



FY2013 Performance and Accountability Report

Montgomery County
Department of Housing & Community Affairs





Montgomery County Dept. of Housing and Community Affairs FY2013 Performance and Accountability Report



DHCA Alignment to County Priority Objectives

Montgomery County Priority Objectives

- **A Responsive and Accountable Government**
- **Affordable Housing in an Inclusive Community**
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- **Healthy and Sustainable Communities**
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

DHCA Headline Performance Dashboard

<u>Headline Performance Measure</u>	<u>FY12 Results</u>	<u>FY13 Results</u>	<u>Performance Change</u>
Total affordable housing units produced and preserved - Includes no cost units, units funded and available for occupancy, and units that have been funded and are in the pipeline	2,614	3,290	
County cost per unit of affordable housing that is preserved	\$4,761	\$8,129	
County cost per unit of affordable housing that is produced	\$52,063	\$34,090	
Percent of cases that achieve voluntary compliance in Code Enforcement cases before a citation is written	94.22%	95%	
Number of housing Code Enforcement repeat offenses - More than 2 cases in a 2 year period	153	109	
Percent of Landlord-Tenant cases mediated successfully: Cases not referred to the commission	97.88%	97%	
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Multi-family disputes (workdays)	31	35	
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Single-family disputes (workdays)	36	36	



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DHCA At A Glance

What Department Does and for Whom

DHCA plans and implements activities which prevent and correct problems that contribute to the physical decline of residential and commercial areas; ensure fair and equitable relations between landlords and tenants; increase the supply of affordable housing; and maintain existing housing in a safe and sanitary condition.

How Much / How Many

Operating Budget: \$29,495,375; WY's: 65.5

Additional Resources and/or WYs

Total FY13 CIP - \$15,587,000

Total Dept Work Years – 80.1 WY

Multi-Family Housing Programs

This program creates and preserves affordable multi-family housing units. Loans are made to the Housing Opportunities Commission, nonprofit organizations, property owners, and for-profit developers.

Operating Budget: \$19,015,490; WY's: 8.0

Additional Resources and/or WYs

\$10M – Housing CIP (HIF Revolving Program)

\$3.35 – Housing CIP (Loan Repayments)

Single-Family Housing Programs

This program creates and preserves affordable single-family housing units. It enforces Chapter 25A of the County Code to ensure that Moderately Priced Dwelling Units (MPDUs) are provided and monitored for resale control.

Operating Budget: \$874,385; WY's: 8.0

Additional Resources and/or WYs

1.0 WY to DPS

Housing Code Enforcement

This program enforces Chapter 26 of the County Code, Housing Maintenance, by inspecting rental condominiums, multi-family apartments, and single-family housing to ensure safe and sanitary conditions; and Chapter 48, Solid Wastes; and Chapter 58, Weeds, the County's residential weeds and rubbish codes.

Operating Budget: \$1,599,524; WY's: 19.1

Additional Resources and/or WYs

5.5 WY to DEP (Solid Waste)

2.0 WY to Takoma Park (Grant)

1.0 WY to HOME Program



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DHCA At A Glance (Cont.)

What Department Does and for Whom

Grants Administration

Staff provides management and oversight to ensure compliance with all regulatory requirements for Federal funding awarded to Montgomery County by the U.S. Department of Housing and Urban Development (HUD).

Landlord-Tenant Mediation

This program ensures fair and equitable relations between landlords and tenants and encourages the maintenance and improvement of housing.

Neighborhood Revitalization

This program provides planning and implementation for neighborhood revitalization in targeted areas including commercial revitalization as well as assistance to address other community-related concerns.

Licensing and Registration

This program issues licenses to all rental housing (apartments, condominiums, single-family) and registers all housing units within common ownership communities.

How Much / How Many

Operating Budget: \$5,264,181; WY's: 5.6

Operating Budget: \$1,009,235; WY's: 7.5

Operating Budget: \$103,790; WY's: 1.5

Additional Resources and/or WYs

\$1.32M CIP – CDBG
\$792k CIP – GO Bonds
\$125k CIP – Current Revenue
6.1 WY to Capital Programs

Operating Budget: \$385,506; WY's: 3.0



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DHCA At A Glance (Cont.)

