

DISTRICT OF COLUMBIA HOUSING AUTHORITY

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2013 AGENCY REPORT

# 2012–2013 Highlights

The District of Columbia Housing Authority provides low-income residents a foundation to increase their ability to participate in the city’s economy, and to improve their quality of life. DCHA manages, increases, and revitalizes housing, and provides supportive programs to help low- to moderate-income families break the cycle of poverty. To learn more, go to [www.dchousing.org](http://www.dchousing.org).

There is only one guiding principle for the District of Columbia Housing Authority: The best outcome for every one of the people we serve.

We begin with housing – our standard is to provide affordable, safe homes where strong families can be nurtured. We combine that with partners – schools and recreational learning centers, supportive services, developers, employers – and the result is opportunity. With that open door to opportunity, each of our customers has the ability to succeed in education, jobs – and life.

To meet this standard requires commitment and skill from each employee and partner. During difficult economic times, DCHA’s executives and staff have responded with experience, skill, and innovation. The authority has emerged as a successful national leader. Washington, D.C. – our Nation’s Capital – needs affordable, high-standard housing for low- and moderate-income families. DCHA is meeting that challenge.

## Awards

- Sheridan Station named “Best Multi-Family Real Estate Project of the Year in 2012” by the *Washington Business Journal*; 2013 Award of “Excellence/Project of the Year” by the U.S. Green Building Council; National Capital Region Chapter; 2012 National NAHRO “Agency Award of Merit,” and 2012 National NAHRO “Agency Award of Excellence.” Named “Best Real Estate Deals for 2012, Community Impact Award” by the *Washington Business Journal*; 2013 AIA/DC Chapter Design Award, Presidential Citation, Sustainable Design Washington Canal Park Pavilions; 2012 NAHRO “National Award of Merit, Community Development;” *ENR (Engineering News Report)* “Best of the Best” Projects 2013 in Landscape/Urban Development Project; and NDC Academy 2013 “Award for Excellence”.
- Awarded \$300,000 Choice Neighborhoods Initiative (CNI) Planning Grant to develop transformation plan for “people, housing, and neighborhood” Barry Farm/Wade Apartments, awarded by the U.S. Department of Housing and Urban Development.
- Increased participation in the Housing Choice Voucher Program to 5,000 private landlords/owners for 31,000 District residents.
- Upgraded DCHA financial, management, and communication systems; setting new, higher standards for performance and clearly defining strategic objectives.

# Message from Mayor Vincent C. Gray



As the Nation's Capital, the District of Columbia enjoys many benefits. The significant presence of federal and local government employment and our strong private sector combine to make Washington, D.C., an attractive place to live and work. As a result, the city attracts more than 1,100 new residents each month.

When the nation began recovering from the recent economic downturn, we experienced a resurgence of major development projects that have brought many benefits but also have made this real estate market one of the most expensive in the nation. This situation has strained access to affordable housing for many District residents, which makes the District of Columbia Housing Authority's (DCHA) mission so important. Our housing authority contributes to our thriving economy by making affordable housing available to low- and moderate-income residents. This, in turn, allows employers to retain a local workforce and further bolsters our city's health. DCHA's mixed-use housing and real estate development initiatives also have generated nearly \$2 billion in economic development across the District.

Our vision for the District is of a diverse, multicultural community that is actually "One City" and DCHA is helping to achieve that vision. Under the leadership of Adrienne Todman and her talented team, DCHA acts as a linchpin enabling the District to retain some of its historic diversity by making housing accessible to people who otherwise could not afford to live in the District of Columbia.

Having safe and affordable housing is a basic requirement for a stable life. It is a necessity that DCHA strives to ensure that our most at-risk citizens — seniors, those who are physically and emotionally challenged, veterans, and low-income individuals — do not have to lack.

Vincent C. Gray  
Mayor  
Washington, D.C.

# Message from Chairman Pedro Alfonso



The District of Columbia Housing Authority provides quality affordable housing to extremely low- to moderate-income households, fosters sustainable communities, and cultivates opportunities for residents to improve their lives. This is our mission and we do it well. We are honored to serve the city's affordable housing needs. As the Chairman of DCHA's Board of Commissioners, it gives me great pleasure to tell you of the leadership talent and the people responsible for managing one of the top public housing authorities in the nation. This report describes the dedication and work of the people who govern and manage DCHA.

