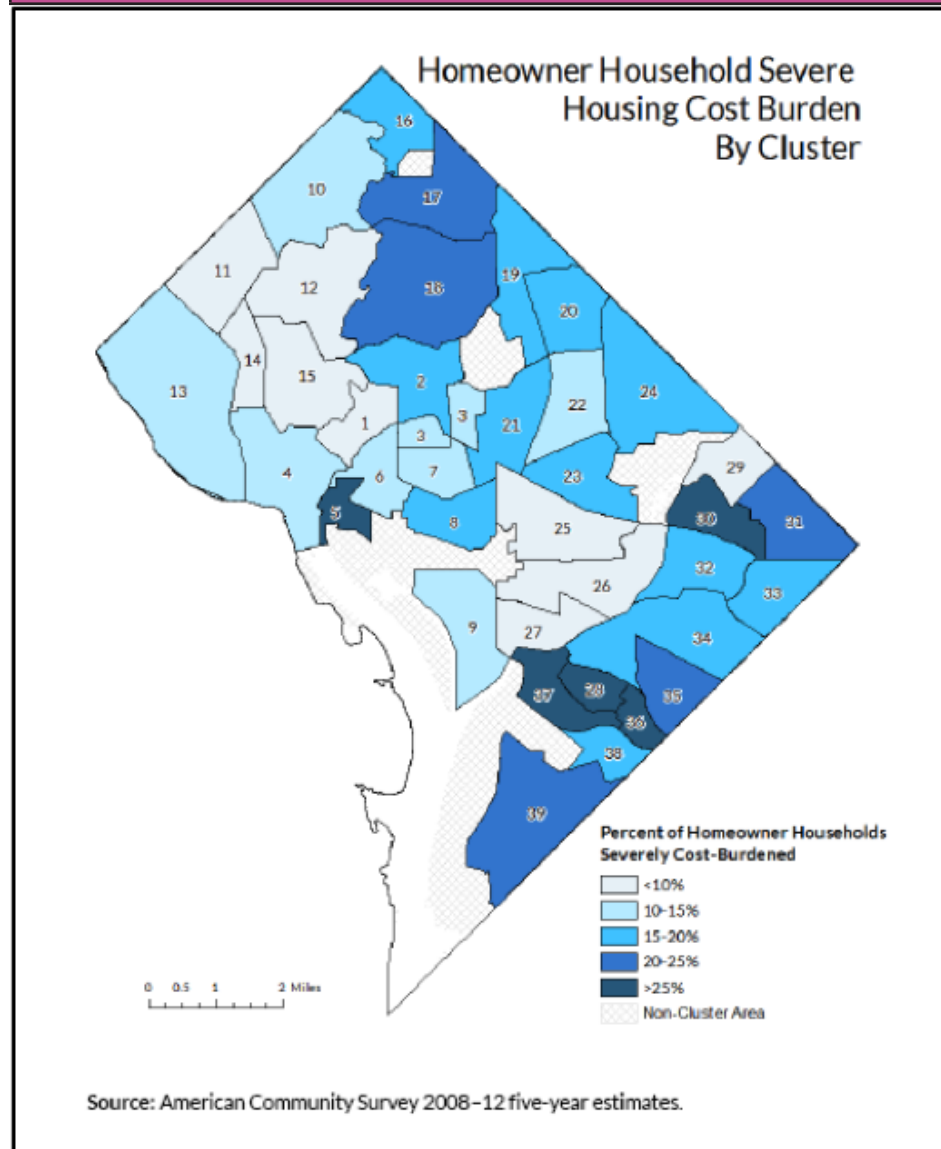
Renter households were much more likely to be severely cost-burdened than owner households, with 24% of renters severely cost-burdened compared to 15% of homeowners. Maps 6.1 and 6.2 show the geographic distribution of severely cost-burdened households for renters and homeowners by neighborhood cluster. The percentage of renter households with cost burden was highest in Wards 8 and 5.

