Executive Summary

Executive Director Recommendations

Please see DCHA Executive Director Recommendations in the following order of attachments:

a. DCHA Organizational Assessment
   1. This assessment describes a series of organizational recommendations by agency department.

b. Executive Leadership Team Biographies
   1. This set of biographies sets the Executive Director Recommendation of which staff have been tasked with executing the DCHA HUD Audit Response.

c. Performance Scorecard
   1. The attached scorecard acts as a performance measure against an internally identified set of DCHA Executive Leadership FY22 Standard Core Goals and the degree that they are achieved on a KPI basis.

d. Organizational Chart
   1. The attached chart depicts the role and organization of all staff by department and property within the DCHA portfolio.
District of Columbia Housing Authority

Organizational and Operational Assessment

Consolidated Reports

People-centered. Technology-driven.

March 2021
Table of Contents – Departmental Assessments

1. Housing Choice Voucher Program.................................................................3
2. Human Resources Department........................................................................34
3. Information Technology Department.............................................................42
4. Office of Administrative Services.................................................................54
5. Office of Capital Programs............................................................................69
6. Office of Financial Management.................................................................81
7. Office of General Counsel...........................................................................92
8. Property Management Operations..............................................................106

Note: Click the above department names to navigate within this document.

Page numbers above reflect pages of the consolidated PDF document. Individual page numbers within departmental assessments and tables of contents reflect pages within the assessments.
District of Columbia Housing Authority

Housing Choice Voucher Program Department

DRAFT

September 2020
Contents
District of Columbia Housing Authority ........................................................................................................... 1
Housing Choice Voucher Program Department ................................................................................................. 1
HCVP Organizational Assessment - DRAFT ....................................................................................................... 4
  1. Background .................................................................................................................................................. 4
  2. Workforce Structure, Staffing, and Planning ............................................................................................... 5
    a. General Observation - Fragmentation ........................................................................................................... 5
    b. Current State Observation - ECOD and Public Housing 50058 Transactions............................................ 6
    i. Future State Recommendations ................................................................................................................. 6
    c. Current State Observation - Recommendations for Terminations Issued by Two Different Divisions 6
    i. Future State Recommendations ................................................................................................................. 7
    d. Current State Observations - Client Support and Compliance Services in Different Divisions............ 7
    i. Future State Recommendations ................................................................................................................. 7
    e. Current State Observations - Customer Service / Call Center ............................................................... 7
    iv. Future State Recommendations ................................................................................................................ 8
    f. Current State Observations - Quality Assurance Division Needs Restructuring...................................... 8
    i. Future State Recommendations ................................................................................................................. 9
  3. Ratios ............................................................................................................................................................ 10
    a. Ratio Calculation ....................................................................................................................................... 10
    b. Staffing Calculations ................................................................................................................................. 11
      i. ECOD Eligibility Team ............................................................................................................................ 12
      ii. ECOD Recertifications Team .................................................................................................................. 12
      iii. Housing Programs .................................................................................................................................. 13
      iv. ROTC Staffing ........................................................................................................................................ 14
    c. Future State Recommendations ................................................................................................................ 14
Operational Assessment ..................................................................................................................................... 15
  1. Policies and Procedures ............................................................................................................................... 15
    a. Current State Observations - No Comprehensive Set of Standard Operating Procedures ..................... 15
      i. Future State Recommendations ............................................................................................................... 15
    b. Current State Observations - Performance Standards Not Used to Evaluate Organization and Employee Performance ........................................................................................................... 15
      i. Future State Recommendations ............................................................................................................... 16
  2. Workflows and Processes ............................................................................................................................ 16
    a. Current State Observations - Lengthy Termination Process ................................................................. 16

Prepared by Human Capital Initiatives, LLC 2
i. Future State Recommendations ................................................................. 17
b. Current State Observations - Lease-Up Procedures Causing Delays .................... 18
iv. Future State Recommendations .................................................................. 18
3. Technology ................................................................................................... 19
a. Current State Observations .......................................................................... 19
i. Yardi Conversion ......................................................................................... 19
ii. Yardi Post Conversion ................................................................................ 19
iii. Staff Issues .............................................................................................. 20
iv. Future State Recommendations .................................................................. 20
4. Reporting Metrics ........................................................................................ 21
a. Current State Observations .......................................................................... 21
i. Future State Recommendations .................................................................. 21
5. Interdepartmental Collaboration .................................................................... 23
6. Remote Work Ability .................................................................................... 24
a. Current State Observations .......................................................................... 24
i. Future State Recommendations .................................................................. 25
7. Organizational Charts .................................................................................... 26
The Housing Choice Voucher Program (HCVP) department is comprised of several divisions that handle many different types of housing program functions. HCVP is under the direction of a Senior Vice President, Caroline Punter, and two Deputy Directors, Anissa Jones and Aisha Thompson. Below are the major divisions under each deputy and their areas of responsibility.

<table>
<thead>
<tr>
<th>Deputy</th>
<th>Division</th>
<th>Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jones</td>
<td>Eligibility and Continued Occupancy (ECOD)</td>
<td>Eligibility determinations for all housing programs, 50058 transactions for public housing residents</td>
</tr>
<tr>
<td></td>
<td>Inspections</td>
<td>Inspections for voucher holders</td>
</tr>
<tr>
<td>Thompson</td>
<td>Housing Programs</td>
<td>50058 transactions for federal, state, and local voucher-based programs</td>
</tr>
<tr>
<td></td>
<td>• Local</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Contract Administration Division (CAD)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Federal</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Quality Assurance (QA)</td>
<td>Compliance, data analysis, terminations, quality control (QC), liaison with Office of Finance Management (OFM) and Office of General Counsel (OGC), and mediation</td>
</tr>
<tr>
<td></td>
<td>Relocation, Orientation, Training, and Counseling (ROTC)</td>
<td>Public housing relocations, transfers and new admissions briefings, landlord orientations, mobility counseling</td>
</tr>
</tbody>
</table>

HCVP administers many types of housing programs with federal and local funding. Below is a breakdown of the various programs and number of households served as of July 1, 2020:

<table>
<thead>
<tr>
<th>Voucher Program</th>
<th>Total Units (including those searching)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal (Tenant Based Vouchers)</td>
<td>12,266</td>
</tr>
<tr>
<td>Federal (Project Based Vouchers)</td>
<td>1,621</td>
</tr>
<tr>
<td>Local Rent Supplement Program (LRSP), Permanent Supported Housing (PSH), and Targeted Affordable Vouchers (TAH)</td>
<td>4,973</td>
</tr>
<tr>
<td>LRSP Long Term Subsidy Contracts (LTSC)</td>
<td>1,553</td>
</tr>
<tr>
<td>LRSP Special Purpose Tenant Based Vouchers</td>
<td>479</td>
</tr>
</tbody>
</table>
The Public Housing Authority (PHA) manages more than 25,000 vouchers and has availed itself of some U.S. Department of Housing and Urban Development (HUD) sanctioned streamlining provisions. Reexams are performed biennially and triennially on qualifying households. Housing Quality Standards (HQS) inspections are performed biennially after the unit passes two inspections consecutively. These measures significantly decrease the overall workload of the department.

As a result of the COVID-19 pandemic, the District of Columbia Housing Authority (DCHA) has implemented HUD-approved waivers, including:

- Annual reexams do not have to be completed until December 31, 2020.
- HQS inspections can include owner self-certifications, but must be verified via physical inspection within one year of the original due date.

2. Workforce Structure, Staffing, and Planning

   a. General Observation - Fragmentation

The HCVP Department is comprised of several divisions as mentioned above. HCVP work is dependent on many different departments within DCHA, including: Public Housing; Office of Fair Hearings; Office of Customer Engagement; Office of Audit and Compliance; Office of Finance and Administration; Office of General Counsel; and the Information Technology Department. In addition, HCVP works with several state and local agencies such as the Veteran’s Administration, Department of Human Services, Children and Family Services, and homeless providers to administer their voucher programs.

This is a general observation which will be reflected throughout this assessment. The multitude of HCVP divisions, DCHA departments, and external agencies creates a fragmented system, which is difficult to manage. This is compounded by the absence of: a strong data analytics component; robust reporting; coordination and collaboration between directors, managers, and line staff supervisors; performance standards and metrics; and a culture of accountability and excellence in service delivery. The fragmented structure and weak data analytics result in unequal distribution of work, many handoffs between staff of various offices, and a lack of accountability because work is divided across multiple teams.

Below are examples of how the program spreads functions through different divisions and does not operate cohesively.
b. **Current State Observation - ECOD and Public Housing 50058 Transactions**

ECOD is responsible for managing the waitlists and determining eligibility for both public housing and HCV programs. It also performs reexams, interims, and other 50058 transactions for public housing. The transactions are started by the Public Housing property management office (PMO). The PMO is responsible for determining what reexams are due each month, mailing out the packets, conducting the interviews, and scanning the completed packets into the system of record so that ECOD can perform the reexam or interim transaction. In this case, the ECOD Recert/Eligibility (R/E) Specialist performing the reexam does not have contact with the participant because all of the information flows through the PMO. If the information is incomplete or incorrect, the R/E Specialist has to communicate with the PMO and request the required information.

ECOD R/E Specialists are not responsible for a set caseload of public housing residents; rather, they are assigned 50058 transactions as they are received from PMO. In situations such as these, it is often difficult to establish which department is ultimately responsible for completing the workload, e.g., public housing is responsible to HUD for submitting the reexams in a timely manner, but the transactions are being completed by HCVP. Staff from each department report to different supervisors, so the lines of authority can be blurred. Lastly, staff may not have a sense of ownership over the work that needs to be done.

i. **Future State Recommendations**

DCHA might consider moving the responsibility of completing 50058 transactions to Public Housing so that staff reports directly to that department and is able to gather the required information themselves and be more closely aligned with the process. If the structure continues as is, HCVP and Public Housing must have shared goals and a mechanism for measuring outcomes regularly. Completion of the monthly caseload on time and within a certain percentage of accuracy should be the goal of both HCVP and Public Housing.

It is recommended that management and supervisory staff of both departments have a clear understanding and accept responsibility for the entire workload of what is due each month, not just what is sent from the PMO to ECOD.

PMO and ECOD should establish SOPs and strategies for dealing with the participants to ensure that the ECOD staff are obtaining the information they need to accurately process transactions.

c. **Current State Observation - Recommendations for Terminations Issued by Two Different Divisions**

Recommendations for Terminations (RFTs) for failure to recertify are processed by the R/E Specialists in the HCVP division, but RFTs for lease violations or tenant-related HQS failures are processed by the Data Analysts in the QA Division. The Data Analysts receive reports from Inspections or landlords that trigger the RFTs being generated. They monitor the RFT to see if the participant requests a hearing. If the participant is terminated, they hand off the case to an HCVP R/E Specialist to process the End of Participation (EOP). This process has two departments generating RFTs when, in reality, it is the R/E Specialist who has established a relationship with the household and has to process the EOP in the system. Also, the current process may create confusion when a participant is being recommended for
termination for both failure to recertify and lease violations. Lastly, a landlord who is seeking assistance in dealing with a noncompliant tenant has to determine whether to contact HCVP, Inspections, or QA.

i. **Future State Recommendations**
Generating RFTs is not typically a function of the QA Division or of Data Analysts. RFTs should be generated by the R/E Specialists and they should place holds on the Housing Assistance Payments (HAP). The R/E Specialists should receive reports from the Office of Fair Hearings if the participant requests a hearing and be advised of the eventual outcome so that they can process the EOP or lift the hold on the account. This minimizes handoffs between staff and ensures that communication with all relevant parties is well coordinated.

d. **Current State Observations - Client Support and Compliance Services in Different Divisions**
DCHA devotes significant resources toward ensuring that participants are successful and stay housed. The R/E Specialists refer participants to these services. Participants who struggle with the program rules benefit from the following:

- **Housing Enjoyable Living Program (HELP)** – Provides participants who fail inspections twice for tenant-related issues with guidance on how to maintain their unit. 1 staff person - Mobility Specialist in ROTC.
- **Mediation** – Assists participants in resolving issues with their landlord and administers repayment agreements. 3 Mediation Specialists (1 vacant) in QA.
- **Family Obligations Briefings** – Offered to households who have trouble complying with program rules such as timely reexams. 1 staff person in ROTC.
- **Violence Against Women Act (VAWA) transfers.** 1 staff person in QA.

These client-related services are not required by HUD, but because DCHA houses many vulnerable people, these are helpful in making sure that participants maintain housing stability. Currently these services are being delivered by staff in several different divisions.

i. **Future State Recommendations**
HELP, the mediation unit, Family Obligation Briefings, VAWA transfers, and any other supportive service to participants should be moved into the same division since they share the goal of ensuring that participants stay housed. Many of the families who require one of these services frequently require the others. DCHA could form a Participant Assistance Unit that would contain all of these strategies and have a more coordinated effort toward ensuring participants’ success.

e. **Current State Observations - Customer Service / Call Center**
The DCHA Call Center is operated by the Office of Customer Engagement, which routes calls to a designated staff person at ECOD, HCV, or Inspections. Those designated staff people then route calls to the appropriate staff person within HCVP. (During the COVID-19 pandemic, the routing of calls is being done from the call center via emails to designated staff, who then return the calls.) There are several issues with the current relationship between the call center and HCVP that make it inefficient for staff and the callers.
There are many misdirected calls to HCVP staff. Callers are generally not familiar with the inner workings of a department as large as HCVP. They will often ask for the wrong division or person or will ask for the only person they know. For instance, ECOD staff receives many calls even after someone has been housed because participants know the eligibility staff and are familiar with that office.

HCVP staff in all divisions complain that they are inundated with calls that interrupt their work. Most indicate that they receive 30-50 calls a week and up to 200 emails a day for some supervisors.

There are many calls and emails for general information that can be answered by the call center if there is concerted effort on training, scripting, development of materials, and regular communication between HCVP and the call center to advise them of changes in processes, issues that may increase call volume, new regulations, etc.

The Office of Customer Engagement and HCVP can work together to improve the call center’s ability to answer questions and avoid routing calls and emails to the HCVP staff. This would require additional training for the call center and developing materials, such as easy-to-read flowcharts, scripts, and forms, that could be emailed as needed, and answers to frequently asked questions (FAQs). To attain higher levels of efficiency, call center staff may require read-only access to specific Voyager modules to obtain information from the system or record.