Not only are we one of the largest land-owning residential developers in the region, we help stabilize families, and in turn, communities by enabling people to move out of poverty. We are committed to providing safe and affordable dwellings. But the individuals featured in this annual report see their roles as more than just another job.

DCHA has accomplished much over the last few years. We have exceeded our goals under Executive Director Adrienne Todman. This is a challenging time that calls for creative management when the demand for affordable housing is growing every day and available funding resources are shrinking. Ms. Todman and her executive team have developed and implemented a strategy of partnerships and entrepreneurial vision. The model is attracting private sector, community, and academic partners that are joining us to find creative ways to address poverty.

Thank you for taking the time to review our accomplishments and to evaluate our stewardship of public resources. We hope you will see that DCHA is a vital public investment, with talented managers administering the public's trust, and it is governed by people who are truly committed to improving lives.

Pedro Alfonso  
Chairman  
District of Columbia Housing Authority  
Board of Commissioners

# Innovative Solutions to Transform Lives

**I**nnovative and stable leadership at DCHA has infused the organization with renewed energy and purpose. Over the past several years, we have promoted from within and recruited new people to fill key positions to round off our leadership team. Our team has deep experience, strategic vision, and a compassion for the customers we serve. We are finding new ways to improve public housing and serve our customers in a difficult environment. And, we're teaming up with partners in the public, private, and non-profit sectors to unlock new housing opportunities, provide critical services, and empower our customers.

We face a significant challenge. DCHA currently serves an estimated 50,000 District residents through our public housing and rent subsidy programs. At 2013 year-end, more than 72,000 people were on the waiting list for DCHA services. Today, the growing need for housing assistance far exceeds our capacity — and, every month, 1,100 new residents move into the city, some of whom will need affordable housing.

## Innovations

DCHA focuses on mixed-income developments that create value for the city, improve neighborhoods, and enrich the lives of public housing residents. We are unlocking our land value in joint ventures with developers by creating market rate, affordable, and public housing units, taking the cash flow from the market rate units and cross-subsidizing the public housing units.

We also pursue public-private partnerships that allow private sector developers to take advantage of Community Reinvestment Tax Credits, and explore innovative financing and development strategies. For example, a 50 percent joint venture with a private developer to build the Lofts at Capitol Quarter will create a 139-unit mixed-income development. We



Sheridan Station

employed a unique financing strategy that leverages the value of DCHA-owned land to help finance the project. By taking an entrepreneurial approach, DCHA is finding new ways to put our assets to work to create new housing opportunities for the people we serve.

## Solutions

To address the inefficiencies associated with our long waiting list and the uncertainties facing applicants, DCHA began a process to reengineer the waitlist process. In an effort to provide better service, the D.C. Housing Authority began a new process to enable the following improvements:

1. Determine true size of the waiting list
2. Calculate a realistic time frame for contacting applicants about their housing options
3. Provide applicants an opportunity to select their preferred communities

By increasing transparency, providing current information on projected time lines, and increasing applicants' ability to choose, DCHA will continue its mission to provide quality affordable housing in an efficient manner.

DCHA is also addressing the needs of homeless veterans through its nationally recognized model for managing the HUD-Veterans Affairs Supportive Housing (HUD-VASH) program by refining our service intake and partnering with landlords to expand available rental housing. Since 2008, DCHA has received 809 Veterans Affairs Supportive Housing (VASH) vouchers to provide services to homeless veterans.

## Partnerships

DCHA works with government agencies, non-profits, social service agencies, and the private sector to provide social services for its residents. In fact, we look at ways to imbed these services into our redevelopment planning. Today, dozens of organizations provide on-site services in public housing communities across the District.

DCHA is committed to playing a role in breaking the cycle of poverty through community partnerships and outreach efforts that create opportunities and life-changing experiences for public housing residents and voucher participants. These initiatives connect adults with employment training, help young people find summer jobs, uncover scholarships in area schools, and bring youth basketball tournaments to public housing. For example, we partnered with the Girl Scouts Council of the Nation's Capital to establish the first Girl Scout Troop in a D.C. public housing community, and worked with community organizations to launch an annual Fatherhood Initiative. We also teamed up with Common Good City Farm to create a raised vegetable garden for public housing residents in Ward 8, identified as a "food desert," which is an urban neighborhood or rural town that lacks ready access to fresh, healthy, and affordable food.