**Figure 6.2. District Households by HUD Income Category**



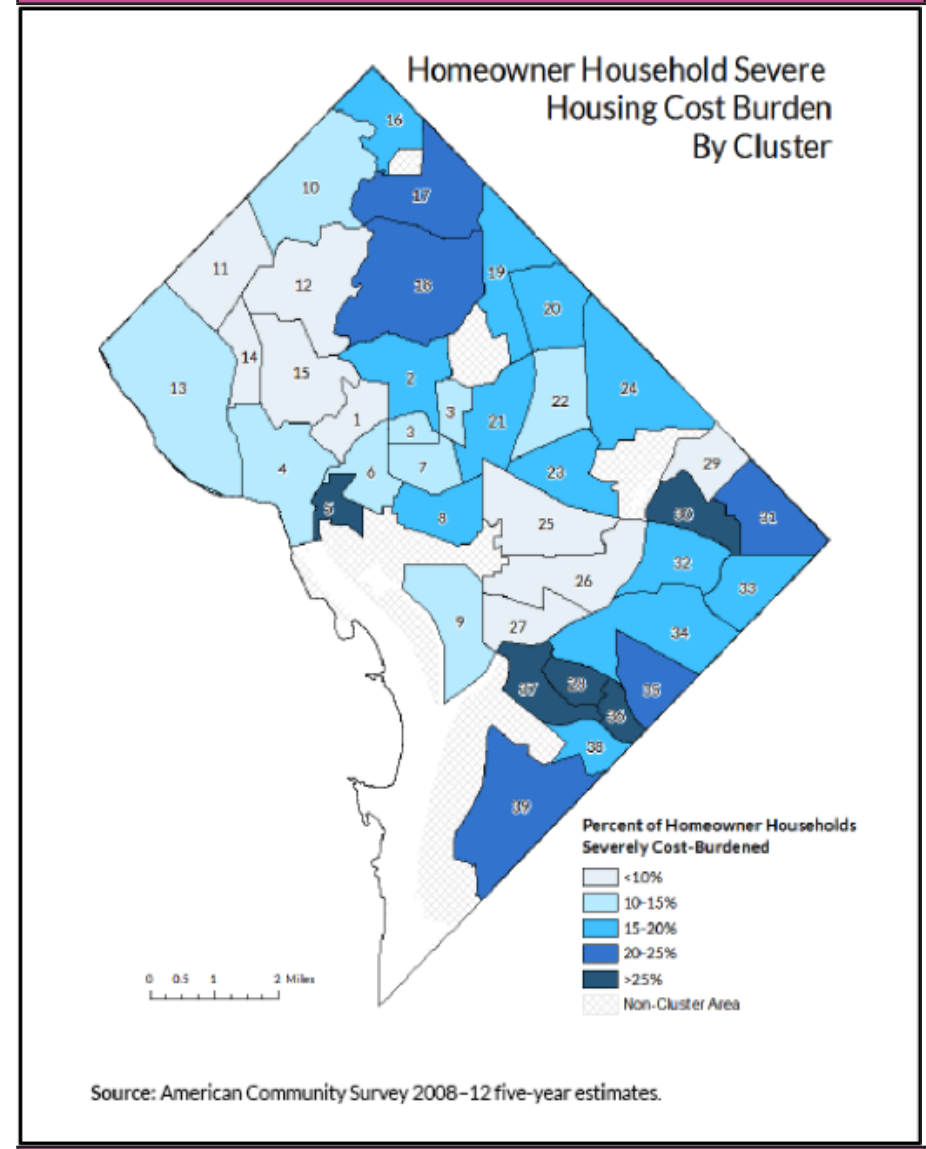
Source: 2009-2013 American Community Survey (ACS) 5-year estimates, PUM files.

**Map 6.1. Share of D.C. Homeowner Households Severely Cost Burdened by Cluster (2008-2012)**



Source: 2009-2013 American Community Survey (ACS) 5-year estimates, PUM files.

**Map 6.2. Share of D.C. Renter Households Severely Cost Burdened by Cluster (2008-2012)**



Source: 2009-2013 American Community Survey (ACS) 5-year estimates, PUM files.

## Homelessness

In 2014, there were 7,748 homeless persons in the District of Columbia, a 20% increase from 2010. The number of homeless families increased from 1,603 in 2007 to 3,795 (see Figure 6.3), representing a 50 percent increase from 2010. In subpopulation categories, there were 2,029 chronically homeless single adults in the District, and 406 homeless veterans. See Table 6.13 for Point-in-Time (PIT) Count trends in the District.