What Department Does and for Whom	How Much / How Many
<u>Housing Administration</u> This program provides management and oversight to support activities within the housing division including single and multi-family housing programs, and landlord tenant mediation.	Operating Budget: \$276,348; WY's: 3.0
<u>Administration</u> This program provides overall direction, administration, and managerial support to the Department. Activities include budgeting, financial management, personnel management and administration, program oversight, training, automated systems management, and policy/program development and implementation.	Operating Budget: \$966,916; WY's: 9.8

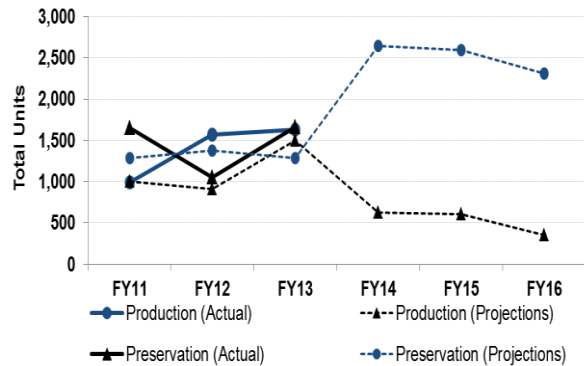


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Headline Performance Measure 1: Number of affordable housing units produced and preserved

Performance Trends



	FY11	FY12	FY13	FY14 Proj	FY15 Proj	FY16 Proj
County Funded Units Online	802	766	1,146	2,354	2,209	2,055
No-Cost Units Online	404	0	401	105	110	116
Preservation Pipeline	440	281	116	180	274	139
Preservation Total	1,646	1,047	1,663	2,639	2,594	2,309
County Funded Units Online	497	278	982	137	322	91
No-Cost Units Online	184	201	352	213	224	235
Production Pipeline	311	1,088	293	278	59	30
Production Total	992	1,567	1,627	628	605	356

Factors Contributing to Current Performance

- Positive history of acceptance and support for inclusive and mixed-income communities from stakeholders
- Continued funding for the MHI and Housing CIP; ability to exercise "right of first refusal"
- Strong partnerships with non-profit and private sectors
- Opportunities for redevelopment of infill and transit station areas

Factors Restricting Performance Improvement

- High property and land costs
- Economy has slowed the production of new housing
- Reductions in state and federal funding sources require greater local contribution.
- NIMBYism – localized opposition to affordable housing development
- A limitation on future residential development as the County nears "build-out"

Performance Improvement Plan

- Preserve existing affordable housing through aggressive code enforcement and effective utilization of Housing Acquisition and Rehabilitation dollars.
- Increase attention to preserving affordable multifamily rental buildings/ developments.
- Establish goals for addition of affordable housing to County stock and closely monitor progress on achieving those goals.
- Continue aggressive push of closing cost assistance program managed by HOC.
- Pursue prompt completion of development on county owned parcels, i.e., Bowie Mill, Fleet Street, Progress Place, and Silver Spring Library Senior Residences.
- Promote mixed-use development (e.g., the promotion of housing development in non-residential areas).
- Continue the focus on, and coordination of, housing for those with special needs, e.g. homeless, persons with disabilities, seniors, etc.
- Promote the adaptive use of the County's existing housing stock to reduce demand on new housing: e.g., assist seniors in adapting their homes to meet their needs.