*"DCHA focuses on mixed-income developments that create value for the city, improve neighborhoods, and enrich the lives of residents."*



## ADRIANNE TODMAN

Executive Director

Executive Director Adrienne Todman is keenly aware of the vital safety net role DCHA plays in providing quality affordable housing for low- to moderate- income households/families. The 50,000 District of Columbia residents served by DCHA look to the agency for housing assistance and supportive services. Under her leadership, DCHA's assets, which have generated more than \$2 billion worth of economic development in the District's economy, also make the agency one of the largest affordable housing providers and residential developers in the region.

Todman believes that DCHA can only realize its mission through careful stewardship of its financial resources and capital assets. To this end, she assembled an executive team of exceptional professionals and innovators including, one of the country's most renowned public housing finance officers to manage DCHA's administrative affairs. She also, recruited one of the District's foremost real estate developers to manage DCHA's real estate portfolio.

Todman tasked her team of top thinkers to tackle one of DCHA's most challenging moments, managing an increasing demand for affordable housing assistance while dealing with a dramatic reduction of nearly \$1 million a month.

*“Our work is challenging, but rewarding.  
Families depend on us to get the job done.  
And we do.”*

“Currently, we simply do not have sufficient federal funding to match the demand for housing assistance in the District. With over 70,000 applicants on DCHA's waiting list for housing, and more than 1,100 new residents moving to the District each month, many needing assistance, we are facing one of our biggest challenges. The District is one of the nation's most expensive real estate markets and to prevent an increase in the homeless population, we have to find ways of maximizing limited resources.”

A strong proponent of entrepreneurial approaches, Todman urged her team to create partnerships with private developers, financiers, foundations, and non-profits to extend and leverage DCHA's capital resources and assets to maximize the benefit to low-income people.

“We are partnering with the private sector and local stakeholders to transform neighborhoods, update properties, and deliver direly needed services to DCHA customers.”

Todman brings nearly two decades of government experience to her role. Prior to joining DCHA, she worked at the U.S. Congress, then moved on to the U.S. Department of Housing and Urban Development. A graduate of Smith College, she currently serves as vice president for the Council of Large Public Housing Authorities and has received numerous awards including, Executive Director of the Year by the National Alliance of Resident Services in Affordable and Assisted Housing.





## HAMMERE GEBREYES

### Chief of Staff

**H**ammere Gebreyes has spent more than 10 years in the affordable housing industry in both the public and private sector. Gebreyes began her tenure at the District of Columbia Housing Authority managing the Local Rent Supplement Program—an innovative locally funded voucher program focused on maintaining and creating affordable housing for extremely low-income families in the District. This program, created in 2007, has grown into a more than \$30 million program and has been a critical part of the safety net that the District employs to serve the needs of its most vulnerable residents. Stepping into the role of Chief of Staff in October 2011, Gebreyes is responsible for administering and supervising day-to-day operations of one of the 10 largest housing authorities in the nation.

Gebreyes helps senior executives carefully administer DCHA's \$350 million annual budget by developing collaborative efforts to achieve strategic goals for its housing programs. Gebreyes works skillfully across departments within DCHA as well as with key stakeholders to employ creative solutions to complex initiatives challenging the affordable housing industry and the families served. She fosters a collaborative work environment to achieve outcomes and to meet the highest expectations of the affordable housing industry.

*“I am here to help improve the lives of others. It is what motivates me and also renews me every day.”*

Collaborative efforts in which she has played a key role include the outreach to all stakeholders as DCHA began making improvements to the administration of the waiting list, and the execution of the District's first consolidated Notice of Funding Availability where local agencies pooled resources for capital, supportive service, and operating subsidy to create or preserve affordable housing.

When asked how she ended up working in affordable housing, she said that her quest to find work that allows her to not only apply her skills but also pushes her to expand and adjust to ever-changing circumstances and challenges, led her to DCHA. “I wanted to work in a place where I could make a difference and impact the lives of others. Every day is a new opportunity to find solutions and better coordinate efforts to improve the lives of those we are privileged to serve.”

With a career that spans seemingly disparate disciplines, human services, international trade and marketing, community development, and affordable housing she understands very well that the key to success in any endeavor is to recognize the importance of building trust, leading with compassion, and adaptability to change.