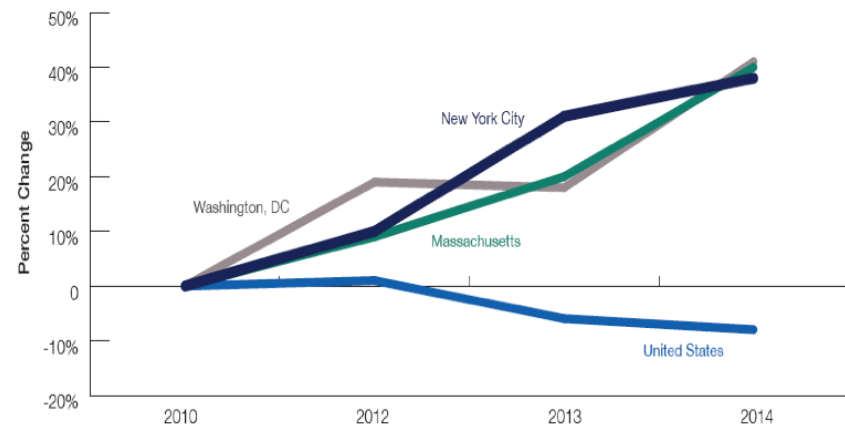
**Figure 6.3. Homeless Trends, 2007-2014**



Source: 2007-2014 Point-in-Time Estimates by Continuum of Care Program

Furthermore, 2% of all District households in 2014 were at high risk of homelessness. The Urban Institute analyzed homeless risk by D.C. Public Use Microdata Areas (PUMAs; see Table 6.14), revealing that 5 percent of the populations in Ward 7 and 8 are at high risk of homelessness. Among large households of 5 people or more, 6% are at high risk of homelessness citywide.

**Figure 6.4. Percent Change in Family Homelessness in Right to Shelter Jurisdictions**



Source: Dept. of Housing and Urban Development, Point-in-Time Homeless Counts

Source: Department of Housing and Urban Development, Point-in-Time Homeless Counts

**Table 6.13. DC Point in Time Subpopulation Counts, 2010-2014**

PIT Subpopulation Category		2010 Count		2011 Count		2012 Count		2013 Count		2014 Count	
Chronically Homeless (Total)		2,110		2,093		1,870		2,027		2,029	
Persons in Families*	Individuals	--	2,110	--	2,093	--	1,870	263	1,764	420	1,609
Veterans**		--		515		531		499		406	

\* Prior to 2013, the federal definition of chronic homelessness did not include families. Therefore, the chronic homeless count in 2010-2012 includes single adults only.

\*\* Prior to 2011, HUD did not require a separate count of homeless Veterans.

Source: DC Interagency Council on Homelessness

**Table 6.14 Homeless Risk by Geographic Area**

	Citywide		PUMA 101		PUMA 102		PUMA 103		PUMA 104		PUMA 105	
	House-holds	%	House-holds	%	House-holds	%	House-holds	%	House-holds	%	House-holds	%
Minimal Risk	176,300	66	39,000	82	29,700	65	35,00	68	27,000	45	45,600	70
Moderate Risk	87,600	33	8,800	18	14,300	32	15,800	31	29,300	50	19,400	30
High Risk	4,700	2	0	0	1,200	3	600	1	2,900	5	100	<1
Total	268,700	100	47,800	100	45,300	100	51,400	100	59,200	100	65,100	100

Source: Urban Institute analysis of 2011 American Community Survey PUM files from the University of Minnesota Integrated Public Use Microdata Series.

The District of Columbia has high and increasing homeless rate, even compared to other Northeast cities with high rates such as New York, Boston, and Philadelphia. This trend runs counter to the decreasing rate of homelessness nationwide (see Figure 6.4 and Table 6.15). The biggest difference is related to families. In D.C. homelessness among people in families has increased by 50% since 2010, compared to an 11 percent decrease nationally.

**Table 6.15. Homeless Rates in Washington, DC, Compared with the Total US Population and Other Northeast American Cities**

	Homeless Population	Total Population	Homeless (%)
Total US Population	578,424	316,128,000	0.2
Washington, DC	7,748	646,449	1.2
New York, NY	67,810	8,405,837	0.8
Boston, MA	5,987	644,710	0.9
Philadelphia, PA	5,738	1,553,165	0.4

Source: HUD, 2014. Total population figures are from the 2013 American Community Survey

## DHCD Projects and Programs

The District Department of Housing and Community Development offers a variety of programs that provide and preserve quality affordable housing and revitalize neighborhoods and commercial corridors. A sample of these programs and their outputs are described in the following sections.

### 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 D.C. 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. In Fiscal Year (FY) 2012, DHCD provided 245 HPAP/EAHP loans to District residents. DHCD issued 269 loans in FY 2013, and 208 in FY 2014. Through June, 116 HPAP/EAHP loans have been executed in FY 2015 (See Map 6.3).