DCHA could consider using HCVP staff at the call center to assist with training, escalating calls, monitoring call volume and reasons for calls, and using the data to improve customer service. Determining if there are systemic reasons for calls can help HCVP implement strategies to better serve the public and reduce call volume. Sometimes it may be as easy as modifying a form or changing the way a rule is explained.

Another option is to create a Customer Service Department within HCVP. HCVP would have a Customer Service team to handle telephone calls, emails, and in-person appointments. This would allow the processing staff to proceed with their work uninterrupted.

The QA Division has several functions. It has a mediation team to assist in situations where tenants and landlords are in dispute and to administer repayment agreements. There are two HCVP Program Specialists who conduct QC reviews of 10% of new admissions and reexams that are completed and process lease-ups for mobility clients. This division has two Data Analysts, one for processing terminations related to HQS violations, QC of inspection documents, and working with OGC on fraud cases, and another Data Analyst who works with VAWA-related moves. There is a Financial Analyst and a Finance Assistant who troubleshoot landlord payments, work on change of ownerships, resolve 1099 issues, and perform adjustments. A Data Management Specialist generates the VMS report and reviews Public and Indian Housing Information Center (PIC) and Enterprise Income Verification System (EIV) reports to make sure corrections are made.
i. **Future State Recommendations**

DCHA would benefit from having a comprehensive performance management team as part of its QA Division. This team would measure productivity and transaction quality. In addition, the team would measure timeframes to continuously improve the quality of service and work on special projects to preserve data integrity and resolve systemic issues.

DCHA should have a QC plan that is strategic and in line with departmental goals. The plan should delineate the number of transactions to be reviewed each month; a minimum number from each department; a minimum number per staff member; and additional QC for new or struggling Specialists or Inspectors. Quality control by the supervisors and the QA staff should be standardized so that both interpret and apply regulations the same way. HCVP should be able to develop improvement strategies and training from the QC reviews.

The QA Division could play a critical role in performance improvement within HCVP. Currently its functions are too diverse and lack focus. The following opportunities for efficiency are noted below.

a. The QA HCVP Program Specialists are each reviewing approximately 10 files per week, which is not enough work for them and may not provide a clear picture of transaction quality by R/E Specialist. Their functions should be limited to QA and not involved in leasing and other duties. The HCVP Program Specialists should double their sample size and make sure that they are reviewing a minimum number of files per month per R/E Specialist. Newer and struggling Housing Specialists should have additional file reviews. Each Housing Specialist should have an average quality score every month.

b. Additional functions of the HCVP Program Specialists could include: monitoring to ensure that corrections are being made; reporting on systemic or common errors; making recommendations on training topics; and assisting with training.

c. Terminations and moves should be done by Housing Specialists within their respective departments instead of by QA staff. There is a Data Analyst dedicated to VAWA-related moves, but there are only 5-7 VAWA-related moves per week. This is not enough work for 1 FTE.

d. The Financial Analyst is the liaison between HCVP and the Office of Financial Management (OFM). This is an area in which at least one more staff person is needed in addition to the Financial Analyst and the Accounting Technician. For purposes of internal controls, DCHA should limit the number of staff who can create new vendors (landlords) in the system. The Financial Analyst should be reviewing manual adjustments to ensure that they are accurate and that all procedures were followed. The Financial Analyst should also run pre-check run exception reports in the system of record to identify anomalies. This department should also ensure that
abatements are lifted properly and that holds are resolved on a timely basis and properly documented in the system when placed and lifted.

e. HCVP should have additional Data Analysts who can provide information to leadership that helps identify inefficiencies and allows for strategic, data-based solutions and performance measures. The QA Division should also be responsible for running performance improvement reports that not only measure quality, but also timeliness. HCVP should measure timeframes such as:

- Time between RFTA submittal and lease up.
- Time between eligibility application submittal and determination and lease up.
- Time between hearing request submission and hearing date and decision.
- Time between inspection requested and completed.

QA should use the data from the system of record to identify trends which can have an impact on customer demand and staffing. For example, a processing change may be leading to more inquiries and customer service issues, or because there are more transfers at certain times of the year, additional staff may be required. Program planning and staffing changes can be done more strategically when data is used to identify issues and measure outcomes.

Management staff and supervisors would benefit from monthly reporting that would allow them to see how their department is performing. Individual staff should know their accuracy scores and, if needed, implement strategies for improvement. These scores by department and staff should be reported to DCHA leadership on a monthly basis. These scores are also useful for caseload assignments (giving easier cases to new or struggling Specialists), for objective performance evaluations, and for employee disciplinary actions.

3. Ratios

   a. Ratio Calculation
   The general approach in determining staffing ratios for a transactional department such as HCVP is to quantify the number of vouchers and the number of staff. HCVP has a ratio of 220 vouchers per staff member (25,256/115), not including ECOD work or ECOD staff, because a large portion of their work involves public housing. Due to the fragmentation discussed above, the exact ratio of vouchers per staff is difficult to determine. Many HCVP functions are carried out in other departments. This includes ECOD, finance, fair hearings, customer engagement, and audit and compliance. A portion of the staff of those departments should also be considered part of HCVP for the purposes of this calculation.
Even if 10 more staff were added to account for work that is performed in other departments, the ratio would be 202 vouchers per staff, which is in the high range, considering that the national average is approximately 160 vouchers per employee. Although HCVP’s ratio is in the high range, DCHA has several challenges that require a larger staff, including the many different types of voucher programs that it administers and the number of state and local programs that address the needs of homeless and hard-to-house families. These families require intensive services and the local and state agencies have unique reporting requirements separate from the federal programs. However, even accounting for that, HCVP is generally overstaffed.

Considering the nature of the services that HCVP provides and the challenges, there are areas of concern and opportunities to become more efficient. Below are productivity charts gathered from a report of all HCVP transactions from January to June 2019. There are large disparities in 50058 production among staff.

<table>
<thead>
<tr>
<th>Team</th>
<th>800-1100 Transactions</th>
<th>500-799 Transactions</th>
<th>300-499 Transactions</th>
<th>100-299 Transactions</th>
<th>0-99 Transactions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Staff</td>
<td>5</td>
<td>4</td>
<td>6</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Local Staff</td>
<td></td>
<td></td>
<td>3</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>CAD Staff</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

The Inspections Division has 1 Manager, 2 Supervisors, 1 Scheduling Coordinator, 3 Clerical Assistants, 5 Program Assistants, 1 Enforcement Assistant, and 25 Inspectors. It is a very large staff compared to other programs. The department conducted approximately 20,000 inspections between January to June 2019, which amounts to less than 5 inspections per day per inspector. Typically, PHAs expect 10 to 14 inspections per day per inspector and there is one Inspector for every 2,500-3,000 units.

The current HCVP staffing indicates that there is the opportunity to increase staff productivity, but that would require increased customer service capacity. Increased capabilities may also mean increased reporting and monitoring as well. The implementation of performance standards, however, would allow DCHA to determine departmental needs and staff productivity in order to move staff to other positions or hire personnel with different capabilities.

b. Staffing Calculations

The staffing calculations below were determined using a report from the system of record, which quantified all 50058 transactions from January to June 2019. Each PHA has different procedures and challenges, which may add to processing time or may result in staff devoting significant time to tasks that do not result in a 50058 transaction. As such, the recommendations below can serve as a guide or baseline for staffing. Note that these calculations do not cover the entire HCVP program and are not aggressive in terms of decreasing overall staff. Further reductions can be accomplished with restructuring and the elimination of activities that are not required.
Assumptions

- Productive hours (meaning hours processing 50058 transactions) per year was 1,228. This assumes a 9-hour workday with one hour for lunch, two hours for customer service and non-50058 related tasks, and two hours per week for staff meetings. It also accounts for vacation, sick days, and holidays.
- For the purposes of this report, estimated average completion times for transactions were calculated using the most generous time allocations in the ranges provided below:
  - Eligibility determinations 75-90 minutes
  - Annual reexams 60-75 minutes
  - Interims 20-40 minutes
  - New admissions 40-55 minutes
  - RFTs and EOPs 15-30 minutes (more if hearing requested)
  - Transfers 40-55 minutes
- The goal of an organization such as HCVP would be to create efficiencies that would bring processing time into the lower range.
  
  i. ECOD Eligibility Team
  Staff estimated an average of 80 new eligibility cases per week, which equals 4,160 annually. The 90 minutes of processing time assumes that there is an eligibility interview.

<table>
<thead>
<tr>
<th>Workload</th>
<th>Current Staffing</th>
<th>Recommended Staffing</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>80/week 4,160</td>
<td>1 Supervisor</td>
<td>1 Supervisor</td>
<td>Supervision, case assignment</td>
</tr>
<tr>
<td>4,160 Annually,</td>
<td>9 R/E Specialists</td>
<td>5 R/E Specialists</td>
<td>Processing eligibility determinations</td>
</tr>
<tr>
<td>Based on Staff</td>
<td></td>
<td>1 Staff Assistant</td>
<td>Updating waitlist, scheduling appointments,</td>
</tr>
<tr>
<td>Accounts</td>
<td></td>
<td>and 1 Intake Specialist</td>
<td>processing returned mail, sorting documents</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>received, forwarding completed packets to</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Specialists, customer service</td>
</tr>
</tbody>
</table>

  ii. ECOD Recertifications Team
  The ECOD Recertifications Team performs the 50058 transactions for public housing. There are approximately 8,000 units of public housing. Recommended staffing is similar to current staffing, assuming that the two vacant R/E Specialist positions are filled.

<table>
<thead>
<tr>
<th>Workload</th>
<th>Current Staffing</th>
<th>Recommended Staffing</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,000 Transactions</td>
<td>1 Supervisor</td>
<td>1 Supervisor</td>
<td>Supervision, case assignment, high profile</td>
</tr>
<tr>
<td>Annually</td>
<td>1 Intake Specialist</td>
<td></td>
<td>customer service</td>
</tr>
<tr>
<td></td>
<td>1 Lead R/E Specialist</td>
<td></td>
<td>Reduced caseload, QC, and training</td>
</tr>
<tr>
<td>Workload</td>
<td>Current Staffing</td>
<td>Recommended Staffing</td>
<td>Function</td>
</tr>
<tr>
<td>----------</td>
<td>------------------</td>
<td>----------------------</td>
<td>----------</td>
</tr>
<tr>
<td></td>
<td>3 R/E Specialists (should be 5, 2 vacant)</td>
<td>5 R/E Specialist</td>
<td>Processes 50058 transactions</td>
</tr>
<tr>
<td></td>
<td>1 Staff Assistant</td>
<td>1 Staff Assistant</td>
<td>Gathers documents, customer service, pulls EIV, scanning</td>
</tr>
<tr>
<td></td>
<td>1 QC Specialist</td>
<td>1 QC Specialist (shared with Eligibility Team)</td>
<td>100% QC of eligibility and 10% of recertifications and new admissions</td>
</tr>
<tr>
<td><strong>Total Staff</strong></td>
<td><strong>10</strong></td>
<td><strong>9</strong></td>
<td></td>
</tr>
</tbody>
</table>

### iii. Housing Programs

Housing Programs has three teams administering federal, local, and contract administration (CAD) vouchers under a Housing Programs Manager.

<table>
<thead>
<tr>
<th>Workload</th>
<th>Current Staffing</th>
<th>Recommended Staffing</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Team</td>
<td>22,200 Transactions Annually</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Supervisors</td>
<td>1 Asst. Housing Programs Manager</td>
<td>Support Manager and Supervisors</td>
<td></td>
</tr>
<tr>
<td>2 Supervisors</td>
<td></td>
<td>Supervision, case assignment, high profile customer service</td>
<td></td>
</tr>
<tr>
<td>1 Lead Housing Program Specialist</td>
<td></td>
<td>Reduced caseload, QC, and training</td>
<td></td>
</tr>
<tr>
<td>22 Housing Program Specialists</td>
<td>18 Housing Program Specialists</td>
<td>Process 50058 transactions</td>
<td></td>
</tr>
<tr>
<td>1 Housing Programs Coordinator</td>
<td>1 Housing Programs Coordinator</td>
<td>Special populations - VASH, NED, Mainstreams, Homeownership</td>
<td></td>
</tr>
<tr>
<td>2 Clerical Assistants</td>
<td>2 Clerical Assistants</td>
<td>Gather documents, customer service, pulls EIV, scanning</td>
<td></td>
</tr>
<tr>
<td>Local Team</td>
<td>4,600 Transactions Annually</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Supervisor</td>
<td>1 Supervisor</td>
<td>Supervision, case assignment, high profile customer service</td>
<td></td>
</tr>
<tr>
<td>2 Housing Program Coordinators</td>
<td>2 Housing Program Coordinators</td>
<td>Reports, customer service, QC, liaison with agencies</td>
<td></td>
</tr>
<tr>
<td>6 Housing Program Specialists</td>
<td>4 Housing Program Specialists</td>
<td>All required tasks including 50058 transactions</td>
<td></td>
</tr>
<tr>
<td>0.5 Clerk</td>
<td></td>
<td>Assist with client communications, tracking transactions, scanning</td>
<td></td>
</tr>
<tr>
<td>CAD</td>
<td>4,100 Transactions Annually</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Supervisor</td>
<td>1 Supervisor</td>
<td>Supervision, case assignment, high profile customer service</td>
<td></td>
</tr>
<tr>
<td>5 Program Coordinators</td>
<td>4 Program Coordinators</td>
<td>All required tasks including 50058 transactions</td>
<td></td>
</tr>
<tr>
<td>1 Clerical Assistant</td>
<td>5 Clerical Assistants</td>
<td>Assist with client communications, tracking transactions, scanning</td>
<td></td>
</tr>
<tr>
<td><strong>Total Staff</strong></td>
<td><strong>43</strong></td>
<td><strong>42.5</strong></td>
<td></td>
</tr>
</tbody>
</table>
iv. ROTC Staffing

ROTC has two teams that provide voucher briefings, issuance, and mobility assistance to public housing and HCV households.