A native of Ethiopia and longtime District resident, she is active in her community and has worked on various causes affecting her community including maternal health, HIV/AIDS awareness, and economic development. Gebreyes is a graduate of Boston University and graduate of The Skinner Institute's Masters Series for Distinguished Leaders.



## NATHAN BOVELLE

### Deputy Executive Director of Operations

Deputy Executive Director for Operations Nathan Bovelle has a unique combination of managerial acumen and altruism. He oversees DCHA's \$64 million public housing program, one of the largest in the nation. The operation consists of approximately 8,000 public housing apartments and townhomes in 45 locations across the District of Columbia. Bovelle's responsibility includes operating a network of homes, community facilities and initiatives. He leads a staff of more than 470 DCHA employees consisting of property management, maintenance, admissions and continued occupancy, risk management, public safety and other support personnel.

Bovelle directs his team to make customer satisfaction its number one priority each day. He has introduced superior systems for managing public housing energy efficiency, maintenance, repair, and safety to reach these customer satisfaction goals.

*"I'd like the D.C. Housing Authority to be a better organization because I worked here. I want people to feel that I really made a difference."*

"We are proud that we were able to significantly increase the number of people we serve by bringing units online that had been offline at this housing authority either due to damage or disrepair. In addition, we trained our mechanics in the use of better products, Just-In-Time warehousing, and other techniques to increase efficiency and serve our customers better even though we are operating with reduced funding."

Bovelle also implemented a monitoring system to track repair rates and to help his property management team resolve residents' issues expeditiously. The agency used independent customer satisfaction research and was pleased to learn that its property managers receive very high ratings from the public housing residents.

Bovelle joined DCHA in 1998 and served in various roles before being appointed deputy executive director for operations in 2012. Prior to DCHA, he served as the chair for social responsibility for GEICO Insurance Company.

A native Washingtonian, Bovelle was inspired by a determined father who earned a Ph.D. late in life and founded a treatment center for troubled youth in D.C. "My father was a guy who grew up in conditions like public housing and lived through things I couldn't even imagine and he persevered. He made me realize that no matter what one's circumstances are, you can achieve with hard work and persistence. This is what I try to convey to the people I serve."

Bovelle is a graduate of Howard University.



## RALPH STALEY

### Deputy Executive Director of Administration

Ralph Staley has more than 25 years of service in governmental entities, and public housing administration and management. As Deputy Executive Director for Administration, he oversees DCHA's budget, financial management, procurement, administrative services, and information technology activities. Before joining DCHA in 2011, Staley was the Chief Financial Officer for the Charlotte, N.C. Housing Authority for 10 years.

Staley's team develops and administers the agency's \$350 million budget, manages DCHA's investments, and prepares DCHA's Comprehensive Annual Financial Report. By efficiently managing DCHA's financial resources, grants, and funding, Staley and his team are ensuring that DCHA is able to continue providing housing to more than 50,000 District residents.

Staley is a consummate professional who says he keeps DCHA's customers foremost in mind when making complex financial decisions and executing the responsibilities of his office. "Everyone needs a safe place to sleep. Without stable housing, it's hard to keep a job, take care of a family, or feel hope."

During a time when affordable housing budgets are being cut, Staley believes in taking a conservative and prudent approach to cost management.

"It is my responsibility to make sure that we spend money in the very best way that we possibly can. We have a lot of people who need housing assistance in the District and limited resources. I make sure that resources are maximized on my watch."

Ralph Staley is a graduate of North Carolina State University with a B.A. in Accounting and Business Management. He received the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada for seven consecutive years while serving as the CFO for the Charlotte Housing Authority.

*"It's the people that we help on a daily basis who are so important. This makes me very proud of the work that I do."*



## STEPHEN GREEN

### Director of Capital Programs

Stephen Green manages every aspect of DCHA's real estate development portfolio. He oversees several divisions within the organization, including real estate planning and budgeting, design and construction management, and mechanical operations and maintenance.