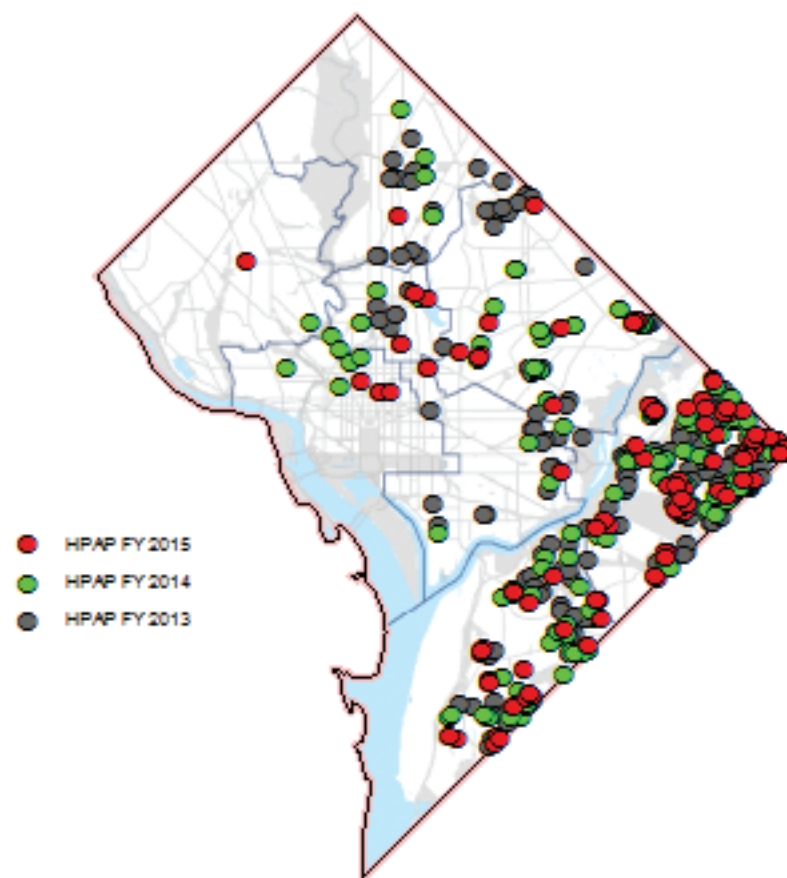
### Residential Rehabilitation Programs

This set of programs includes two functional units: The Single Family Residential Rehabilitation Program and the Lead-Safe Program. 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 Rehabilitation 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 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 (CBO), 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, foreclosure counseling, and tenant outreach and organization.

**Map 6.3. Home Purchase Assistant Program Loans Issued in FY 2013-2015**



Source: Department of Housing and Urban Development, Point-in-Time Homeless Counts



### Property Acquisition and Disposition

The Property Acquisition and Disposition Division (PADD) consolidates the Homestead Housing Preservation Program, the Home Again Program, 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 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. As of June 2015, DHCD owns 160 properties with a total assessed value of more than \$20.5 million (See Map 6.4), in a portfolio that is constantly changing, as PADD acquires and sells assets.