<table>
<thead>
<tr>
<th>Team</th>
<th>Current Staffing</th>
<th>Recommended Staffing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team 1</td>
<td>Supervisor</td>
<td>Supervisor</td>
</tr>
<tr>
<td>New Admissions and Transfers</td>
<td>1 Mobility Specialist</td>
<td>3 Mobility Specialists</td>
</tr>
<tr>
<td></td>
<td>2 Mobility Specialists shared with Team 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 Educational and Training Specialist shared with Team 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2 Clerks</td>
<td>2 Clerks</td>
</tr>
<tr>
<td>3,500 Transactions Annually</td>
<td>1 Educational and Training Specialist</td>
<td>2 Educational and Training Specialists</td>
</tr>
<tr>
<td></td>
<td>shared with Team 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team 2</td>
<td>Supervisor</td>
<td>Supervisor</td>
</tr>
<tr>
<td>Mobility for Public Housing</td>
<td>3 Mobility Specialists</td>
<td>1 Mobility Specialist for every 75 families</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1 Educational and Training Specialist</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Staff</td>
<td>10.5</td>
<td>11</td>
</tr>
</tbody>
</table>

Team 1 (new admissions and transfers) is understaffed for a number of reasons:

1. The team shares half of its staff with the other team doing public housing mobility. Rental Assistance Demonstration (RAD) conversions are only going to increase in the future, so it is unlikely that this staff will return to the new admissions and transfers team any time soon.
2. Briefings and voucher issuances were 4-6 weeks behind prior to the pandemic. That is, people approved for a voucher briefing and issuance in March were not being scheduled until May.
3. Currently, DCHA is only issuing vouchers to new admissions and emergency transfers, e.g., HQS violations, VAWA, landlord not renewing lease. This means that there is a significant backlog of households that have been denied the opportunity of a voluntary move during the pandemic. As soon as non-emergency transfers are allowed, there will be a large demand.
4. The Clerks and staff receive more than 200 customer service calls per week. Pre-pandemic, they were stationed at the front desk, so much of their work involved dealing with the public. In addition, people naturally gravitate toward this department with questions, because this is the staff they encountered first and those who issued their voucher.

c. Future State Recommendations

Team 2 is staffed with a total of five Mobility Specialists, including the two who are borrowed from Team 1. At the time of the interview, they were working with 62 families, but there are more RAD conversions underway. A typical caseload for one Mobility Specialist is 75-100 families. HCVP should
be prepared to increase staffing as there are more RAD conversions and redevelopment, but this area may be overstaffed at the moment.

Team 1 needs at least one more full-time Educational and Training Specialist and two more Mobility Specialists on a permanent basis. HCVP should consider hiring additional temporary staff when transfer restrictions are lifted, to accommodate the surge in voluntary moves.

In addition, ROTC would benefit from another Clerical Assistant, since the two on staff now are mostly working on customer service and the nature of the work generates many clerical duties, e.g., copying, mailing, scanning, filing, scheduling.

**Operational Assessment**

**1. Policies and Procedures**

a. **Current State Observations - No Comprehensive Set of Standard Operating Procedures**

HCVP does not have a comprehensive set of Standard Operating Procedures (SOPs) for its many functions. Most recently, during the pandemic, DCHA developed SOPs to address service delivery while the office was closed and to incorporate the HUD waivers, which were established as a result of COVID-19. The leadership team is in the process of developing SOPs, but has not completed the project.

   i. **Future State Recommendations**

   HCVP must develop SOPs for all of its critical functions. SOPs should be developed for the primary HUD-funded HCVPs as well as for each of the state and locally-funded programs. The SOPs should envision both in-office and telework procedures. In conjunction with SOPs, HCVP should review its letters and forms to ensure that they are in line with the SOPs.

   Staff must be trained on the SOPs and HCVP must identify a central location on the network to save the SOPs so they can be easily accessed by staff. Any updates to SOPs should properly reference the original SOP and be saved in the same location. In addition, HCVP can use the SOPs to develop training tools and job aids to improve efficiency and quality.

b. **Current State Observations - Performance Standards Not Used to Evaluate Organization and Employee Performance**

Performance standards are used to benchmark program health as well as individual staff execution. HCVP has some general performance standards that it has established, but it does not have them for every function or position, and it does not use performance standards to evaluate employee performance or in its day-to-day operations. For example, HCVP currently uses the following standards:

- 10 days to process recertifications once the info/packet is provided and complete
- 10 days to let people know what documents they are missing for eligibility
• 30 days to complete or withdraw completed eligibility applications
• 8 transactions/day (not established yet)
• QC 10% of annual reexams and 100% of new admissions
• 24-48 hours to return calls
• 12 appointments/week
• Eligibility determinations 5-7/day (but has not been implemented)
• 30 days to lease-up unit after RFTA received
• 7 days to review packet that comes through LL portal

However, there are many more performance standards that can be implemented in order to increase efficiency and transaction quality. These include:

• Complete 95% of reexams on time
• Process new lease-ups within 2 business days of passed inspections
• Maintain 90% accuracy on rent calculations
• Approve or deny rent increases within 5 days of submittal
• Complete program eligibility of at least 90% of applicants within 30 days of selection
• Hold 2 landlord outreach sessions per quarter
• Develop training and strategies to increase rent calculation accuracy by 10%
• Reduce manual adjustments to a certain number across HCVP
• Decrease customer complaints by 25%
• Complete 10-12 inspections per day

i. Future State Recommendations
HCVP should develop a comprehensive list of performance standards for every position. The standards should be based on industry best practices, departmental and agency goals, and be measurable. The QA Department should have Data Analysts who regularly generate reports for management on these standards. This data-based approach would allow HCVP leadership to identify trends, address problems strategically, and have a better understanding of its staff’s capacity. For staff, it would clarify expectations, increase accountability, and eliminate the potential for biased or subjective evaluations by supervisors.

2. Workflows and Processes

a. Current State Observations - Lengthy Termination Process
HCVP’s termination process is very lengthy. As a result, HCVP begins its reexamination process six months before the effective date in the event a household fails to complete the process. This means that the verification documents that clients submit are months old by the time their reexam becomes effective.
Despite the lengthy process, HCVP has more than 500 households that did not complete the reexamination process and have not been terminated. This counts toward the agency’s PIC reporting and delinquency score.

The current process for reexams provides the household with at least three opportunities to submit their documents. If, after the third appointment letter, the family has not completed the requirements, they are sent a recommendation for termination letter. At that point, they can either complete the reexam, request a hearing on the impending termination, or wait to be terminated. If they request a hearing, it can take 3-7 months for one to be scheduled and this will make the reexam late. During the time period before the hearing, staff continues to try to have the household comply with the reexam requirement.

While it is important that families be successful in remaining housed, the numerous opportunities to comply creates a culture of noncompliance. Participants may feel that it is virtually impossible for them to be removed from the program. It is also frustrating to staff who are trying to ensure that all participants are treated equally while seeking to complete their caseloads on time. Lastly, program rules may be being applied inconsistently if people who have advocates or seek assistance from high-ranking officials are treated differently than others.

i. Future State Recommendations
a. HCVP should conduct a review of its entire termination process and determine why scheduling and conducting hearings is taking an inordinate amount of time. The agency should measure the timeframe from hearing requested to hearing scheduled, from hearing scheduled to date of hearing, and from date of hearing to hearing decision. The agency should also ensure that there is adequate communication between HCVP and the Office of Fair Hearings so that the handoffs between the departments go smoothly.

b. DCHA should create a task force for the Office of Fair Hearings, HCVP leaders, OGC, advocates, and stakeholders, including community leaders, regarding program rules and terminations. All of the parties should have a clear understanding of program violations and the need to enforce rules and apply them consistently. If everyone is in agreement about violations and the termination process, it increases the likelihood that staff decisions are supported and that policies are applied consistently.

c. HCVP should adopt a more streamlined termination process, particularly for failure to complete reexams. The reexam process should begin 120 days prior to the effective date, instead of 180 days as it does currently. The second appointment letter should contain language indicating that if the family does not comply with the reexam, they will be recommended
for termination. The third letter should be an RFT with the option to request a hearing.

b. **Current State Observations - Lease-Up Procedures Causing Delays**
The current lease-up process contains several elements that are creating inefficiencies and customer service issues for both tenants and landlords.

i. Interims are required with every transfer unless the income was updated in the last 120 days. This is not a HUD-mandated requirement and it creates more work for staff. Families have to gather all of their income documentation, which can delay the process. Because it is done toward the end of the process, when the family has already identified a unit, a significant change in tenant contribution often comes as a shock. This triggers a lengthy interaction in which the staff has to explain how they calculated the new amount.

ii. Because a new rent calculation is being done after the unit is identified, the family is not told at the voucher briefing what rent range is appropriate for them. They find out after the RFTA has been submitted and prior to the inspection being scheduled. Many times, the family rejects the unit due to the higher rent, leaving both the families and the landlords dissatisfied.

iii. DCHA is requiring the household’s current landlord to sign a vacancy letter acknowledging that the household will be moving out. This is part of the RFTA approval process and is in the RFTA packet. Landlords are refusing to sign the notice due to damages they want the household to pay; however, the new landlords cannot get their RFTAs approved without them.

iv. **Future State Recommendations**
Interims should not be required for a transfer unless it is a zero-income household or there is some other programmatic issue that this requirement addresses. If so, there should be data or a fiscal impact analysis that justifies the additional work burden.

Families should be given a rent range at the briefing so that they are not surprised by a unit they cannot afford after they have identified one and after the staff has already invested work time in getting it approved.

The vacancy letter to be signed by the current landlord should be an issue between the landlord and the tenant. It should not be part of the RFTA packet and become a problem for the prospective landlord. HCVP should implement a request for transfer approval process that happens prior to voucher issuance. The families would submit a Request to Move form along with the signed vacancy letter. The staff would check to make sure the household is eligible to move, i.e., no program violations, lease expiration is upcoming, and vacancy letter has been signed.
3. Technology

Technology is at the forefront of effective HCVPs of this size. The ability to trust the data in the system of record, generate reports, and perform transactions efficiently are key. DCHA has endured two critical events in a short period of time that have significantly impacted technology. The first was the conversion from Visual Homes/Wizard to Yard/Voyager, which began in November. The second was the COVID-19 pandemic, which occurred soon after the conversion, and resulted in much of HCVP teleworking. As a result, there are many current challenges in the area of technology.

a. Current State Observations

Technology observations can be organized into three main areas:

i. Yardi Conversion
   a. Only records with a family attached to a unit transferred from Wizard to Yardi. This excluded the following populations (there may be more):
      1. Families who were searching for a unit—transfers or new voucher holders
      2. If a unit did not have a 50058 associated with it at the time of conversion, it did not convert to the new system.
      3. People switching programs did not convert. Mainstream, NED, and VASH did not transfer.
      4. Local programs information did not convert, so data had to be reentered.
      5. Some deeded owners did not convert.
   b. Because households did not convert or were not coded properly, it is likely that recent VMS reports are not accurate.
   c. Many annual inspections did not convert. They can be found in Wizard, but not Yardi. This means that when an annual or interim is processed, the system will not allow the transaction to be submitted, because it cannot find a valid inspection attached to the unit. This results in late reexams and manual adjustments.
   d. HCVP staff have not been proactive in dealing with the missing data. The approach is to wait until they come across a file with missing information or a landlord not receiving payments, etc. Once there is an external trigger, the file is corrected in the system.

ii. Yardi Post Conversion
   a. Yardi does not contain a field in the Application for Occupancy that captures households needing accessibility features.
   b. No attachments were brought over to Yardi during conversion, so permanent documents such as copies of birth certificates, social security cards, and landlord documents are still in the old system. HCVP will always need to use two systems.
c. Background screening can only be done in Wizard, not in Yardi. If someone used to be in the old system from the waitlist, then the record exists in the old system and can be used to conduct the background screening. If the person was never in Wizard, then staff creates a new (dummy) record in Wizard to do the screening. This creates bad data in Wizard for pulling prior period reports.

d. Yardi does not have a tracker for terminations that shows where a household is in the process.

e. Staff cannot generate a report which indicates what reexams are due biennially or triennially. Yardi assumes that all reexams are done annually, so staff must go into each participant individually to determine if their reexam is due this year or next.

f. Staff cannot automatically generate a report of old HAPs compared to new HAPs. Staff must go into each file individually.

g. Staff cannot do batch assignment of cases in Yardi.

h. Yardi does not have a check register for landlords, so staff have to research payments for them frequently.

iii. Staff Issues

a. Only four staff persons in ECOD have access rights to update the waitlist. This means that when people call, the burden falls on staff to go into the system and update it. There is currently a backlog of applications to be updated.

b. In Housing Programs, only 5 out of 18 R/E Specialists have access to all of the databases that are needed for eligibility and recerts, including EIV, DCAS, and DOES.

c. Staff need broader access to the different modules, even it is read-only access, so they can see everything related to a tenant or a unit.

iv. Future State Recommendations

Some of the challenges described above require significant time and resources to overcome, but others can be resolved relatively easily.

a. A task force should be assembled, including representation from management from each division, the IT Department, and line staff, to discuss access and rights within Voyager. This ensures that staff have access to necessary data for coordination and customer service.

b. R/E staff need to obtain access to all of the required external databases, including EIV, DOES, and DCAS, for processing, so they do not have to depend on a small number of coworkers to get them information.

c. IT and HCVP need to be proactive in identifying data that did not convert. Comparison reports between Wizard and Voyager should be ran to determine what data did not convert or, if it did convert, whether it is missing information.
d. HCVP must develop a plan to address the workloads that have resulted from data that did not convert. Resolving these issues may require staff overtime or the hiring of temporary staff.

e. DCHA should reconsider what Voyager modules and Yardi ongoing support they need for optimal performance and coordination. HCVP is large and needs a robust system of record. This includes developing a module of customized reports that can easily provide the type of data recommended in the metrics section below. What is spent on IT may be saved on personnel costs and increased efficiency and transaction quality.

f. IT and HCVP should identify and implement solutions for the things which require staff to use the old system of record. This includes the background checks and documents that are only saved in Wizard.

4. Reporting Metrics

a. **Current State Observations**
HCVP staff is diligent about regular reporting of activities using information from Voyager and from spreadsheets. Reporting has become especially important, particularly during the pandemic when most of the staff is teleworking. Line staff send daily reports to supervisors and the supervisors compile weekly reports, which are forwarded to management and HCVP leadership. The VP of HCVP sends a weekly report to the Executive Director.