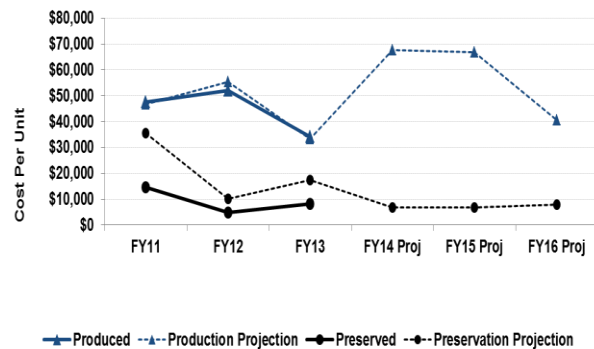


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Headline Performance Measures 2 and 3: County cost per unit of affordable housing produced and preserved

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Produced	\$47,513	\$52,063	\$34,090			
Projected	\$46,858	\$55,473	\$33,240	\$67,793	\$66,745	\$40,694
Preserved	\$14,611	\$4,761	\$8,129			
Projected	\$35,425	\$10,258	\$17,454	\$6,713	\$6,844	\$7,935

Factors Contributing to Current Performance

- Positive history of acceptance and support for inclusive and mixed-income communities from stakeholders
- Continued funding for the MHI and Housing CIP; ability to exercise “right of first refusal”
- Strong partnerships with non-profit and private sectors
- Opportunities for redevelopment of infill and transit station areas

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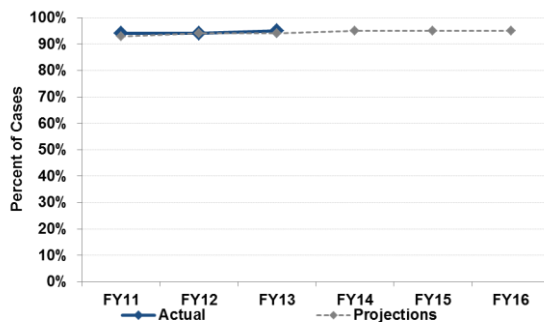
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- Promote the adaptive use of the County’s existing housing stock to reduce demand on new housing: e.g., assist seniors in adapting their homes to meet their needs.



Headline Performance Measure 4: Percent of cases achieving voluntary code enforcement compliance before citation is written

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	94%	94%	95%			
Projections	93%	94%	94%	95%	95%	95%

Factors Contributing to Current Performance

- Relatively healthy housing stock
- Residents willingness to comply with codes and not to be the exception in the neighborhood
- Strong multifamily landlords
- Competent and efficient code staff

Factors Restricting Performance Improvement

- Some areas have high concentration of consistent compliance violators
- Some neighborhoods have relatively high concentration of overcrowding
- Lack of knowledge in some landlords
- Need for better coordination of multi-departmental code enforcement

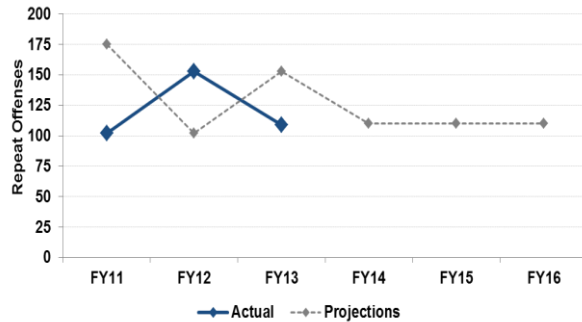
Performance Improvement Plan

- Increase use of shared data base for use by various departments involved in code related issues.
- Improve ability to identify relocation resources for families/individuals that need to move for code related reasons.
- Continue community awareness effort to keep community informed of code requirements.
- Solicit assistance from real estate community to identify problems and better counsel their colleagues.



**Headline Performance Measure 5: Number of housing code enforcement repeat offenses
(more than two visits in two years)**

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	102	153	109			
Projections	175	102	153	110	110	110

Factors Contributing to Current Performance

- Relatively healthy housing stock
- Residents willingness to comply with codes and not to be the exception in the neighborhood
- Strong multifamily landlords
- Competent and efficient code staff

Factors Restricting Performance Improvement

- Some areas have high concentration of consistent compliance violators
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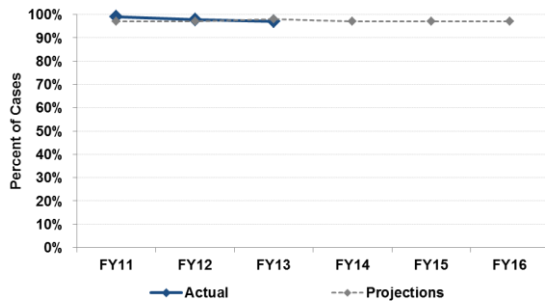
Performance Improvement Plan

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- Improve ability to identify relocation resources for families/individuals that need to move for code related reasons.
- Continue community awareness effort to keep community informed of code requirements.
- Solicit assistance from real estate community to identify problems and better counsel their colleagues.