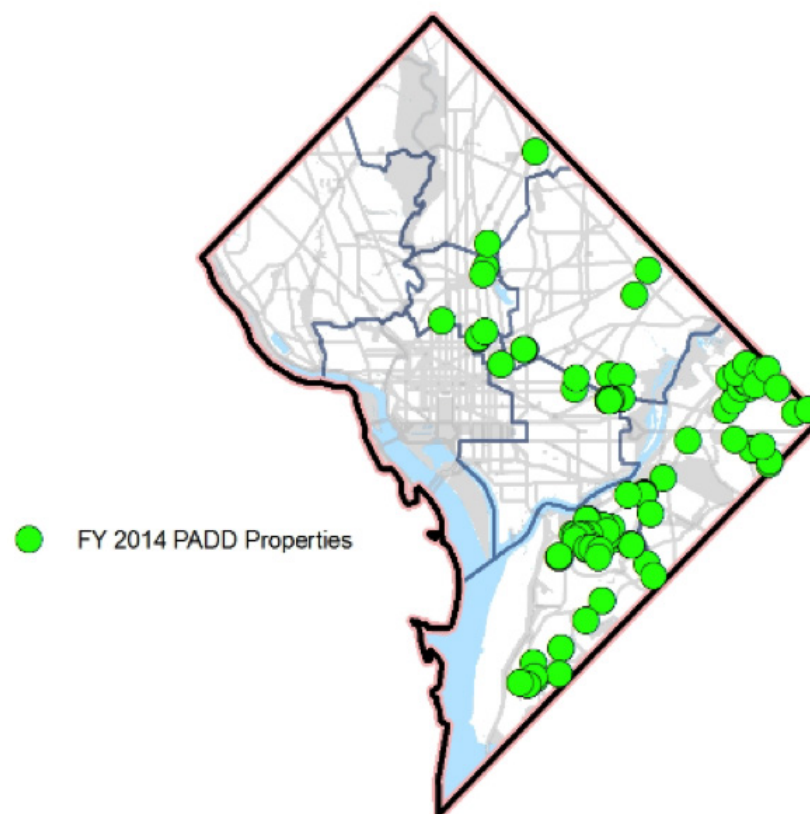
### Project Financing

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 community facilities. The specific project activities that will receive funding are selected through a Request for Proposals (RFP) process that DHCD conducts to solicit project proposals. In Fiscal Year 2012, DHCD's Development Finance Division closed loans on projects that will produce 702 units of affordable housing and 3 community facilities (See Map 6.5). In FY 2013, the Division closed loans on 17 projects amounting to 566 units of affordable housing. In FY 2014, the Division closed loans on 24 projects, totaling 1,113 affordable units.

### 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 Improvement 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

**Map 6.4. Portfolio of Vacant Properties Owned by DHCD's Property and Acquisition Division**



Source: Department of Housing and Urban Development, Point-in-Time Homeless Counts

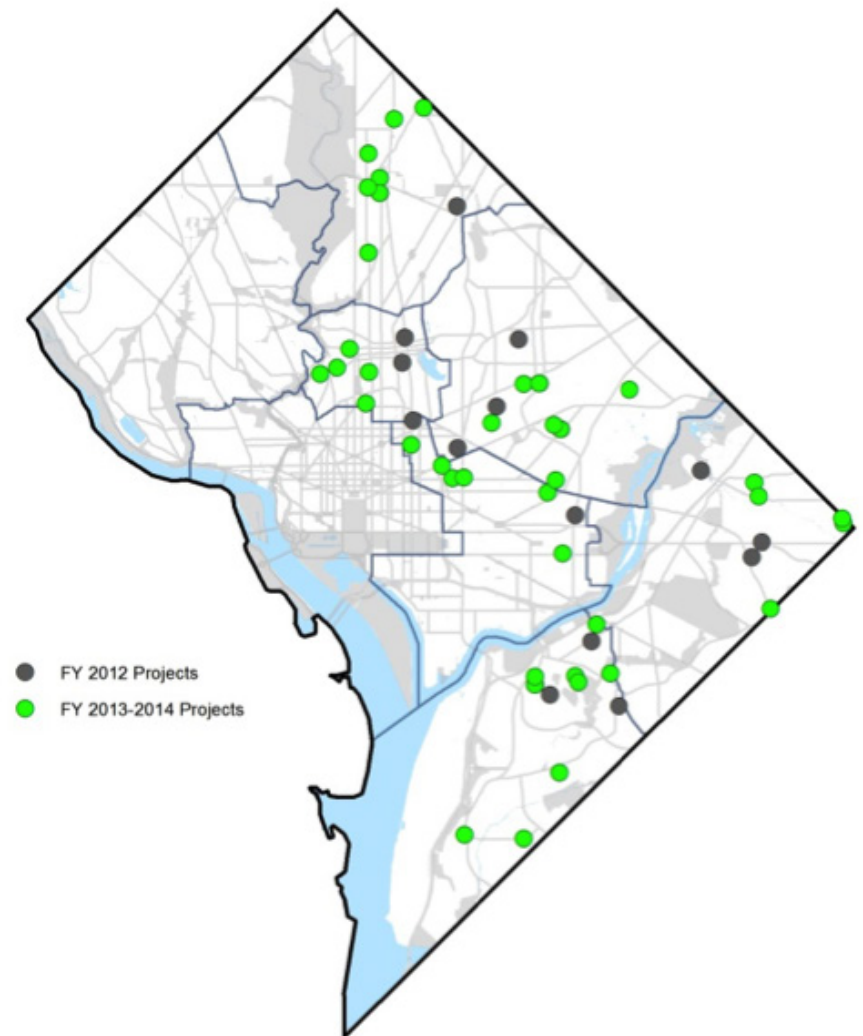
addition, DHCD provides technical assistance, support and training to small and retail businesses focusing on neglected commercial corridors in low and moderate income areas. Grantee organizations are also involved in business attraction and retention and larger neighborhood revitalization efforts in their designated areas, including major commercial development project planning and interagency business development coordination.

### 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. HRA oversees four activities, described below:

- **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

**Map 6.5. Development Finance Division Loans Closed in FY 2012**



Source: Department of Housing and Urban Development, Point-in-Time Homeless Counts

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.