Although reports are plentiful, HCVP staff is only capturing current activity, e.g., actions completed in the last week or month. HCVP does not quantify how much work was actually due for the period of time. While it is important to know how many reexams were completed in a particular week, the information needs to be interpreted relative to what was due for compliance purposes. With interims, documentation should reflect how many were completed and how many are pending. This allows leadership to know if DCHA is in compliance with HUD regulations, make staffing decisions, prepare for workload surges, and evaluate division and employee performance.

i. **Future State Recommendations**
HCVP should develop reports that quantify the work due as well as actions completed. The QA Division should have 2 dedicated Data Analysts who pull reports and manage data for the other divisions. These reports should be generated weekly and rolled into a monthly report. They would also handle utilization reports, VMS, and PIC data. Below is a small sample of the type of data that should be gathered for a program of this type. The system of record should be programmed to easily generate reports. Some may already be part of Yardi and some may have to be customized. Certain transactions such as interims requested, visitor, and call volume should be tracked on spreadsheets by the responsible staff and forwarded to QA.
<table>
<thead>
<tr>
<th>Reexaminations</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Reexaminations Due</td>
<td>910</td>
<td>1,134</td>
<td>1,097</td>
<td>1,054</td>
<td>948</td>
</tr>
<tr>
<td>Completed in Voyager Before Anniversary Date</td>
<td>855</td>
<td>1,067</td>
<td>1,060</td>
<td>960</td>
<td>867</td>
</tr>
<tr>
<td>Terminated in Voyager Before Anniversary Date</td>
<td>38</td>
<td>34</td>
<td>32</td>
<td>40</td>
<td>43</td>
</tr>
<tr>
<td>RFT Mailed Before Anniversary Date</td>
<td>17</td>
<td>33</td>
<td>5</td>
<td>54</td>
<td>38</td>
</tr>
<tr>
<td>Total Addressed by Anniversary Date</td>
<td>910</td>
<td>1,134</td>
<td>1,097</td>
<td>1,054</td>
<td>948</td>
</tr>
<tr>
<td>% Addressed by Anniversary Date (not counting RFT)</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>% Processed by Anniversary Date</td>
<td>98%</td>
<td>97%</td>
<td>99%</td>
<td>95%</td>
<td>96%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Transactions Completed Even After Anniversary Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed in Voyager to Date</td>
</tr>
<tr>
<td>Terminated in Voyager to Date</td>
</tr>
<tr>
<td>Total Processed in Voyager to Date</td>
</tr>
<tr>
<td>% Processed in Voyager to Date</td>
</tr>
<tr>
<td>Not Yet Processed in Voyager</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HQS Inspections</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Scheduled</td>
<td>1,075</td>
<td>1,051</td>
<td>1,368</td>
<td>1,129</td>
<td>1,040</td>
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<tr>
<td>Moved/Terminated Before Inspection</td>
<td>41</td>
<td>28</td>
<td>45</td>
<td>51</td>
<td>36</td>
</tr>
<tr>
<td>Total Due</td>
<td>1,034</td>
<td>1,023</td>
<td>1,323</td>
<td>1,078</td>
<td>1,004</td>
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<tr>
<td>Inspections Completed on Time</td>
<td>1,026</td>
<td>1,011</td>
<td>1,313</td>
<td>1,064</td>
<td>990</td>
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<tr>
<td>Inspections Not Completed on Time</td>
<td>8</td>
<td>13</td>
<td>10</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Percent in Compliance</td>
<td>99.2%</td>
<td>98.8%</td>
<td>99.2%</td>
<td>98.7%</td>
<td>98.6%</td>
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</table>

<table>
<thead>
<tr>
<th>Transfers</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer Requests Received</td>
<td>457</td>
<td>505</td>
<td>498</td>
<td>463</td>
<td>508</td>
</tr>
<tr>
<td>Vouchers Issued</td>
<td>332</td>
<td>309</td>
<td>329</td>
<td>281</td>
<td>269</td>
</tr>
<tr>
<td>RFTAs Received</td>
<td>215</td>
<td>222</td>
<td>210</td>
<td>184</td>
<td>188</td>
</tr>
<tr>
<td>New Contracts</td>
<td>146</td>
<td>133</td>
<td>209</td>
<td>129</td>
<td>151</td>
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</table>

<table>
<thead>
<tr>
<th>Interims</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance from Prior Month</td>
<td>95</td>
<td>130</td>
<td>5</td>
<td>52</td>
<td>89</td>
</tr>
<tr>
<td>Interims Received</td>
<td>235</td>
<td>250</td>
<td>267</td>
<td>296</td>
<td>223</td>
</tr>
<tr>
<td>Interims Processed</td>
<td>200</td>
<td>375</td>
<td>220</td>
<td>259</td>
<td>265</td>
</tr>
<tr>
<td>Pending</td>
<td>130</td>
<td>5</td>
<td>52</td>
<td>89</td>
<td>47</td>
</tr>
</tbody>
</table>
5. Interdepartmental Collaboration

a. Current State Observations

i. DCHA has a good process for engaging leadership and ensuring that its strategic plan is moving forward. Regular meetings, coupled with 90-day action plans that describe action steps, target dates, status, and responsible parties, are effective in tracking progress. VPs and directors of each department are required to submit these reports monthly to the Executive Director’s office. However, most of the plans for HCVP are limited to actions being implemented within that department. There is little content regarding the work or challenges of other departments, how they relate to HCVP, and any shared goals between them.

ii. There is significant interaction between HCVP and other DCHA departments, but there is no coordinated plan for program improvement. HCVP is impacted by the work performed in these other departments.

   a. Hearing requests are taking months to be scheduled. This means that participants cannot be terminated for program violations for months, during which time DCHA is out of compliance with HUD regulations.

   b. The Office for Customer Engagement forwards calls to HCVP, but better training of staff can greatly improve that department’s effectiveness in responding to customer concerns and relieve HCVP’s workload.

   c. IT handles requests from many departments, particularly regarding the conversion and then telework. It was difficult to ascertain how requests are prioritized as IT is part of every department’s strategic plan.

   d. The line staff at HCVP is creating manual adjustments for late annual reexams, which are then approved by supervisors, but there is no involvement or not enough involvement from OFM to ensure accuracy and integrity.

iii. Future State Recommendations

   DCHA could consider a more centralized model in which HCVP would have its own customer service/call center, finance team, hearing officers, etc. In the absence of a centralized model, HCVP’s strategic plans must include a holistic view of program operations. This includes reviewing program goals, performance standards, and metrics with all of the departments that interact with HCVP.
6. Remote Work Ability

a. Current State Observations

The HCVP staff began teleworking in mid-March as did most of the country. It took 6-8 weeks for all staff to have the technology required to work remotely. Initially, there were many challenges that have since been resolved, such as the lack of equipment, connectivity, and the inability to scan large files.

Staff have been doing a good job of staying in touch by way of multiple weekly meetings with their teams and supervisors. Line staff are required to report on their activities on a daily basis. However, supervisors are not using those reports to measure or compare productivity. It seems that much of the staff’s time is taken up by customer service issues. They expressed frustration with many misdirected calls and emails which belong to other divisions and with the volume of customer service work that they are handling because people cannot visit the office.

It is difficult to determine how effective the staff has been at working remotely since HCVP does not produce good data on how much work is pending. Some transactions such as interims are particularly hard to quantify, because interim requests come through various channels.

Below is a comparison of work completed from January to June 2019 and the same period in 2020 from the system of record. The report indicates that staff has been able to work remotely and complete transactions, but some areas are lagging. There were 6,000 fewer transactions in 2020. In addition, staff acknowledged that they were behind on processes such as annuals and voucher issuances prior to COVID-19.

Completed annuals are substantially lower than in 2020, but this is due to the impact of the pandemic, the fact that participants are not turning in documents, and that the HUD waiver has decreased the sense of urgency to complete them. Because the waivers are due to expire on December 31, 2020, HCVP must develop a strategy to complete its outstanding annuals immediately.

<table>
<thead>
<tr>
<th>Action Type</th>
<th>Jan</th>
<th>Feb</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Admissions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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<td>2019</td>
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<td>145</td>
<td>168</td>
<td>113</td>
<td>127</td>
<td>116</td>
<td>151</td>
<td>820</td>
</tr>
<tr>
<td>2020</td>
<td>1</td>
<td>20</td>
<td>69</td>
<td>130</td>
<td>132</td>
<td>184</td>
<td>208</td>
<td>723</td>
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<tr>
<td>Reexams</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>2</td>
<td>951</td>
<td>1,162</td>
<td>995</td>
<td>939</td>
<td>1,056</td>
<td>854</td>
<td>5,957</td>
</tr>
<tr>
<td>2020</td>
<td>2</td>
<td>331</td>
<td>579</td>
<td>244</td>
<td>55</td>
<td>413</td>
<td>392</td>
<td>1,683</td>
</tr>
<tr>
<td>Interims</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>3</td>
<td>2,400</td>
<td>2,086</td>
<td>803</td>
<td>368</td>
<td>364</td>
<td>331</td>
<td>6,352</td>
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<tr>
<td>2020</td>
<td>3</td>
<td>900</td>
<td>710</td>
<td>1,032</td>
<td>491</td>
<td>536</td>
<td>697</td>
<td>3,466</td>
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<tr>
<td>Transfers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>7</td>
<td>171</td>
<td>150</td>
<td>198</td>
<td>189</td>
<td>162</td>
<td>156</td>
<td>1,026</td>
</tr>
<tr>
<td>2020</td>
<td>7</td>
<td>168</td>
<td>191</td>
<td>175</td>
<td>139</td>
<td>189</td>
<td>184</td>
<td>1,053</td>
</tr>
</tbody>
</table>
### Total Transactions

<table>
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<tr>
<th>Action Type</th>
<th>Jan</th>
<th>Feb</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>EOP 2019</td>
<td>6</td>
<td>83</td>
<td>86</td>
<td>85</td>
<td>86</td>
<td>60</td>
<td>62</td>
<td>462</td>
</tr>
<tr>
<td>EOP 2020</td>
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<td>68</td>
<td>110</td>
<td>56</td>
<td>51</td>
<td>144</td>
<td>114</td>
<td>543</td>
</tr>
<tr>
<td>Voucher Issuance 2019</td>
<td>10</td>
<td>31</td>
<td>106</td>
<td>69</td>
<td>85</td>
<td>62</td>
<td>76</td>
<td>429</td>
</tr>
<tr>
<td>Voucher Issuance 2020</td>
<td>10</td>
<td>269</td>
<td>658</td>
<td>225</td>
<td>96</td>
<td>126</td>
<td>136</td>
<td>1,510</td>
</tr>
<tr>
<td><strong>Total Transactions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>15,046, 8,978</td>
</tr>
</tbody>
</table>

Staff report many challenges associated with telework:

- They are working longer days, even when they know they cannot work overtime.
- They are dependent on those staff who go into the office to scan documents for them.
- They feel unable to coordinate with other departments because they are limited to emails.
- They receive hundreds of emails daily and do not have time to respond and do their work. Emails are typically from landlords, directly from participants, or from the call center.
- The supporting documents for the transactions that are processed are not scanned into Voyager on a timely basis, because they have to wait until they can get to the office. If a file is QC’d and it does not have supporting documents, it fails.
- Staff do not have printers, scanners, or dual monitors at home. This greatly hinders their work. To process new admissions and reexams, staff need to open multiple databases and applications. Having a single monitor makes this very time consuming.

i. [Future State Recommendations]

a. For telework to be effective, staff must have the necessary equipment to increase productivity and accuracy. In addition to laptops, staff need second monitors, desktop printers, and scanners.

b. A strong customer service program is required that will divert calls and emails from supervisors and processing staff and only require their time for escalated situations.

c. Performance standards need to be established and applied to each division and employee.

d. Reporting needs to be robust. There should be metrics around every process at HCVP.

e. The organization must feel connected through shared goals, action plans, and regular meetings that extend beyond just HCVP and include every department that affects HCVP.
7. Organizational Charts
NOTE

- Customer Service includes call center functions for HCVP, managing in-person visits and emails.
- Participant Support includes mediation, HELP, VAWA transfers and other support services. Quality Assurance and Data Management will be responsible for metrics, reports and QC.
- HCVP does not handle the 50058 transactions for public housing.
Eligibility, Inspections & ROTC

Manager for Eligibility, Inspections, and ROTC

Inspections Supervisor
- Inspectors (8-10), Schedulers (1-2), Clerks (1-2)

Eligibility Supervisor
- Eligibility Specialists (5), Clerks (2)

ROTC Supervisors (2)
- Mobility Specialists (5), Educational Consultants (3), Clerks (2)

NOTE
- Inspections staff significantly reduced. Industry average is approximately 3,000 units per inspector.
- Eligibility staff reduced based on transaction volume of approximately 4,000 eligibility determinations annually.
- ROTC oversees new admissions and transfer voucher issuances as well as mobility services.
NOTE

- Assistant Manager position added to support manager and supervisors, track productivity and quality, distribute work.
NOTE

- Functions under the Participant Support Supervisor are not HUD required. These are extra positions that DCHA has created to support the program, but they are not essential.
- Customer service functions assumes that HCVP will take on its own call center operation and also manage the front desk.
NOTE

- Data Management Analysts run reports on HCVP operations to measure productivity and timeliness.
- Quality Assurance Specialists conduct QC of HCVP transactions with ensuring that a minimum number of file reviews per staff each month are completed.
- The Finance Analyst is the liaison with Office of Financial Management. This staff reviews adjustments and generates check run reports, troubleshoots payment issues, creates new vendors and processes direct deposit, address and bank account changes.
DCHA Organizational & Operational Assessment

Prepared by Human Capital Initiatives, LLC

DRAFT

D.C. Housing Authority
Organizational & Operational Assessment
Human Resources

September 2020
Table of Contents

Current State Analysis .................................................................................................................................................. 3
   Key Areas of Concern .................................................................................................................................................. 3

Organizational Assessment ............................................................................................................................................. 3
   1. Workforce Structure, Staffing, and Planning ...................................................................................................... 3
   2. Ratios ..................................................................................................................................................................... 4
   3. Workforce Planning .............................................................................................................................................. 4
   4. Professional Development .................................................................................................................................. 4

Operational Assessment .................................................................................................................................................. 5
   1. Policies & Procedures ...................................................................................................................................... 5
   2. Workflows & Processes ................................................................................................................................... 6
   3. Technology ......................................................................................................................................................... 6
   4. Reporting Metrics .............................................................................................................................................. 7
   5. Interdepartmental Collaboration ........................................................................................................................ 7
   6. Remote Work Ability ....................................................................................................................................... 7
Current State Analysis

Overall Findings

Key Areas of Concern

The DCHA Human Resources department at DC Housing Authority has significant challenges ahead that will only be met with a complete change in its operations. The current leader in HR has only had limited time in her position to make the necessary adjustments to the department to better support the Authority. She has already expressed a desire to implement new and creative methods to help DCHA’s management and employees with the HR services that are needed, in order to meet the needs of the Authority’s Transformation Plan. However, the Senior VP of HR exhibits talents in various areas, including organizational change, which have been beneficial to the Authority’s Executive Office. The HR department has been slower to change, due to the HR leader being pulled into organizational change responsibilities. In order to properly and efficiently complete the action items noted in this analysis, it will be important for DCHA to provide additional management resources for HR, and restructure the staff position.