Headline Performance Measure 6: Percent of landlord/tenant cases mediated successfully: cases not referred to the commission

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	99%	98%	97%			
Projections	97%	97%	98%	97%	97%	97%

Factors Contributing to Current Performance

- Landlord/Tenant Commission and staff have a solid track record in addressing issues and setting a standard for landlords and tenants
- High conciliation success rate between landlords and tenants prior to going to Commission

Factors Restricting Performance Improvement

- Increase of landlords managing small properties
- Tightness of the rental housing market reduces the incentive for landlords to conciliate
- Impression by some landlords that the staff and Commission inequitably support tenant positions in disputes. Some tenants feel the opposite is true

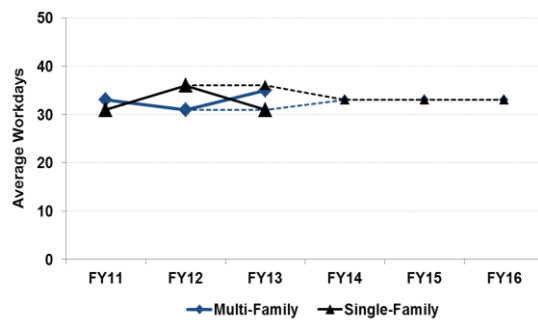
Performance Improvement Plan

- Promote education of landlords and residents regarding the law and the responsibilities of each.
- Improve the technology used to respond to questions, to open cases and to track those cases.
- Determine the impact of landlord/tenant activities on the number and type of cases that are taken to the District Court.
- Examine recommendations of the tenant task force to determine what changes might be appropriate in policy or procedures in DHCA.



Headline Performance Measures 7 and 8: Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord/Tenant Commission (in workdays) for single and multi-family disputes

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Average Workdays: Multi-family disputes	33	31	35			
Projection: Multi-family		31	31	33	33	33
Average Workdays: Single-family disputes	31	36	31			
Projection: Single-family		36	36	33	33	33

Factors Contributing to Current Performance

- Landlord/Tenant Commission and staff have a solid track record in addressing issues and setting a standard for landlords and tenants
- High conciliation success rate between landlords and tenants prior to going to Commission

Factors Restricting Performance Improvement

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Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

1) Effective and Productive Use of the Workforce/Resources:

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

- a) *75% decrease in average overtime hours used by all full-time, non-seasonal employees.**
(Source: CountyStat)
- b) *2.3% decrease in average Net Annual Work hours for all full-time, non-seasonal employees.**
(Source: CountyStat)

**The values are based on the employee's HR Organization and not assigned Cost Center(s).*

2) Internal Controls and Risk Management:

Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

- a) *N/A; Internal Audit shows no action items for DHCA (Source: Internal Audit provided to CountyStat)*
- b) *There were 3 work-related injuries in FY13 and 2 work-related injuries in FY12. Therefore, there was a 50% increase year to year (Source: CountyStat)*
 - DHCA proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.
 - DHCA complies with State laws and County regulations regarding occupational injury.
 - DHCA has developed internal financial, administrative and work safety controls.
 - DHCA actively practices sound stewardship over County assets.



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3) Succession Planning:

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

a) List all the key positions/functions in your department that require succession planning

Housing: MII/Division Chiefs; MIII Manager III

b) 100% of those identified key positions/functions have developed and implemented long-term succession planning

DHCA plans for workforce changes by cross training its staff to ensure a seamless transition of work assignments, to maintain and provide services, to transfer knowledge, and to enhance performance.