Green's career includes several years analyzing and categorizing neighborhoods in transition, and he has more than 25 years in public sector real estate development. Before assuming his role at DCHA, he was a senior vice president with W.C. Smith and served as director of development and also as a special assistant for planning and economic development under D.C. Mayor Anthony Williams. Green played a pivotal role in developing housing policies and economic strategies, and he has negotiated more than \$2 billion of economic development projects. These include a 10-acre mixed-use project in downtown D.C. and a convention center hotel. Green also helped negotiate with Major League Baseball to bring the Montreal Expos franchise to Washington, D.C., and he was crucial to getting the 2002 Housing Act passed, which created a dedicated revenue stream for housing across the District.

*“What I've tried to do is to take advantage of the opportunities that are before us. We are at a phenomenal moment in time, with assets that offer tremendous potential.”*

At DCHA, Green focuses on leveraging the agency's assets to find innovative opportunities that benefit its customers. Some of these include creating mixed-use communities, branding and repositioning assets into mixed-income properties and being a catalyst for neighborhood development.

“We are at a phenomenal moment in time, with assets that offer tremendous potential. We have in this city a mayor and an administration that believe in funding affordable housing at levels probably higher on a per capita basis than in any other city in the country.”

“We are financial partners with developers. We have a lot of real estate that has increased in value just as the other District real estate has become more valuable. We are able to take the land value that is locked in our properties and develop it to create value for our partners, equity investors and benefit public housing.”

Green attended Yale University and has been a guest lecturer at Yale Law School, the University of Connecticut Law School, Howard University School of Architecture, and the Kennedy School of Government. He also has addressed the Urban Land Institute, the American Planning Association, and the District of Columbia Building Industry Association.





## RONALD McCOY

### Director of the Housing Choice Voucher Program

Ronald McCoy, DCHA's director of the Housing Choice Voucher Program (HCVP) administers the \$175 million federal rent subsidy program. HCVP, formerly known as Section 8, provides rental assistance so its customers can rent homes from private landlords across the District.

After assuming the helm at HCVP, McCoy moved quickly to orient his staff toward customer-focused management. He introduced quality service training and customer satisfaction measurements, and he streamlined the caseworker/customer interface.

McCoy's sense of responsibility came very early as he was growing up in Northeast Washington, D.C. Although his mother struggled with very few resources, she instilled in her children the value of hard work and community service.

"I feel obligated to create a path that allows others to become independent," he said. "Our customers need to feel that they are important to us. I was in their shoes once and I want to use every tool at my disposal to help them to improve their lives," he said. "I believe in building strong communities and feel that begins with stable housing."

HCVP annually provides rental payments to more than 5,000 private landlords/owners for 31,000 District residents. McCoy takes particular pride in programs that lift DCHA customers toward self-sufficiency, including homeownership. To this end, he formed unique partnerships with local banks and nonprofits to help HCVP participants become job ready and financially literate. Under his leadership, DCHA has seen a 63 percent increase in the number of HCVP participants enrolled in programs that moved them from traditional rental assistance to homeownership.

*"My responsibility is to reach back and to help improve lives."*

McCoy's commitment to the community includes launching an annual youth basketball tournament that usually has more than 100 players from DCHA communities. The program's goals are to develop character and inspire youth to reach their full potential.

McCoy has over 15 years of experience in real estate and housing programs experience. He also holds an Executive Management Certification in the administration of the Housing Choice Voucher Program.



## RICHARD WHITE

### Director of Communications and Public Affairs

**R**ichard “Rick” White oversees the planning, implementation, and integration of DCHA’s communications, marketing, and customer relations strategies to support the agency’s vision and mission. White managed the internal oversight for DCHA’s Community Outreach Plan, built on comprehensive research, that will shape the agency’s branding strategy and enhance the agency’s ability to manage and respond to its environment.

Although he is the newest member of the executive team, White has over 25 years of experience in public policy and public affairs. White served as Public Policy Advisor representing the Department of Housing and Urban Development (HUD) headquarters and the HUD Secretary before local elected officials and city administrators at the time when HUD was developing the national action plan to implement the HOPE VI revitalization program, the signature plan in the Clinton administration. He is also a successful entrepreneur and founded a strategic communication and public policy firm providing guidance to privately held corporations, local and state governments, congressional committees, and a presidential cabinet office.

White emphasizes the benefits of using a sound communication strategy to engage DCHA customers and deliver consistent messages about the agency’s role in the city.

*“From business leaders to our customers, everyone should understand the value DCHA brings to the local community.”*

“While our principle role is to ensure our clients have affordable, stable housing, our message is even more visceral than that. Our programs help our customers with the rent payment, yes, but what we actually do is build lives, communities, and our city’s future. That’s our message. That’s our brand. That’s what needs to come to mind whenever DCHA’s name is mentioned.