Organizational Assessment

1. Workforce Structure, Staffing, and Planning

Current State Observations
Positions in the department are not being used at the levels according to best practices in HR. For example, clerical positions are not being utilized effectively to improve current processes. The Benefits HR Specialist completed the majority of the data entry into the HRIS and is also the Administrator for the ATS. The Clerical Assistant, HR Assistant, Staff Assistant seem to have the capacity to assist with data-entry and reporting duties. Next, there are positions that are working in silos, that cause inefficiencies. For example, the recruiters recruit for specific areas or department rather than acting as recruiting generalists covering the entire organization. In one case, an HR Generalist appears to be specialized solely as a Recruiter, while in another example the HR Specialist performs a variety of general duties.

One manager described the department as needing additional HR professionals, though the current staff capacity and silos suggest that additional employees may not solve the issues. One staff member cited a desire to assist and learn from the HR Labor and Employee Relations Manager.

There is a misalignment of the organizational chart and the understanding of staff members. For example, the classifier is listed as an HR Generalist, but she stated her position is a Classifier with no additional responsibilities outside of the classification job description. While job descriptions largely capture the responsibilities of staff members, there are examples of a disconnect between descriptions and several staff responsibilities. A recruiter also detailed additional responsibilities beyond her position description.

The proposed organizational chart includes an unfilled position under the Labor & Employee Relations Manager; however, it is not clear that the manager possesses the necessary skills to supervise a supporting role. Additionally, it is unclear that the Manager has fully defined that the tasks the individual would carry out.

The current staff support and service is not commensurate with compensation levels. There is a significant level of gap between pay and overall abilities in various staff in the department. For example, there are several positions where incumbents are being paid at over 10% over the maximum of the position in the market (see attached compensation analysis).
There were several times that staff capacity in HR was noted as a problem. The lack of capacity or capabilities is negatively impacting achievement of tasks in the department.

**Future State Recommendations**

DCHA should identify underperformers in the department and monitor/attempt to improve performance of staff, to increase productivity and overall efficiency. Leadership should determine a new approach to staffing the department that addresses the core components of HR. Since there are a number of administrative tasks in HR that are scattered among all levels of staff, the burdens of data entry, filing, and general customer service could be centralized into one function and carried out by HR Customer Service Specialists. Having these HR customer service positions will free up time so that experienced specialists in recruiting, benefits, compensation, training and other areas, will be able to focus on completing assignments to fulfill HR key metrics.

HCl has drafted an organizational chart with key duties for each role to absorb (see draft organizational chart).

Any change in positions in the department should be accompanied with a recruitment process, and compensation structure that allows for the right fit to fulfill the current and future needs of the organization. (see compensation analysis).

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**2. Ratios**

**Current State Observations**

The ratio of HR staff to employees in the PHA industry is an average of 70 to 75 employees per 1 HR staff (union environments). DCHA Human Resources staff each support approximately 60 employees.

**Future State Recommendations**

Based on the average PHA ratio of 70 to 75 total employees per 1 HR staff, DCHA has a larger HR staff ratio than what is typically seen in the industry. But their rate of return on proper task completion in an efficient manner is lower. DCHA should consider reducing the number of HR staff, while realigning positions with the capabilities that will meet the initiatives put forward. HR at DCHA could properly function with 12 employees with capabilities in the proper structure.

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**3. Workforce Planning**

**Current State Observations**

There is no formal succession planning at the Authority. Employees throughout the Authority expressed that there is not a clear path to achieving career goals and continuing to grow within the organization. The Authority does not identify and develop leaders throughout the organization to step into new roles when they become available.

**Future State Recommendations**

DCHA’s void of succession planning hurts the organization and its ability to cover positions and would allow for leadership growth. Once the organization has established its department leaders, HR should develop a succession plan for the organization. However, succession should follow the creation of desk/cross training guides.

---

**4. Professional Development**
Current State Observations
Across the Authority, training is inadequate to meet the needs of employee job preparation and professional development. For example, training modules exist that are not being employed due to associated costs (see technology/HRIS section). Further, performance management is still performed using paper forms and is not adequately tracked. Using a paper process for evaluation is labor intensive for an organization the size of DCHA.

Cross-training is limited to ad hoc or informal on the job training. Staff are training through interactions with other team members as opposed to formal development programs.

The Authority does not require mandatory supervisor training for supervisors, and that are responsible for those employees’ professional development. During our meetings with various employee groups, it was brought to our attention that supervisor training is available, but not mandatory. Mandatory supervisor training is essential to developing supervisors on how to:

- Evaluate employees
- Develop employees
- Handle employee grievances
- Manage administrative tasks (e.g., approving time)

It is also essential in developing the Agency’s human capital for future succession planning.

Future State Recommendations
Once DCHA establishes a cross training program in HR and agency-wide implement cross-training programs for HR staff in all functional areas. The lack of desk guides in the critical areas is a hinderance to efficient operations. The first step is for HR to execute a desk guide template, and ensure each position has a desk guide completed. Once this is done,

Develop formal training programs for all roles. Majority of staff cited no formal training beyond a standardized onboarding program.

Operational Assessment

1. Policies & Procedures

Current State Observations
The overall HR policies and procedures are outdated and are not recognized by staff outside of HR as relevant. There is a time consuming and redundant policy and process regarding job requisition approval. After an applicant is selected, a lengthy approval process is entirely repeated before a candidate is brought on board. Recruitment is negatively impacted by this process as candidates continue to interview elsewhere while the agency awaits final approval.

Standard operating procedures (SOPs) exist to a limited extent (mostly in draft form), reflecting disparate areas such as front desk duties, personnel files, and onboarding process/benefits. The limited SOPs are paper-intensive, and there is no clear electronic storing medium to hold the documents for universal access.

As indicated in staff/workforce, leadership has communicated the concern of staff capacity issues, which can cause gaps in properly creating or revising processes and procedures.

No exit interview process exists, which hinders the organization’s ability to track trends in employee departures.
Future State Recommendations
The department should focus attention to first their desk guides, then SOPs and, next organization-wide policies and procedures. Once these tools are developed, they should be stored on the cloud, where access is open to the entire HR department.

2. Workflows & Processes

Current State Observations
Constant meetings, particularly since the beginning of the COVID-19 pandemic, create difficulties for the flow of work in the department. These unplanned activities lead to a lack of efficiency in the flow of work.

There are some decision-making bottlenecks at the department leadership level and sometimes time-sensitive decisions are held up, driving some frustration. Process approvals are arduous and lengthy, causing a drag on processes, like recruitment. The slowness of recruiting and other workflows is further hindered by a manual and paper-intensive process.
Because of the transactional methods of staff, process improvement is not a focal point in the department.

Future State Recommendations
HCl documented several workflows for HR during the KRONOS project in 2019. We recommend that the department revisit those workflows to assist with updating. Next, use your workflows to streamline your recruitment process. Streamline the approval process for recruitment. The process should not be repeated at the front and back end of the recruitment cycle. Initial approval for a job requisition should encompass all of the needed information, such as salary range, to suffice for the entire process.

3. Technology

Current State Observations
A number of ‘one-off’ applications have been developed by ITD and may be antiquated. A lack of using more centralized software is driving inefficiency and challenges with collaboration. For example, usage of excel for tracking and reporting. Next, there is a lack of appropriate technology being used to track training.

It was noted that the organization is moving toward electronic files, but a significant amount of paper-based documentation still exists including personnel files and open enrollment. We should also note that DCHA informed us the organization was moving towards electronic files over 4 years ago.

A new applicant tracking system (ATS) that is part of the KRONOS is being implemented and will fundamentally change recruiting processes. However, this system may not be fully utilized to its potential if staff capabilities limit the functionality

Payroll is handled through ADP and there is some confusion around the overlap between Kronos and ADP. New employees must be entered in both systems.

Future State Recommendations
Kronos could be an effective tool in automating HR manual processes, including benefits and recruiting, if fully implemented. However, DCHA is still utilizing paper-driven processes or working around technology in several instances. Areas of Kronos to implement include: compensation, recruiting, benefits, performance management, training and document scanning. Most importantly, DCHA could use technology to move towards a “self-service” approach, so members of the HR team would only need to approve certain changes, rather than manually enter them into the system.
All members of HR team should be trained on how to use Kronos at a basic level (changing employee info, etc. – higher level HR employees should only approve changes)

4. **Reporting Metrics**

**Current State Observations**
Monthly reports are produced including metrics such as number of jobs filled, number of training sessions held, and total number of jobs. However, this reporting is not formalized and is completed manually.

**Future State Recommendations**
DCHA will need to formalize monthly reporting requirements. Identify and expand reporting metrics to include metrics in all areas. This would include previously reported metrics such as number of jobs filled and number of training sessions but also number of investigations conducted, number of disciplinary actions written, etc. Kronos can be set up to track the metrics and produce the needed reports.

5. **Interdepartmental Collaboration**

**Current State Observations**
Managers have extensive interactions with all DCHA departments. Collaboration strengths include recruitment, training, creation of job descriptions, and labor/employee relations. However, not all inter-departmental interactions are positive. Accountability is often an issue for different deliverables. Some higher-level work is dependent on input from other departments. In other instances, interdepartmental communication is lacking driving a coverage issue.

Often inter-department collaboration will be modeled by what the staff see occurring in other departments. Collaboration can be a systemic issue vs. isolated to one department.

**Future State Recommendations**
Collaboration is not only an HR issue, but can be an organizational issue as well. HR will need to work with department heads to determine appropriate methods of collaboration. The first should be for HR leadership to meet with departmental leaders in order to determine how well their HR needs are currently being met. Identify areas where HR services have fallen short and devise a plan to address these shortcomings. Next, HR could hold regular web meeting check ins with leaders, possibly assign this to an HR Manager.

6. **Remote Work Ability**

**Current State Observations**
Department leadership is concerned that staff talent, SOPs, and processes are not sufficient enough for the HR department to work remotely full time. Although team meetings have assisted communication flow, there have been instances where HR staff have needed to be at the office to complete a task due to outdated processes.

The fact that staff are not fully embracing the technology that is already implemented, creates a tendency of reverting back to manual systems and processes. This negatively impacts the ability of the HR department to complete its work successfully and efficiently. For example, many staff indicated they need access to office supplies (scanner, printer, paper files, etc.) and paper files to function on a daily basis.

**Future State Recommendations**
Staff will need to fully embrace technology and move away from manual processes in order to efficiently work remotely. Next, the department will need to develop and adhere to standard operating procedures, so the staff are unified in their approach to services. Third, having cross-training established will be a key ingredient to the
success of remote work in the HR Department.

Proposed Organizational Chart

Vice President, Human Resources

Human Resources Representative
- Assists with general employee questions on benefits and recruiting
- Assists with data entry into HRIS
- Develops reports for management
- Assists with filing and other clerical functions

Human Resources Representative
- Assists with general employee questions on benefits and recruiting
- Assists with data entry into HRIS
- Develops reports for management
- Assists with filing and other clerical functions

Labor and Employee Relations

Labor and Employee Relations Manager
- Oversees/facilitates resolution of labor-management relations and EEO matters
- Manages administration and implementation of union contracts and provisions
- Oversees and manages employee relations matters

Human Resources Specialist
- Investigates employee relations matters
- Provides necessary reports to management
- Facilitates resolution of labor-management relations and EEO matters; investigates assigned incidents

Compensation & Benefits

Compensation & Benefits Specialist
- Ensures accuracy of all benefits enrollments in HRIS
- Provides vendors with accurate eligibility information
- Conducts new-hire orientation

HR Programs & Recruiting

HR Programs & Recruiting Specialist
- Develops training plans
- Facilitates and conducts training for DCHA staff
- Provides reports regarding training and attendance to management

Training Specialist
- Ensures timely and efficient filing of all approved vacancies
- Develops job advertisements and postings
- Partners with hiring managers and oversees full lifecycle of the recruiting process

Recruitment Specialist (2)
DRAFT

D.C. Housing Authority
Organizational & Operational Assessment
Information Technology

September 2020
# Table of Contents

Current State Analysis .................................................................................................................. 3  
Key Areas of Concern ..................................................................................................................... 3  
IT Department Assessment ........................................................................................................... 3  
Organizational Assessment .......................................................................................................... 4  
1. Workforce Structure, Staffing, and Planning........................................................................... 4  
2. Ratios ........................................................................................................................................ 6  
Operational Assessment ................................................................................................................ 6  
1. Policies & Procedures .............................................................................................................. 6  
2. Workflows & Processes .......................................................................................................... 7  
3. Technology .............................................................................................................................. 7  
4. Reporting Metrics .................................................................................................................... 9  
5. Interdepartmental Collaboration ............................................................................................. 10  
6. Remote Work Ability .............................................................................................................. 10  
7. Organizational Chart ............................................................................................................... 12
Current State Analysis

Overall Findings

Key Areas of Concern

IT Department Assessment

At the time of this Information Technology Department (ITD) review, the organization was being significantly impacted by the COVID-19 pandemic. The resources of ITD were being pushed to handle a temporary shift to employees working remotely. Normal ITD resources were being shifted to handle hundreds of users in a remote technology setting. HCi completed this assessment while considering the impact the pandemic was having on the ITD staffing and resources. It should also be noted that the issues reported in this assessment are not necessarily problems centered on position or person. Studies indicate that IT inefficiencies are often systemic to larger organizational issues, that can result from a lack of clear direction and guidance over time.