- **Inclusionary Zoning / Affordable Dwelling Unit Program (IZ/ADU)** - Inclusionary Zoning and Affordable Dwelling Unit Programs regulate certain affordable units created within mixed-income residential developments. 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 (See Figure 6.5).

## Rental Housing Commission (RHC)

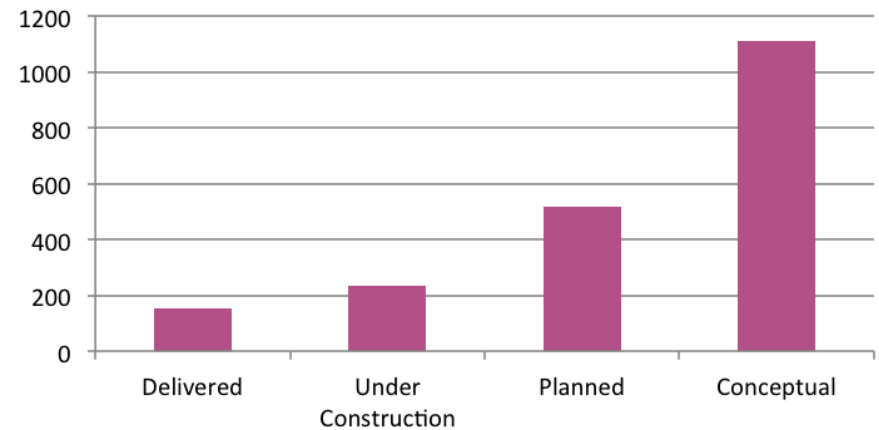
The commission has three statutory functions in order to preserve and increase the supply of quality affordable housing in the District: (1) to issue, amend and rescind regulations that are promulgated for enforcement of the Act; (2) to certify and publish the annual adjustment of general applicability 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.

## Homeless Services and Homelessness Prevention

### Homeward DC

DHCD has partnered with DHS, DCHA, DBH, and a number of other District agencies, non-governmental organizations, and members of the public to form an Interagency Council on Homelessness (ICH) that will execute a common action plan (Homeward DC 2015) in order to streamline housing production processes and implement placement systems for homeless populations. The plan is built on three major

**Figure 6.5 Inclusionary Zoning Project Pipeline, 2015**



Source: Department of Housing and Urban Development, Point-in-Time Homeless Counts

goals: (1) finish the job of ending homelessness among Veterans by the end of 2015; (2) end chronic homelessness among individuals and families by the end of 2017; and (3) have the systemic capability to rehouse any household experiencing housing loss within an average of 60 days or less by 2020. Within the ICH structure, DHCD will spearhead the coordination of partners to develop and implement housing solutions for the homeless. On the implementation side, DHCD has aligned its development finance activities with the Homeward DC plan, and requires that 5% of all new units created be set aside as Permanent Supportive Housing.

## District of Columbia Housing Authority

The District of Columbia Housing Authority (DCHA) is an independent public agency that provides housing assistance to almost ten percent of the city's population. As a landlord, property manager, voucher administrator, and real estate developer, DCHA is a community partner in the provision, preservation and production of affordable housing in the District of Columbia.

## 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.

The Authority seeks to fulfill its mission through the following strategic goals:

- 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, advocacy and business leaders. The diverse constituencies of DCHA's Public Housing and Housing Choice Voucher (HCV) programs are represented by four members, three Public Housing Commissioners and one HCV Commissioner. In addition, four Commissioners are nominated by the District of Columbia Mayor and confirmed by the Council of the District of Columbia; the DC Deputy Mayor for Planning and Economic Development serves as an ex-officio Commissioner; and the Metropolitan Central Labor Council and the Consortium of Legal Services Providers each appoint one Commissioner.

## Executive Director

DCHA is led by an Executive Director who is appointed by the Authority's Board of Commissioners. 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 Authority staff, makes all final personnel decisions, and employs assistants, employees and consultants as necessary in accordance with the rules, regulations, by-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 Waiting Lists

DCHA maintains waiting lists for the low-income housing programs the Authority administers. Waiting list applicants are selected by date and time of application and any applicable selection preference(s). In recent years, DCHA began a waiting list reengineering effort intended to improve the management and predictability of the waiting list process. After completing phase one, with the suspension of application intake in 2013 and subsequent update of applicant information and continued housing interest, DCHA has moved to phase two and the establishment of site-based waiting lists for Public Housing applicants. Site-based waiting lists will give applicants more choice by providing the opportunity to select the Public Housing communities where they would like to reside. Going forward, DCHA will consider additional efforts to improve waiting list management and process transparency in ways that best meet the affordable housing needs of the District of Columbia.