Rick is originally from Detroit, attended college in Colorado, lived in Denver before moving to Georgia, and moved back to the Washington, D.C. area in 2012.



## PAULETTE M. CAMPBELL

Director of Human Resources

Paulette M. Campbell has captained the charge to upgrade and improve DCHA's Human Resource Department during her tenure. She leads a team of professionals who are responsible for recruiting talented professionals, administering employee benefits, records and compensation, managing labor and employee relations, coordinating training and organizational development, and recognizing exemplary employee performance. Campbell's most recent endeavors include the development of an evidence based performance management system, establishment of DCHA's first Leadership Academy, and expansion the Employee Wellness Program to meet the needs of employees in a more customized and effective manner. She has worked hard to realize Director Todman's vision of enhancing the ways that DCHA recruits talent, encourages and fosters leadership at all levels, and takes a holistic approach to the health and wellness of the workforce.

"I strive for professionalism in everything that I do, and I am motivated by the thought of getting others to perform at a higher level. I also feel some sense of responsibility for employees' performance."

Campbell has enjoyed a long and distinguished career at DCHA, and she has been instrumental in securing a powerful, talented, and purpose-driven executive team. Campbell wants DCHA customers to have the foundation and tools they need to

ascend to their highest personal and professional levels, and it is her job to make sure the agency is attracting staff with the skills to make this happen. In recruiting personnel, she looks for people who are experienced, with the appropriate academic preparation, yet compassionate, and who can accomplish a lot on limited resources, while having a sincere desire to make sure that the agency's customers get the services they need.

Campbell attributes her values to some of the lessons she learned as a small child while growing up in Jamaica. "My parents' mantra was 'only the best is good enough.' Education was a very high priority in my family and just as important, was the practice of sharing with the less fortunate, yet remaining humble. My home was where everyone came for a hot meal, packages were prepared for students going off to college, even if it meant that one of my favorite dresses would be in that package. I didn't understand at the time but now I do. As the Buddhist saying goes, 'If you light a candle for somebody else, it will also brighten your path.'"

Campbell holds a Bachelor of Science Degree and a Masters in Business Administration from Howard University. She is a member of the Society of Human Resource Management and holds life membership in the Alpha Chi and Golden Key National Honor Societies.

*"Working here has changed me. When I came here, I thought that I was here to serve other people; but, in serving, I am the one who was transformed. It is quite amazing."*



## CHIEF JOEL MAUPIN

### District of Columbia Housing Authority Police Department

Chief Joel Maupin joined DCHA in 2012 to direct the agency's Police Department, establish policy and standards for officers, and to communicate with residents around issues of safety.

On any given day one can find Maupin interacting with families who live in public housing communities, participating in a local festival, engaging DCHA youth in National Night Out activities, or overseeing the DCHA Police Department officers as they secure the parade route of the presidential motorcade.

"I am responsible for increasing the visibility of DCHA's Police Department and fostering sustainability of the community by ensuring that residents feel safe. I began requiring a uniform dress code, encouraged officers to walk through the properties, actively participate in Resident Council meetings, and generally making certain that they are available. Everyone wants to feel safe regardless of their zip code or income level. When I was growing up, police officers were the heroes in our community."

Chief Maupin identifies his most significant accomplishments as preventing crime and giving his officers the tools they need to form strong relationships with

*"No matter what their circumstance in life, the Housing Authority police department is going to work very hard to make sure each resident feels safe."*

residents. The foundation of Maupin's action plan is to ensure that all DCHA officers receive proper training on how to use the latest technological resources to provide the best service possible to DCHA communities. At DCHA, he has created his own team of heroes, much like the police officers who patrolled his childhood neighborhood in Ward 7.

Chief Maupin began his career in law enforcement as a uniformed patrol officer assigned to the Metropolitan Police Department's Seventh District in 1983. He quickly rose through the ranks, achieving the rank of sergeant in 1990, lieutenant in 1993, and captain in 1995. A native Washingtonian, Chief Maupin spent his formative years in the historic Deanwood neighborhood.