Overall, ITD has staff who are committed and hard-working, and the majority have significant technical skills that are of value to DCHA, particularly as the organization changes how it functions. There were several key findings arising from this review of the ITD, including the following:

a. Agency-wide collaboration is needed to strategically communicate the agency mission and staff it accordingly. Leadership of the department is disjointed and lacks a clear vision and methodology for staffing the department.

b. Position descriptions and job titles should align with the roles each employee performs within the organizational structure to meet the ongoing needs of the agency. The majority of ITD staff, although they illustrate talents in technology, are confused about their roles, the goals of ITD, and how their function fits within the future of DCHA. Contractors are performing functions that should be maintained in-house.

c. A cohesive methodology to project management and a software to accompany the approach should be adopted. Project management in ITD is severely lacking structure and approach, leaving stakeholders and ITD staff confused about project timing, resources, and deliverables.

d. A formal help desk system should be purchased and adopted agency wide to support one of the ITD’s core functions. The current lack of a help desk management system puts a significant strain on all members of ITD and is an inefficient use of resources.

e. Staff should be supported in their current and future roles within the agency. The absence of any planned training or education for members of the ITD or end users across the agency is hindering the effectiveness of the ITD.

f. Formal documentation needs to be created and maintained for ITD staff functions. The need for continuity manuals and SOPs will support cross-training and communicate clear guidelines.

g. Agency-wide solutions need to be developed to meet the new and changing requirements relating to equipment accountability and protocol in a remote working environment.
Organizational Assessment

1. Workforce Structure, Staffing, and Planning

Current State Observations

Overall agency training is inadequate. The lack of computer knowledge and technical sophistication of a significant population of users at DCHA is driving an overwhelming workload for some IT staff. No basic technology training on hardware or software is provided to DCHA employees. A large volume of help desk calls are questions relating to basic computer and applications functions, not troubleshooting technical issues. Several comments were made about the technological illiteracy of staff.

Workforce planning in ITD is severely lacking. The planning for the workforce structure has not kept up with the changes in technology. Given that ITD supports more than 800 users, it is not surprising that help desk ticket support work exceeds the capacity of one Technician (User Support Specialist), one Lead Technician (Network Support Technical Lead), and the acting Help Desk Manager.

The implications of the current workforce structure are significant. Staff are not focused on delivering services related to their positions; instead, they are primarily focused on responding to employee help desk tickets, regardless of the intended responsibilities ITD staff may have assigned them. In other words, a significant number of ITD staff are handling only the most immediate needs, rather than strategically focusing their efforts on moving initiatives forward. Even staff whose primary responsibilities are not related to end-user support are drawn into help desk ticket response.

Several ITD team members are acting in temporary and detailed roles. It appears that this is occurring due to gaps in help desk coverage and COVID-19. For example, the Applications Manager-Supervising Systems Analyst is temporarily acting as Help Desk Manager. The Systems Manager is assigned as a second IT Project Manager. Another staff member stated that since COVID-19, his responsibilities have shifted from application support to the help desk, which has caused a backlog of his primary duties.

Key functions are being completed by contractors as opposed to full-time staff. An evaluation of the data received indicates that DCHA spends more than $400,000 a year on two contracted IT positions (Network Engineer at $155 an hour and an Applications Analyst at $55 an hour). During these interviews, it was noted that ITD has at least two more contracted IT positions, but no information was received in order to analyze compensation. While leadership considers network engineering to be too much for one person, requiring two consultants in support of the function, a Network Engineer stated that the network is largely stable and he is predominantly focused on performing other duties as assigned, including dealing with help desk tickets.

The organizational chart provided illustrates the positions of Chief Information Officer (CIO), Network Engineer, IT Project Manager, Systems Application Manager, Technical Lead, Building IT Project Manager, Network Administrator, Systems Analyst, IT Trainer (vacant), and Technical Specialist. However, positions detailed in a listing from the CIO do not match up with the organizational chart. Separately, position descriptions received do not match up with the organizational chart or the listing received from the CIO.

There is a misalignment in how titles are recognized and presented by ITD compared to Human Resources (HR) records and staff perception. The majority of staff do not have job descriptions that match their duties, and various IT staff are performing tasks that do not agree with the tasks they were hired to complete or the skills they represent. For example, both Applications Analysts are consistently drawn into user support/help desk for a significant portion of their time. Roles are also simply misclassified, such as a User Support Specialist who is now the Network Support Technical Lead.

In one example, there was a disconnect between a staff member’s job title and ITD’s perception of the role: Data Analyst Report Writer is the HR title and the CIO/ITD VP considers the individual to be an Applications
In another example, a User Support Analyst was described by a departmental leader as a “senior network type of individual.” Pay levels for this individual are more comparable with a higher-level role than with basic user support. The Web Manager is considered a manager, but has no staff member reporting to him. He could be described, however, as the manager of a process. The IT Project Manager seems to operate as a coordinator of tasks versus a true project manager. She also is missing key education and training that are critical elements for managing projects at a large organization. For instance, having a Project Management Program certification would be extremely beneficial to her and to DCHA.

The ITD team is divided into three sub-teams on documentation only: an applications team, a network team, and a communications team. These teams are siloed, except for help desk responsibilities, and any backup coverage is a result of ad hoc and informal on-the-job learning. There is no formal cross-training. Furthermore, no formal desk guides exist for IT staff. Additionally, there is no planned education and training for ITD team members.

Future State Recommendations

HCi has proposed an alternative organizational structure that addresses the technology changes in the agency and focuses on the future. Key changes include the following:

a. The elimination of a User Support Specialist and replacement with multiple lower-paid Technical Support Specialists conducting tier 1 support and ticket triage. The help desk should be considered a distinct function within ITD, with other differences drawn for the various teams, such as applications, networks, and communications.

b. There is an open Deputy Director position that has been kept in the structure, as it is critical both for coverage and succession planning that this role be posted, recruited, and filled as soon as possible. HCi recommends moving the help desk, Web Manager, IT Trainer, and IT Project Manager positions under the Deputy, to allow the VP to concentrate on IT planning.

c. HCi added Data Analyst positions because data integrity and data management were a consistent problem noted during interviews within ITD and the other agency departments. Whether the function of data management is led in ITD or in the Executive Office, it is a critical component to capturing and reporting on outcomes at DCHA.

d. It is strongly recommended that the Trainer position be filled. This position should work with the department leaders to develop training programs that address IT training systemically. Having an experienced IT Trainer to develop and conduct agency training will be important as technology further evolves, especially in the remote work environment.

e. In order to realize a significant cost savings, DCHA should move several of the contracted roles to become in-house positions. In particular, the Network Engineer role represents a meaningful opportunity for reduction in fixed costs for the agency.

f. The Application Analyst role is a second position that should be moved from contractor to in-house staff. This role has been re-titled to Business Application Analyst.

g. The IT Project Manager is a highly paid position at DCHA. Given the level of project management in the department, the individual should be provided an opportunity to obtain PM certifications, and then should utilize project management methodology to lead IT projects.

In order to achieve clarity of roles and responsibilities, all ITD members should have their job descriptions updated to match their responsibilities. Creating and maintaining alignment between ITD leadership, HR, and individuals are critical for the agency to operate effectively.

Workforce Planning

DCHA should implement formal cross-training to ensure staff can adequately serve as backups to each other. ITD should focus on creating desk guides for every role to enable staff to properly cover each other in the event of an absence or unforeseen gap in staffing. The agency should ensure cross-training occurs yearly; however, cross-training should only start when SOPs and help desk procedures have been updated. ITD leadership
should develop a formal protocol for staff backing each other up across various departmental areas of responsibility.

Leadership and HR should create training and development plans for each IT staff member. Top-priority training should be for positions that will help back up technical/user support. This will limit downtime or coverage issues that may arise due to a staff member’s absence, whether it is through vacation or separation from the organization.

The agency should encourage continuing education and explore providing opportunities for IT staff members to obtain training and certifications in areas relevant to their roles.

2. Ratios

Current State Observations

The ITD staff support approximately 64 employees each. This compares to the standard industry range of between 1:50 and 1:75. There are currently two open positions in the department: a Trainer and a Deputy. If the organizational structure stayed as described, the staff total would be 15 and decrease the supported ratio to 55.6 employees per ITD staff member.

Future State Recommendations

If the department were to implement the recommended attached organizational chart, the staff number would decrease to 14 employees. Accordingly, the ratio of IT staff to employees would be 1:57, which is still within industry best practices. Additionally, it is projected that significant cost savings could occur by moving contracted positions to in-house employees.

Operational Assessment

1. Policies & Procedures

Current State Observations

ITD maintains a comprehensive set of standard operating procedures (SOPs); however, there is uncertainty about how regularly they are updated and how reflective they are of current policies and procedures. Several team members were aware of sections that were not up to date.

There are no common standards to which staff are held accountable, and there is a lack of structure related to project management and project planning. Leadership, planning, and management appear to be occurring in a vacuum. Project plans, when they exist, were described by the majority of IT staff as not being shared; thus, it is challenging for them to understand the status of projects, or how their expertise can lend itself to the projects.

Future State Recommendations

It is essential that the SOP handbook be updated regularly, with feedback from all ITD staff. One individual should oversee its compilation, delegating sections to the rest of staff as applicable. Leadership should confirm that the individuals recently transferred from other departments to ITD have their responsibilities accurately documented.

DCHA should focus on ensuring help desk SOPs are up to date and devise scripts to assist staff with troubleshooting the most common issues users face.
2. Workflows & Processes

Current State Observations

Workflows are often interrupted by individuals “going to the front of the line.” It was noted by staff that work is often disrupted, and priorities are reshuffled frequently based on incoming requests for support. Board members and directors often receive priority assistance, even if their issues are relatively trivial compared to ongoing strategic initiatives that staff are working on. Beyond the technical support issue, different managers interjecting into projects at different times leads to the redundancies of significant amounts of work.

Prior to COVID-19, there were no consistent meetings in ITD. Staff noted that meetings would be scheduled three times a day, but may fluctuate to one time a day or none at all. Staff observed that changes within the department are often heard through the grapevine or sometimes not communicated whatsoever. Staff members perceive decision making as occurring within a vacuum, with leadership based on intuition as opposed to data. Some staff feel that communication is one-sided, with their input being disregarded.

The process of managing projects is disjointed and does not have a developed and articulated methodology. Staff in both the department and several other departments noted a lack of communication and execution of agency-wide technology projects.

Although the description of data issues is mentioned in the technology section of this report, we also need to describe the problems of data pertaining to process. Currently, data management is housed in various departments, and people in these departments are each trained differently. There is no core data reporting procedures, or FAQs. Any metrics pertaining to data to pull are not universal to DCHA.

Future State Recommendations

Recognizing there will always be a certain amount of “emergency” support required, ITD should channel all users through the help desk system. This includes commissioners and directors who may be used to immediate priority service. Once an actual help desk system is implemented, it will be critical to track all support. If these individuals have a legitimate emergency, it should be handled as such; however, for low priority issues, they should be treated as any other staff member and should expect to utilize the help desk system with its associated wait times.

Project management within ITD should be centralized with one methodology and one technology solution. Project planning processes should be communicated to the entire team and the actual project plans should be shared across the team, to ensure proper allocation of resources.

Help desk ticket workflow management to specific team members outside of the user support function should be limited to extremely complicated cases where it is impossible for a front-line staff member to assist.

ITD should determine an inclusive path forward for project management. The first step will be for the department to design the methodology and communicate it to ITD stakeholders. The second step will be for ITD to procure a technical solution for project management (see Technology).

Data management is a large and complex issue at DCHA. The organization will need to centralize management and reporting of data (either in the Executive Office or ITD), in order to create a systematic approach to efficiently capturing and managing the strength that data can provide.

3. Technology

Current State Observations

A critical, and often cited, gap in technology is the lack of a help desk ticket management system. After the
previous system was phased out, no successor system was implemented. ITD is using MS Outlook to track and respond to tickets. MS Outlook was never intended to support a help desk environment, and staff complain that follow up to help desk calls is lacking due to not having a reporting mechanism in place. Beyond the technical management benefits to having such a system, ITD is otherwise unable to develop and build a foundational knowledge base. For example, if an issue is repeatedly logged by users across the agency, there is no way to track the pattern and implement a solution to the underlying problem or, at a minimum, track the solution so that staff can quickly address the ticket.

ITD staff report that they are provided with the requisite levels of technology to perform their roles. There is a known, and beneficial, policy of ITD providing all of the technical tools that individuals need.

ITD is lacking time management software to manage the agency’s newly implemented remote workforce.

Security applications are prevalent on all user devices, including Malwarebytes, Absolute, and Codeproof. No staff cited concerns about the level of technology security provided by DCHA.

Document management solutions currently vary by department, with some utilizing applications such as WorldDox in OGC, and others using the shared drives. Collaboration is being performed on multiple technology platforms; some are employing Microsoft Teams and WebEx as collaborative tools. Complaints have arisen from OGC about the inability to gain sufficient access to WorldDox because of its server-based platform.

ITD-outsourced services for technology is another issue that DCHA should further analyze. In addition to the outsourced compensation costs incurred through DCHA’s contracted roles, ITD utilized services of these consulting firms:

- Y-Point, a database development, business systems development, and Tableau developer firm, was contracted for $100,000 in fiscal year 2020.
- Verbosity, Application Development and Business Management Consultant, was contracted for $230,000 in fiscal year 2020.
- Robert Bailey, a network management and network monitoring systems consultant firm, was utilized for $120,000 in fiscal year 2020.

*In aggregate, our notes indicate that ITD spends in excess of $800,000 on consulting services annually. This figure includes the services stated above, as well as two contracted employees with costs estimated for a 40-hour work week. This does not include two additional contracted employees for whom information was not provided. *(DCHA did not provide a full listing of its vendors with yearly cost, so our budget information is limited).

DCHA has planned and is close to completing implementation on the Yardi Housing Management System. This system, while complex and powerful, can be difficult to implement. Throughout this review, the information obtained from staff included an ongoing theme of inadequate communication. Employees from several departments described the implementation and training on Yardi as rushed and lacking in project documentation and communication.

Additionally, numerous DCHA staff and ITD staff have mentioned that the data in the Yardi system is not accurate, causing reporting problems. During the review of finance and HCV, the team of consultants analyzed data from Yardi and the legacy system. There were several important technology and process problems to note, including the following:

  a. The Yardi system had gone live with the Finance functionality at the time of the assessment. The implementation seems to be bifurcated and silo-oriented, with many setup decisions made without the input of the Finance Department. Test scripts have not been utilized to test workflows, role definitions, or life cycle processes. As the time to go live approached, the Finance staff as a whole had little training and exposure to the system, causing anxiety among the staff.
b. There are no technical desk reference manuals developed for each position to guide the work after Go-Live, which will adversely affect the process of cross training. There are several portal products also planned.

c. Because process flows were not well documented prior to the system implementation, there are questions as to whether staff will understand the vast differences between Yardi and the legacy system. For example, the accounting structure moves from a segmented chart to a property structure.