The DHCA Director holds regular meetings with managers. Agendas for these meetings include discussions on a wide variety of industry related issues, review of office policies, enforcement of sound decision making, and strategic planning development. This training encourages managers to reach out for greater responsibility.

DHCA frequently uses the team approach to complete projects. This method has a mentoring effect on lower grade employees, helping them to develop skills and capabilities that may be needed for future projects and promotional opportunities.

4) Mandatory Employee Training:

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

100% of department's employees who have fulfilled mandatory County/State/Federal training requirements [Under Construction]

DHCA disburses class schedules, sends reminders regarding mandatory training and monitors employee attendance.

The County's mandatory training will be included on all employees' performance plans and progress/completion will be discussed and rated during employees' performance evaluations.



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5) Workforce Diversity and MFD Procurement:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

Workforce Diversity: DHCA actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

MFD Procurement:* refer to or attach summary yearly report prepared by DGS
(Source: Department provides and CountyStat validates) ([Link to report](#))



6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program.

Annual Rent Survey

- Increase adherence to the voluntary rent guideline and introduce rental market transparency by developing an online Annual Rental Survey app, which captures countywide rent data on a per-unit basis and allows for rent analysis. This information is planned to be published on open.montgomery.gov.

Code Enforcement Database Improvements

- Continue adding features to mobile web app used by code inspectors on mobile devices (for example, cases in proximity to inspectors location; routing to properties scheduled for inspection that day, etc.). This will improve efficiencies by enabling inspectors to conduct inspections that are located in the same geographic area and avoiding unnecessary travel saving inspector time.

Housing Licensing and Registration System Improvements

- Increase payment flexibility by allowing clients to pay for licenses via ACH transfer (electronic check) and with credit cards.
- Redesign GIS online apartment directory, replacing duplicate data source with direct link to live licensing data. This will improve efficiencies and streamline maintenance by eliminating current use and maintenance of two separate data sources.

House Loan and Rehab Loan Database Improvements

- Redesign and relaunch online house loan compliance system implementing new federal utility and zone data. This will improve efficiencies by having property managers enter data directly into DHCA's house loan compliance database, reducing the level of effort needed for annual reviews by DHCA staff.

MPDU Improvements

- Update design to facilitate compliance monitoring of renters at MPDU rental properties. This will improve efficiencies by making it easier for DHCA to audit renter information and program compliance.



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7) **Collaborations and Partnerships:**

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

a) Total \$\$ saved by through collaborations and partnerships with other departments

b) List your accomplishments and/or expected results (Source: Department)

DHCA collaborates extensively with many Montgomery County Departments, state and federal agencies, and non-profit and for-profit organizations. For example:

Office of the County Attorney – DHCA works with OCA in order to assure the legal suitability of housing development project documents and other housing service programs as well as to monitor and to take legal action against MPDU Program violators as appropriate.

Health & Human Services – DHCA works with HHS to provide eviction prevention assistance, administer Housing First rental assistance programs and to administer rental assistance programs.

Regional Service Centers – DHCA provides educational materials for landlords and tenants to the Service Centers.

For-profit and non-profit developers – DHCA continues to provide funding to a variety of for-profit and non-profit developers to produce and preserve units, and to provide housing-related services and programs.

State & Federal Agencies – DHCA works closely with the Maryland Department of Housing and Community Development, the Maryland Department of Labor Licensing and Regulation, the U. S. Department of Housing and Urban Development and other regulatory agencies regarding a variety of housing-related issues.



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8) **Environmental Stewardship:**

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

- a) *47% increase in print and mail expenditures (Source: CountyStat)*
- b) *17% increase in paper purchases (measured in total sheets of paper) (Source: CountyStat)*
- c) *List your accomplishments and/or expected results (Source: Department)*

DHCA makes appropriate and responsible use of office equipment to increase energy efficiency and to reduce its environmental footprint.

DHCA continues to comply with the County's paper reduction initiative.

DHCA encourages recycling and maintains appropriately labeled, conveniently located recycle bins throughout the office.