Maupin completed the Management College at the Institute for Law Enforcement Administration's Center for American and International Law. He is also a 2002 graduate of the Senior Management Institute for Police (SMIP) at the Police Executive Research Forum in Boston.





## LAURIE PUTSCHER

Director, Office of Asset Management

When Laurie Putscher began pursuing a career in architecture her goal was to help “build a quality environment for everybody.” She saw architecture and planning as a means to solve urban challenges. But as her career progressed she began to feel that while designing and helping to build housing was important, this was only part of the solution for individual and community needs.

So Laurie set out pursuing opportunities to incorporate community building into her architecture career and wound up adopting a philosophy that brings a community management point of view to the challenge of providing quality environments for families, neighborhoods, and cities.

*“Helping to facilitate positive community change remains rewarding.”*

As Director of DCHA’s Office of Asset Management Laurie is responsible for nearly 4,500 mixed-finance or conventionally owned privately managed public housing units. Part of her role is to develop and implement innovative approaches to meeting affordable housing needs, which has created a more rewarding experience.

“Financial health and compliance are part of ‘asset management’ but it’s only one part. The real asset is our community. The asset management function recognizes the strength and quality of the community—not just the buildings we own—as our *real* assets.”

# FINANCIAL RESPONSIBILITY

Judicious financial stewardship is vital to the future of affordable housing in the District of Columbia. Without exceptionally careful financial management of our housing resources, income diversity will vanish from the District.

The District of Columbia Housing Authority's financial management remains strong with net assets of \$560 million as of the beginning of January 2013. However, the ever increasing demand for the preservation and development of affordable housing and the decrease in federal grants places extraordinary pressure on DCHA's financial health.

Over the past couple of years, decision making at DCHA has become more data-driven, collaborative, and transparent. Accountability is essential in improving services to our residents and voucher holders – and in attracting the new financial and programmatic partners who are vital to our future. Clear and constant communication of our position, prospects, and plans is the currency of successful relationships with all of our constituents, in DCHA owned and operated housing, partner government agencies, and in the private and nonprofit spheres.

## Funding Sources

Over 90 percent of DCHA's funding comes from the federal government. In 2012 and 2013, about 77 percent of our total revenues were provided by HUD for the Housing Choice Voucher Program and an additional 11 percent for DCHA-administered public housing grants. Rents paid by public housing residents contributed seven percent of total revenues. The remaining four percent is from a variety of sources, including laundry rooms, service fees, grants, and philanthropic support.

We have made significant progress in identifying incremental sources of income. We plan to generate additional revenue by developing our under-utilized properties and extracting the value out of prime land positions.

## Use of Funds

More than 60 percent of operating revenue was allocated to providing Housing Assistance Vouchers (\$175 million) to tenants while the remaining 40 percent was used for maintenance, protective services, utilities, tenant services and programs, and administrative operations.