Future State Recommendations

In order to develop reporting capabilities and create an institutional knowledge base, ITD should implement a help desk ticket management system. The agency should evaluate multiple systems, if necessary, and invest in the system that will provide the most efficient management opportunities for ITD. Leadership should discuss possible solutions with staff, including an option that has already been developed internally and is waiting for approval. OneDesk is one of many software solutions that is more of a help desk ticketing system, which may better support DCHA’s overall needs.

Before introducing additional technology solutions at DCHA, the ITD department should solicit feedback from department leaders in order to devise an IT strategy around purchasing and implementing technology. DCHA should collect feedback from department leaders and conduct a cost/benefit analysis given budgetary constraints and determined business needs.

The organization should move to more universal systems, and less department-specific systems. ITD should continue to move toward cloud-based solutions for data management and applications across the entire agency. A focus on cloud-based infrastructure will support existing technologies.

The agency should conduct a thorough audit of network and device security procedures, considering the newly transitioned remote workforce. DCHA can evaluate potential time management software to ensure productivity in the remote environment.

DCHA should also implement an agency-wide document management solution. A platform such as SharePoint may be a tool to further utilize at the agency.

4. Reporting Metrics

Current State Observations

ITD monitors approximately 100 metrics through a system that includes cloud-based and property-based data. Reports are generated by property, by date, and by type. A weekly report is delivered to the Executive Director.

There are no formal goals for ITD staff to focus on and work toward. Staff cited an overall mission of keeping end users running as the primary goal. Reporting metrics are not tied to actionable goals.

Future State Recommendations

The department should continue reporting on a regular basis and confer with individual staff members to determine the relevant metrics for each individual role/team.

ITD should set and communicate detailed goals and ensure all team members are aware of them. This will allow activities to support an overall strategic mission for the department. Once IT has implemented a viable helpdesk and project management solution, the department should begin tracking and reporting on key indicators including: trouble-tickets by type; ticket response time; and reporting on training issues or themes. As a leader, the VP of IT should also focus on capturing and reporting on data related to project management timing, infrastructure downtime, network outages, and help desk performance.
5. Interdepartmental Collaboration

Current State Observations

Several other department leaders at DCHA have commented that ITD is not fully serving their needs. There is a perception that ITD does not entirely listen to and engage with the other departments. Instead, staff believe the ITD conducts implementations based on what they believe is best, rather than a reflection of the underlying needs of other departments. Conversely, some individuals commended ITD for their rapid response to COVID-19, enabling successful remote work.

Despite some initial hurdles such as VPN issues, employees generally report that the agency provides them with the necessary technological tools to conduct their work.

From ITD’s perspective, prioritization of projects is a significant challenge, as other departments consistently believe their projects should go to the front of the line.

Future State Recommendations

In order to evaluate and determine DCHA’s IT needs on a global basis, the agency could develop an agency-wide committee. This new committee would incorporate direction and guidance from the CEO, as well as directors from each department. Such a committee would lessen the frustration of directors by enabling agency-wide understanding of the complexities involved in any given project, as well as understanding the overall workload and priorities of ITD.

ITD should ensure that input is gathered and documented from all stakeholders in any given project in order to have timelines, deliverables, and outcomes reflective of departmental needs across the agency.

6. Remote Work Ability

Current State Observations

The IT staff did not report requiring any meaningful changes in order to accomplish their responsibilities remotely. Although some ITD team members had been going into the office regularly until July 2020, the IT staff reported having the technology necessary to perform their tasks remotely. However, the department lacks structure in its workforce, project management tools, and procedures. The agency utilizes no help desk ticketing software. There is also some doubt as to whether the SOPs are fully updated to support the remote work of the department.

Despite an initial learning curve for users related to the VPN, remote work for the rest of the agency has generally been successful. Significant items necessary for permanent remote work include an agency-wide document management solution and moving to entirely cloud-based applications, servers, and data. Next, there is a current training gap that is widely viewed, especially with the added problems of COVID-19 and remote users.

Future State Recommendations

DCHA should develop end-user training guides for remote users in order to alleviate some help desk burden, which would also assist IT users with working remotely in a more efficient manner. One team member discussed a script they developed to answer common questions. ITD could develop a number of scripts that they share with end users pertaining to frequently asked questions. These scripts could be shared on a common drive or the intranet. Next, ITD will need to create a unified IT strategy regarding both documented remote procedures, and a standard platform of applications, in order for the DCHA users to work remotely in an efficient manner. Additionally, we may see a reduction of helpdesk tickets, if remote a technology training
strategy were designed and implemented.

The ITD will struggle with future needs if the organization continues to have a remote structure, unless a more organized and systematic technology approach is adopted. Without adopting more sound business and technology practices, the department may continue to see gaps in its performance.
7. Organizational Chart

- Vice President/COO, Information Technology
  - Deputy Director of Information Technology
    - IT Project Manager
    - Web Manager
    - IT Trainer
    - Technical Support Lead
      - Technical Support Specialists (2)
    - Sr. Data Analyst
      - Data Analyst
    - Network Engineer
      - Network Administrator
    - System Analyst
    - Business Application Analyst
Contents
Overview .................................................................................................................................................... 3
Current State Observations—OAS Structure Has Changed ................................................................. 3
Current State Observations—OAS Does Not Have SOPs for Procurement, Contracting, and Compliance ........................................................................................................................................ 4
Current State Observations—Procurement Requests Should Be Made Easier for OAS Clients ........ 4
Current State Observation—Thresholds and Expenditure Authority ................................................. 6
Current State Observations—Process Issues ..................................................................................... 7
Current State Observations—Procurement Process is Delayed Beyond the 60 to 90-Day Goal ....... 7
Current State Observations—Internal and External Communications Could Be Improved ........... 8
Current State Observations—Yardi Conversion Issues Related to Vendors and Accounts Payable ... 9
Current State Observations—DCHA Needs a Technology Solution for Procurement ................. 9
Current State Observation—Field Staff Do Not Have Access to Necessary Tools to Be Optimally Effective .................................................................................................................................. 9
Current State Observation—OAS Staff Structure and Training Needs ......................................... 10
Current State Observation—OAS Can Play a Larger Role in Assisting with Expiring Contracts .... 11
Draft Organizational Chart .................................................................................................................... 12
Example Workflows ............................................................................................................................. 13
DCHA OFFICE OF ADMINISTRATIVE SERVICES

OBSERVATIONS AND RECOMMENDATIONS

Overview

The Office of Administrative Services (OAS) is the District of Columbia (DCHA) department responsible for procurement, contract management, and compliance. In 2020 OAS handled more than $114 million in procurement solicitations. This included 19 Requests for Proposals (RFPs), 12 Invitation for Bids (IFBs), and 16 Requests for Quote (RFQs), along with smaller procurements. OAS has a Director, a Contracting Officer, a Procurement Manager, 2 Contract Specialists, 2 Contract Compliance Specialists, a Logistics Analyst, and an Administrative Services Liaison.

The methodology for this assessment included interviews of OAS staff and frequent users of OAS services (“clients”) such as the Office of Capital Planning and Development (OCP) and PMO (Property Management Operations) and a review of department standard operating procedures (SOPs) and reports.

The assessment noted certain aspects of OAS operations that were positive and contributed to the efficient operation of the department. Clients of OAS confirmed that they receive consistent service from the staff at OAS. All of the staff apply procurement regulations and procedures the same way, so there is some standardization throughout the department and the clients are guided through the process. The weekly and monthly reporting templates seem to accurately reflect staff work, challenges, upcoming projects, and delays. The report allows department leaders and DCHA leadership to obtain a high-level view of OAS activities. Another effective tool is the timeline that OAS uses for its procurements. Breaking down the steps and assigning responsibility and due dates makes everyone accountable and allows for easy status reporting.

Below are observations and recommendations for DCHA to consider.

Current State Observations—OAS Structure Has Changed

OAS has assumed the department title of “Office of Administrative Services,” as the department had overseen various responsibilities, including contracts and procurement, administrative services for headquarters, and fleet management. However, the responsibilities have recently changed; the department’s main focus is now contracts and procurement.

Future State Recommendation

Due to the recent changes in responsibilities, and with a focus on procurement, the department should be renamed “Procurement”, so there is a clear understanding by clients and external parties of the role that the department plays. Also, with the change in department responsibilities, the department can now focus on further enhancing its core activities around procurement and contracts.
Current State Observations—OAS Does Not Have SOPs for Procurement, Contracting, and Compliance

OAS has the DCHA: Procurement and Contracting document, which follows the language of the HUD Procurement Handbook 7460.8 Rev 2. OAS does not have documented workflows or SOPs that reflect lines of authority, responsible parties, timeframes, and required forms and signatures for each OAS function or process.

Future State Recommendation

OAS should develop SOPs and document workflows. These will be useful in standardizing processes, holding employees accountable, ensuring compliance with regulations, training future employees, and educating OAS clients. (See example workflows attached.)

Current State Observations—Procurement Requests Should Be Made Easier for OAS Clients

Currently, departments need to submit a Request for Procurement packet to initiate procurement assistance by OAS. It is a 10-page document that requires a substantial amount of information including:

- Type of procurement—evaluated by cost or cost and non-price factors
- Term of contract
- Independent cost estimate
- Funding availability
- Proposed evaluation panel
- Requested recipients
- Solicitation document
  - Introduction and background
  - Description of services—qualifications, scope of work
  - Evaluation criteria and points

The form itself is cumbersome and time-consuming to use. It is a fillable PDF that does not allow the users to make changes easily or cut and paste from another document, because it will not format it properly.

The 10-page form is so comprehensive in requesting information from the clients that, by the time the clients complete the form, much of the solicitation document has been completed without the support of OAS. The request is submitted to OAS and forwarded to the Office of Financial Management (OFM) to confirm that funding is available. The client then meets with OAS and OAS uses the request document to develop the full solicitation packet. The packet is sent to the client for review and OAS advertises, receives the proposals, and sends them to the client for evaluation by the committee.

Future State Recommendations

The Request for Procurement form should be easier to complete and require less information from the client and more from OAS staff, who have the procurement expertise. The Request for Procurement document should be in an easy-to-use format that allows for cutting and pasting from other documents. If needed, OAS staff should meet with the client prior to submission of the document to assist them in
completing the form, confirm the procurement method to be used and the timeline, ensure that the independent cost estimate is obtained correctly, and explain the process. For clients such as OCP and PMO, who are well-versed in the procurement process, such initial meetings can be short but informative. These interactions should include a Contracts Specialist and, if applicable, a Contract Compliance Specialist so that the entire process of procurement and contracting can be covered.

The Request for Procurement form can be shortened such that the client provides the information necessary to establish the contract amount, term, and scope of work. The evaluation factors, criteria, and points should be developed initially by OAS staff, using their expertise in procurement with input from the client. The question of funding availability should be answered by OFM prior to the initial Request for Procurement.

The initial Request for Procurement form from the client to OAS should collect basic information such as:

- Type and amount of procurement
- When the goods or services are needed
- Term of contract
- Background
- Scope of work/specifications

At the initial meeting with OAS, the following items can be discussed:

- Independent cost estimate if required and how to obtain it
- Proposed evaluation panel
- Requested recipients
- Evaluation factors and points (OAS should have standard language depending on type of procurement)

The solicitation document itself should be developed by OAS using the information from the meeting and its library of previously-published solicitations. Once the client submits the background and scope of work/specifications, OAS should be able to produce a solicitation document that outlines proposal evaluations factors, criteria for award, and points. This would share the burden of developing the solicitation document between the client and OAS and allow OAS to guide the process from the beginning. For the most common procurements, OAS and the client may be able to forego some of these steps, as OAS already has solicitations that can easily be modified and reissued to respond to current needs. OAS should have a library of solicitation documents that can be used to standardize the process depending on the procurement type, e.g., roofing contract, legal services, janitorial supplies, appliances. This library should be freely available to DCHA clients so that they can use the language in the sample documents to develop their scopes of service. Consider adding this information to SharePoint so the documentation is readily accessible to other departments. For examples, please visit Chicago Housing Authority procurement section website: https://www.thecha.org/help/documents/Procurement?tid=All&page=0.
Current State Observation—Thresholds and Expenditure Authority

DCHA has not increased its thresholds, which determine the type of procurement method required, in several years. Current procurement process thresholds for DCHA are:

<table>
<thead>
<tr>
<th>Method</th>
<th>Threshold</th>
<th>Requirement</th>
<th>Approvals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Micro</td>
<td>$2,999 and below</td>
<td>1 quote required</td>
<td>Dept. Director, OFM Budget Director, OAS Contracting Officer</td>
</tr>
<tr>
<td>Small</td>
<td>$3,000 to $9,999</td>
<td>3 quotes required</td>
<td>Dept. Director, OFM Budget Director, OAS Contracting Officer</td>
</tr>
<tr>
<td>Competitive</td>
<td>$10,000 to $150,000</td>
<td>Competitive bidding (not advertised)</td>
<td>Dept. Director, OFM Budget Director, OAS Contracting Officer, Executive Director</td>
</tr>
<tr>
<td>Competitive</td>
<td>Over $150,000</td>
<td>Competitive bidding, advertised, OGC solicitation and contract review</td>
<td>Dept. Director, OFM Budget Director, OAS Contracting Officer, Executive Director, and Board approval if over $250,000</td>
</tr>
</tbody>
</table>

The current allowable threshold for a micro purchase (requiring only one bid), according to HUD, is $10,000. The small purchase limit (requiring 3 bids) has increased to $250,000, although in the District of Columbia the limit is $100,000. For both of these procurement thresholds, construction contracts over $2,000 continue to require at least 3 bids. DCHA has a micro purchase threshold of $2,999 and a small purchase threshold of $10,000. Having to do competitive bidding for purchases over $9,999 creates an administrative burden and poses an unnecessary obstacle for departments that need to make frequent, relatively small purchases.