For additional information about DCHA's application process and housing programs, please visit our website at [www.dchousing.org](http://www.dchousing.org). or call our Customer Service Call Center at 202-535-1000.

**Table 6.16. District of Columbia Housing Authority Pipeline, 2015-2018**

Project Name	Market Rate Units	Affordable Units	Total Number of Units
<b>Redevelopment</b>			
Square 769-N (Capitol Quarter)	143	36	179
Square 767 (Capitol Quarter)	120	48	172
Community Center (Capitol Quarter)	-	-	-
CG Marketplace - Retail (Capitol Gateway)	-	-	-
CG Marketplace - Residential (Capitol Gateway)	0	312	312
Highland Dwellings	0	208	208
Parkway Overlook	0	233	233
Barry Farm—Phase 1	113	289	402
Kenilworth Courts—Phase 1	0	186	186
1133 North Capitol Street	302	23	325
<b>Operating Subsidies</b>			
Deanwood Hills (Public Housing)	0	150	150
4000 Benning (Housing Choice Voucher)	0	71	71
SOME Benning Road (LRSP)*	0	162	162
Phyllis Wheatley (LRSP)	0	84	84
Miriam's House (LRSP)	0	25	25
Beacon Center (LRSP)	0	99	99
Archer Park (LRSP)	0	190	190
Vesta - 12th St, SE (LRSP)	0	26	26

**Table 6.16. District of Columbia Housing Authority Pipeline, 2015-2018 (cont.)**

Project Name	Market Rate Units	Affordable Units	Total Number of Units
<b>Operating Subsidies</b>			
Plaza West (LRSP)	0	223	223
MDO/CI - South Cap (LRSP)	0	195	195
Four Pts - 2255 MLK (LRSP)	0	71	71
HELP Walter Reed (LRSP)	0	75	75
Walter Reed SOME (LRSP)	0	41	41
MED-3500 Minn Ave (LRSP)	6	80	86
West End Square 50 (LRSP)	6	55	61
N Street Village (LRSP)	0	95	95
Girard St Senior Apts (LRSP)	0	25	25
Owen's House (LRSP)	0	4	4
Partner Arms (LRSP)	0	14	14
Delta Commons (LRSP)	0	36	36
2321 4th St, NE (LRSP)	0	116	116
<b>Total Units</b>	<b>690</b>	<b>3,172</b>	<b>3,866</b>
* Local Rent Supplement Program			
Source: DC Housing Authority			



## Featured Projects

### Capitol Gateway Marketplace



Capitol Gateway Marketplace (CGM) is a mixed-use project located across the street from the Capitol Heights Metro Station. The project is being

developed through a joint venture partnership of A&R Development and the D.C. Housing Authority. The property is the next phase of the Capitol Gateway HOPE VI revitalization. The 10.3 acre site will be separated into 3 parcels. A 312 unit mixed-use residential and retail building will be situated on 2 acres on the easternmost portion of the site closest to the Metro station. The two adjacent parcels will be developed as a 135,000 square foot full-service Walmart store, and a stand-alone restaurant.

The CGM mixed-use building will consist of a 5-story mid-rise building that features two interior courtyards with a total of 312 units. The first floor of the building will include 18,000 square feet of leasable retail space. All of the units will be affordable to households with incomes below 60% of the Area Median Income, and DCHA will provide a Public Housing operating subsidy to 32 units. The building consists of 20 studio units; 230 one-bedroom units; and 62 two-bedroom units. The Walmart store will be constructed concurrently with the mixed-use building. Construction of the restaurant will follow after the two buildings are completed.

Construction is underway on infrastructure, mass grading, and stormwater management improvements for the entire 10.3 acre site. After completion of the site work, vertical construction will

begin on the Walmart and mixed-use building. Each component will be separately financed, and constructed under separate contracts.

- June 2015: Site work begins on entire site.
- September 2015: DHCD submits request to Council for approval of \$13 million in Housing Production Trust Funds
- December 2015: Site work completed.
- December 2015: Closing on construction financing for mixed-use building. Construction on mixed-use Building and Walmart to begin.
- December 2016: Target date for Walmart opening, mixed-use building under roof.
- July 2017: Mixed-use building completed.

Construction of the site work is \$19.3 million and is financed with private debt and a \$5.8 million contribution from Walmart. The total development cost for the mixed-use building is \$81.7 million. Financing sources include \$13 million from the D.C. Housing Production Trust Fund; \$3.3 million from DCHA; \$29.1 million in Low Income Housing Tax

Credit equity; \$31.7 million from an FHA-insured mortgage; and \$4.6 million in deferred developer fee. Walmart will pay for construction of its store, estimated to be \$20 million.