## Historic Financial Report

Data source	2010 Annual Report	2010 Annual Report	2011 Annual Report	2011 Annual Report	2012 Financials
	2008	2009	2010	2011	2012
Tenant Revenue	20,925,728	18,872,336	19,985,227	19,754,166	20,894,218
HUD Operating Grants	220,365,570	240,046,214	256,258,840	278,865,738	243,690,856
Other Government Grants	35,284,144	33,197,589	40,439,373	38,516,955	37,372,541
Other Revenues	21,694,534	23,390,405	29,710,881	23,858,971	14,133,870
<b>Total Operating Revenues</b>	<b>298,269,976</b>	<b>315,506,544</b>	<b>346,394,321</b>	<b>360,995,830</b>	<b>316,091,485</b>
Administrative	56,006,094	75,106,398	55,699,939	56,648,426	45,036,851
Tenant Services	3,295,734	1,784,311	2,473,240	2,299,297	2,431,195
Utilities	27,584,983	22,549,301	23,912,305	24,707,240	21,531,923
Maintenance	23,109,535	29,736,383	28,591,099	30,276,961	31,304,066
Protective Services	7,097,003	6,956,046	7,034,651	7,594,381	6,939,479
Insurance	-	-	2,417,974	2,507,916	2,801,042
General Expense	11,681,510	12,225,405	9,117,957	20,617,369	20,911,254
Extraordinary Maintenance	120,122	206,765	-	-	-
Housing Assistance Payments	138,510,520	152,354,575	168,266,537	167,459,984	174,483,968
Depreciation	19,781,707	19,525,190	16,527,578	21,808,852	23,904,817
<b>Total Operating Expenses</b>	<b>287,187,208</b>	<b>320,444,374</b>	<b>314,041,280</b>	<b>333,920,426</b>	<b>329,344,595</b>
<b>Net (Loss) Income from Operations</b>	<b>11,082,768</b>	<b>(4,937,830)</b>	<b>32,353,041</b>	<b>27,075,404</b>	<b>(13,253,110)</b>
Interest Income	3,134,196	1,942,551	2,322,694	544,750	987,012
Interest Expense	(113,561)	(232,724)	(4,726,409)	(5,136,187)	(4,925,183)
Gain (Loss) on Disposed Assets	-	-	3,714,062	2,543,548	(7,664,827)
Other Expense	-	-	(232,447)	(848,692)	-
<b>Net Non-Operating Revenues</b>	<b>3,020,635</b>	<b>1,709,827</b>	<b>1,077,900</b>	<b>(2,896,581)</b>	<b>(11,602,998)</b>
<b>Net Income Before Transfers and Contributions</b>	<b>14,103,403</b>	<b>(3,228,003)</b>	<b>33,430,941</b>	<b>24,178,823</b>	<b>(24,856,108)</b>
Capital Contributions	26,421,617	13,394,821	76,215,167	16,146,165	16,679,959
Transfers from (to) Other Entities			(32,130,723)	(410,521)	-
Special Item			(2,643,999)	(2,643,999)	-
<b>Increase (Decrease) in Net Assets</b>	<b>40,525,020</b>	<b>10,166,818</b>	<b>74,871,386</b>	<b>37,270,468</b>	<b>(8,176,149)</b>
<b>Beginning Net Assets</b>	<b>488,084,554</b>	<b>510,498,930</b>	<b>456,383,296</b>	<b>531,254,682</b>	<b>568,525,150</b>
<b>Prior Period Adjustments</b>	<b>(18,110,644)</b>	<b>(64,282,452)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Net Assets</b>	<b>510,498,930</b>	<b>456,383,296</b>	<b>531,254,682</b>	<b>568,525,150</b>	<b>560,349,001</b>

# DCHA AT A GLANCE

DCHA’s organizational portfolio includes the following:

- DCHA provides housing assistance to more than 50,000 District residents
- DCHA manages 45 properties with approximately 8,000 public housing units
- DCHA provides housing vouchers to 13,000 families.
- 809 VASH vouchers to homeless veterans
- Over 2,000 families served administering the Local Rent Subsidy Program (LRSP)

## POPULATION and DEMOGRAPHICS

<b>Families Served</b>	<b>19,430</b>	<b>Of DCHA’s 50,000 clients, 45,528 identify themselves as:</b>	
Voucher Recipients:	69%	Female Heads of Head of Household	97%
Public Housing Residents	29%	White:	6.8%
Elderly:	7.6%	Asian:	0.26%
Disabled:	18%	Black:	90%
Living in Mod units	2 %	Hispanic:	1.7%
		Native American/Pacific Island:	0.14%

## FAMILY EMPOWERMENT PROGRAMS

- Southwest Family Enhancement Center
- New Beginnings Senior Wellness Center
- The “Do Your B.E.S.T.” Summer Youth Employment Program
- The Section III Employment Program
- Commitment to Excellence Scholarship Program

## BOARD OF COMMISSIONERS

<b>PEDRO ALFONSO</b> Chairman of the Board	<b>VICTOR L. HOSKINS</b> Deputy Mayor for Planning and Economic Development	<b>M. BERNADETTE TOLSON</b> Far Southeast/ Southwest Revitalization Committee
<b>TERRI THOMPSON, ESQ.</b> Vice Chairman of the Board	<b>FRANK LANCASTER</b> Representative, Senior and Disabled Properties	<b>AQUARIUS VANN-GHASRI</b> Resident Representative, Family Properties
<b>KENNETH COUNCIL</b> Resident Representative at Large	<b>CLARENCE MOBLEY</b> Founder, Clarence Mobley Associates, PC	<b>VACANT</b> Resident Representative, Housing Choice Voucher Program
<b>KEN GROSSINGER</b> Executive Director, Cross Currents Foundation	<b>JENNIFER REED</b> Policy Director, DC Fiscal Policy Institute	



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