Capitol Gateway Marketplace Site Plan

## Energy Conservation and Sustained Capital Investment

### Energy Capital Improvement Program II

As part of DCHA's ongoing efforts to reduce energy consumption, the agency will be undertaking phase two of its Energy Capital Improvement Program (ECIP). Under ECIP II, DCHA will use: 1) energy and water savings from reduced energy and water consumption, 2) power purchase agreements, and 3) local and federal incentives. These efforts will allow DCHA to fund for the following: 1) installation of various Energy Conservation Measures (ECMs), 2) installation of solar technology, 3) creation of a 21st Century micro-grid, and 4) establishment of a Dedicated Capital Equipment Replacement Reserve. ECMs include, but are not limited to, new HVAC mechanical systems, boilers, chillers, hot water systems, fan coils, water saving devices, energy-efficient lighting, energy-efficient appliances, and controls. Solar deployment includes the installation of solar photovoltaic panels above cool roofs and/or a combined system of solar photovoltaic panels and vegetated green roofs. The 21st Century micro-grid is planned through the redevelopment of an existing decommissioned coal-fired micro-grid located at Langston Terrace Dwellings. A \$39,500,000 Dedicated Capital Equipment Replacement Reserve will be funded from an anticipated \$10,500,000 annual savings—savings that represents an average reduction in energy and water consumption of 27%. The Reserve will allow DCHA to fund the replacement of capital equipment throughout its portfolio once the equipment has reached the end of its useful life. Some of the savings will be used to pay debt service and some will fund the Reserve.

### Langston Terrace Dwellings



DCHA is committed to developing the infrastructure to create more resilient housing and communities that produce onsite energy. This goal is solidified in the city's Sustainable DC Plan

which states that “all public housing [will] be green, healthy, and capable of meeting net-zero energy standards” by 2032.

In line with this goal, a new project is underway at DCHA's Langston Dwellings Public Housing community to explore a net-positive renewable energy deployment. Langston Terrace Dwellings, built in 1938, is the oldest Public Housing development in Washington, D.C. and among the first in the country. The garden-style brick building comprises 274 units. Langston Addition, a 34-unit project, was completed in 1965. The site was registered as a historic landmark in 1987. The entire site was formally fueled by a coal-fired power plant, which was decommissioned in the 1980s.

### Langston Decommissioned Coal-fired Power Plant



In 2012, DCHA received a \$245,000 Sustainable DC Budget Challenge grant to test the feasibility of redeveloping the idle power plant at Langston into a clean energy-generating asset. In 2013,

on the 75th anniversary of Langston, the feasibility study kicked-off. A multidisciplinary team of DCHA staff and consultants performed a comprehensive analysis of development options for the plant. Additionally, a robust community outreach effort was undertaken to engage residents and ensure project goals are aligned to support the neighborhood's needs - including four meetings with the Langston Resident Council, and three community-wide meetings, and a presentation to the local Advisory Neighborhood Commission (ANC).

The study, completed in January 2014, explored seven scenarios for clean energy generation and ultimately recommended three



scenarios for further investigation and pre-development work: a district-scale biogas fuel cell, rooftop photovoltaic with geothermal exchange variable refrigerant flow heating and cooling, and rooftop photovoltaic with

heating system upgrades. A blending of the proposed scenarios is projected to produce all the electricity for Langston Dwellings and fulfill the energy needs of up to 15 percent of the remaining DCHA properties. In 2015, DCHA plans to use the feasibility study as a catalyst to move towards implementation as the Authority continues pre-development for this ambitious and ground-breaking effort.

## New Markets Tax Credit Project and KIPP College Prep/Hamilton Campus

The DC Housing Enterprises (DCHE), a DCHA subsidiary, allocation of \$7.7 million in New Markets Tax Credit authority will assist with the rehabilitation of the former Julia West Hamilton Junior High school building to accommodate the relocation and expansion of KIPP College Prep, a charter school presently located on Douglas Road SE. The relocation will enable the school to expand its



DCHA's Capital Gateway HOPE VI, Langston Dwellings and Richardson Dwelling communities, Blaine Middle School will create an additional educational option for public housing resident.

enrollment by 650 students. There are 150 students currently enrolled and residing in Wards 7 and 8 that will be relocated to the new campus. The financing of the Hamilton campus will also support the development of Blaine Middle School located at 5300 Blaine St, NE. Located near