In addition, the thresholds for contracting authority are very low, such that the Executive Director has to approve every purchase over $10,000. This creates another workload for the Executive Director and may cause unnecessary delays.

Future State Recommendations

DCHA should consider raising its thresholds to levels that would continue to promote fair competition but would reduce the administrative burden of having to competetively bid and obtain the Executive Director’s approval for every purchase greater than $10,000. In restructuring procurement and authorization thresholds, DCHA should consider the following:

- Increasing the small purchase procurement threshold for OPM, OCP, and IT, which have the highest volume of procurements in the agency.
- Allowing these high-volume departments to manage their own procurement processes up to a certain threshold. Currently, OAS is involved in all procurements regardless of threshold. DCHA could consider allowing some department directors to approve purchases up to a certain amount and conduct internal procurement processes and not involve OAS so long as the purchase is approved in the budget and is below a specific threshold. DCHA can conduct annual quality control checks or audits to ensure compliance with procurement regulations.
- Increasing the threshold requiring Executive Director and Board approval, as long as the expense is reflected in the approved annual budget.

Current State Observations—Process Issues
There were several procedural issues identified by staff that could result in delays or a lack of information during the procurement and award processes.

- Solicitation documents do not always include the contract that will be executed by the awardee.
- When bids are received, OAS gives the documents to the evaluation panel without first determining if the bidder was responsive.
- During the evaluation process, the procuring department only receives the scores and not a narrative, so there is no information as to how the respondents were evaluated.

Future State Recommendations
Solicitations should be published with a copy of the contract that the awardee will be executing. This decreases negotiation time and involvement by attorneys, because the bidder is well aware of the terms of the contract when they respond to the solicitation.

Prior to convening the evaluation panel, OAS staff should review bids to determine if the bidders met the thresholds for a responsive bidder. A responsive bid would be one that meets all of the requirements set forth in the solicitation document. OAS staff have the required expertise to make this determination.

The evaluation panel should submit both scores and a narrative with its results. HUD guidelines state that there should be a narrative to accompany the scores that discusses the “strengths, weaknesses and deficiencies in the proposal.” (HUD Handbook 7460.8 Rev 2, Chapter 7)

Current State Observations—Procurement Process is Delayed Beyond the 60 to 90-Day Goal
Staff cite many reasons for delays in the process and they are caused by multiple parties, including: OAS, the client, the awardee, the legal department, finance, and having to obtain executive director or board approval. Below are some of the reasons for procurements extending beyond 90 days (listed in no particular order):

- Contracting—delays caused when a draft contract is sent to awardee and they send it to their attorney. The contract then has to go to the Office of General Counsel (OGC).
- Approval from the Office of Financial Management (OFM)—once the request is received by OAS, there may be a delay in obtaining funding approval from OFM.
- Solicitation Documents—the client needs guidance from OAS in developing an accurate scope of work or objective criteria.
- Client delay—the client begins the procurement process but does not follow up within the specified time frame or fails to provide the required information.
- Independent cost estimates—clients do not know how to obtain them and if they are too low, the bids will come in much higher than estimated or approved. OAS then has to enter into best and final negotiations or revise the solicitation and publish again.
- Contractors—delays in providing insurance and other required documents.
**Future State Recommendations**

There are some delays that are unforeseen or cannot be avoided. Others may be remedied or improved through increased communication and workflow changes. Below are some suggestions for efficiency within the procurement process.

- Contracts should be included with the solicitation to allow potential awardees to understand the terms and conditions for contracting with DCHA. This will not eliminate the possibility of awardees presenting the contract to their attorneys, but may allow a bidder to ask questions during the Q&A period or the preproposal conference, thereby reducing or eliminating the need for an attorney.
- Clients should obtain approval from OFM prior to submitting a procurement request form so that the 60 to 90-day period for OAS starts once the expense has been approved.
- Clients should have more training and support from OAS on how to obtain independent cost estimates and to ensure that scopes of work and procurement documents are developed accurately and encourage competitive pricing and fair evaluation. Sample procurement documents should be made available freely on a shared drive so that OAS clients can easily access and use them (see comment regarding adding information to SharePoint).

**Current State Observations—Internal and External Communications Could Be Improved**

Staff report that internal communication within OAS has declined, particularly since COVID has made it more difficult for staff to meet and interact. OAS staff is small and yet they do not seem to interact beyond their own area of work, i.e., contract specialists do not regularly meet with contract compliance staff, there are no all-staff meetings, etc. In addition, staff expressed feeling out of the loop, as only higher-level OAS staff meet with the clients.

- Contract compliance is not being told when work is starting.
- Contracts are sent without an updated wage decision.
- Clients have not met to discuss upcoming work with OAS and do not realize that a procurement is required.
- At times OAS is not advised of upcoming projects in which a procurement is required. This makes it difficult for OAS to plan for their own future and allocate staff.
- At times Project Managers do not communicate with OAS staff to make them aware construction has begun so that compliance monitoring can begin.
- OAS staff want to be more aware of agency goals and the role that they play in achieving them.

**Future State Recommendations**

- OAS should hold regular (monthly) all-staff meetings to discuss DCHA and department goals, current and upcoming projects, communications from other departments, etc.
- Contract Specialists and Contract Compliance staff should meet alongside OAS department leaders when there is a meeting regarding a contract they are working on. OAS staff involved with procurement or monitoring of a contract should be invited to attend meetings with the client.
Current State Observations—Yardi Conversion Issues Related to Vendors and Accounts Payable

Accounts payables and Housing Choice Voucher Program (HCVP) (landlord) vendors all appear in Yardi together; there is no way to distinguish them. This becomes a problem when DCHA has to issue annual 1099 tax forms for the HCVP vendors. The Yardi implementation did not capture all of the data that was stored and processed through the Wizard system, such as whether the vendor is Section 3, MBE/WBE, and company description. All of this information has to go in the note field. This will make it difficult to run reports.

In Wizard, staff were able to see relevant line items to determine whether an expense was in the budget and to assign the appropriate budget code. Yardi is not providing the same visibility.

Future State Recommendations

At OAS, just as in other departments across DCHA, the Yardi implementation did not take into account certain job functions and workflows that are required. Yardi functionality, modules, and system access should be reviewed to provide staff with what they need to do their jobs effectively.

Current State Observations—DCHA Needs a Technology Solution for Procurement

Currently DCHA does not have electronic procurement capabilities. Everything is completed on paper, via email and Excel spreadsheets. Contract expirations are tracked on a spreadsheet, which is then emailed to OAS clients to advise them that a contract is about to expire.

Future State Recommendations

DCHA is researching software that will modernize OAS workflow and reporting. If the department has not settled on a particular product, there are many providers of effective online procurement software vendors; one noticed in the government setting is Procureware. OAS will need to determine an effective solution that will allow vendors to add their information electronically, complete forms online, and allow DCHA to use a procurement workflow for tracking bids through to the contract.

Current State Observation—Field Staff Do Not Have Access to Necessary Tools to Be Optimally Effective

Contract Compliance staff should have easy access to department vehicles so that they can conduct their field work as needed. Currently, there is only one available vehicle for the two staff persons and its use has to be scheduled a week in advance. Staff need permission to enter the building and to pick up the keys. Contract Compliance staff does not always know ahead of time when they need to go to the field. The process of interviewing construction site staff is still being done with pen and paper and then transferred onto the computer. Staff only recently received DCHA cell phones in response to COVID.

Future State Recommendations

Field staff should be equipped with laptops and cell phones and have easy-to-access vehicles so that they can perform their job functions efficiently.
Current State Observation—OAS Staff Structure and Training Needs

OAS staff require updated training in procurement, contracting, and compliance. OAS staff stated they have not had training in over a year, partly due to COVID. When they did have training, it was not customized to DCHA or the staff. Compliance staff receives general training on Davis Bacon and McNamara labor standards, but they require advanced training specific to compliance and on mixed use construction projects. In the past, staff have paid for training on their own.

The structure of the department, given the recent changes to focusing on contracts, procurement, and procurement compliance, seems to be in line with ratios in the industry. However, there are significant inefficiencies in both process and technology in the department, which hinder both compliance and procurement staff from completing their functions in a timely manner. These inefficiencies noted throughout this report keep the volume of tasks high for the staff.

With the change from an administrative services department to a procurement department, there are a few position title that do not match the direction of the department.

Future State Recommendations

DCHA should provide training and professional development opportunities for its staff. OAS leaders should be aware of best practices and management techniques within the field. OAS staff should have an annual refresher on procurement, contracting, and compliance rules and advanced training specific to the agency’s needs. Because OAS has a small staff, employees should be cross-trained in all areas. Next, there should be consistent communication on training to ensure the compliance and procurement staff are cross-trained to back each other up. As the capital planning and development area grows, their procurement needs will change. They will be requesting procurement of services pertaining to multi-use properties and other development vehicles. It will be important for OAS compliance and procurement to further expand their knowledge base to be helpful to the changing needs of DCHA.

Once OAS changes their processes, technology, and other resources to better support the department and staff, management should revisit the staff workload. However, increasing the staff level at this time could stall the review and changes needed in efficiency.

There are two position titles that should be revised to better match the needs of the department, including the Administrative Services Liaison, and the Logistics Management Analyst.

Position revisions include:

- Administrative Services Liaison change to “Procurement Assistant”
  Potential tasks include: Assist with monitoring with contract dates and documentation; provide procurement documentation to DCHA department leaders; ensure procurement data is implementing in system; assist leadership with initiating electronic documents for procurement.
- Logistics Management Analyst change to “Procurement Analyst”
  Potential tasks include: Assist department with implementing new procurement technology; developing ongoing department reports; assist with integrating vendors in new software an ongoing technical support in procurement.
Current State Observation—OAS Can Play a Larger Role in Assisting with Expiring Contracts

Currently, OAS sends out a PDF spreadsheet to its clients indicating which contracts will be expiring in the near future. From there, the clients have to draft a Request for Procurement to initiate action by OAS.

Future State Recommendations

OAS should consider assigning one Contract Specialist to PMO, IT, and OCP to address expiring contracts in each of those high-volume departments. The Contract Specialist could review the list of upcoming expirations with the department, develop an action plan for each of the contracts, and provide the necessary support in renewing or procuring the service.
Draft Organizational Chart
Example Workflows
Small Procurement Process Flow

**Process Improvement Opportunities**
Workflow automation with electronic approvals is a part of Oracle; however, there are opportunities to enhance automation and streamline PO management by providing reports and dashboards to key stakeholders (PO spend, fund availability, spend down metrics, spend rates etc., invoice metrics by program/amp).

**Finance**
Finance provides the funding framework based on annual and/or multi-year contracts and approved budgets. Funds must be obligated before the PO is approved.

**Finalize and Allocate Budgets**

**Track Budget Spend & Availability**

**Enter Vendor Profile and Information into Oracle**

**Obligate Funds**

**Track PO/Contract Spend**

**Start**

**ID A Need for Products/Services (e.g. Supplies, Service)**

**Determine Product/Service Requirements**

**Review & Confirm Budget**

**Determine PO Type**

**New Vendor PO**
- Existing Vendor PO
- PO Change Order
- Large > $75K
- Small < $100K

**Existing Vendor**

**Is a Need for Products/Services?**

**Create Purchase Order Request (POR)**

**Consult with Manager/Supervisor and Procurement Specialist**

**Get Vendor Quotes**

**Select Vendor**

**Obtain Vendor Required Documentation**

**Digitize Vendor Documentation Prep to attach to Purchase Order Request**

**Is Formal RFP/Bid Process Required?**

**Obtain Vendor Quotes**

**Is Spend > $3k and < 100K?**

**Create Purchase Order Request (POR)**

**Validate Budget Availability**

**Is Spend > 100K?**

**Funds Available**
- Uniform funds have been obligated by Finance

**Resolve Funding Issue**

**Obtain POR Approval**

**Submit POR**

**Send Vendor PO (Invoicing info)**

**Send Vendor PO (Invoicing info)**

**Prepare PO Print, Get Signature, File and Send copy to MPHA Staff**

**End**

**Receive PO Request**

**Request Required Documentation From PO Requestor**

**Receive All Documentation**

**Request Required Documentation From PO Requestor**

**Enter Vendor Information into Oracle**

**Tack PO/Contract Spend**

**Obtain Vendor Required Documentation**

**Request Vendor Financial System Set-up if Required**

**Create PO**

**PO Review**

**Finalize PO Adjust based on quote adjustments or Requisition change orders.**

**Obtain Procurement Final Approval**

**Prepare PO Print, Get Signature, File and Send copy to MPHA Staff**

**End**

**Process Improvement Opportunities**
Workflow automation with electronic approvals is a part of Oracle; however, there are opportunities to enhance automation and streamline PO management by providing reports and dashboards to key stakeholders (PO spend, fund availability, spend down metrics, spend rates etc., invoice metrics by program/amp).
**Large Purchase Procurement Process (> $175k)**

**MPHA Staff**

1. **Start**
2. Identify Product/Service Scope of Work and Requirements
3. Feasibility Study and/or Supplier Search
4. Consult with Procurement on Best Acquisition Approach
5. Vendor Competitive Bid Approach?

**Procurement**

- Request for Proposals (RFP)
- Receive Proposals/Bids from Suppliers
- Release RFP or Bid Proposal
- Evaluate and Score Proposals
- Select Vendor
- Negotiate & Build Agreement Terms & Contract
- Request Vendor Set-up in Oracle

**Competitive Bid**

- Initiate Online Competitive Bid Event
- Choose Lowest Bid Vendor
- Create Agreement Document
- Obtain Approvals
- Execute Contract
- Store and Send Signed Copy to Vendor
- Update Shared File Vendor Spend Tracking Spreadsheets

**Finance**

- Finalize and Allocate Budgets
- Track Budget Spend & Availability
- Enter Vendor Profile and Information into Oracle
- Obligate Funds
- Track PO/Contract Spend
- End
D.C. Housing Authority

Organizational & Operational Assessment
Office of Capital Planning and Development

February 2021
# Table of Contents

Office of Capital Planning and Development ......................................................................................................... 3
I. Current State Analysis ................................................................................................................................... 3
   Key Areas of Concern ........................................................................................................................................ 3
   A. Office of Capital Planning and Development ............................................................................................ 3
   B. Department Strategy ................................................................................................................................. 4
   C. Workforce Structure, Staffing, and Planning ............................................................................................. 4
II. Operational Assessment ................................................................................................................................ 8
   A. Policies & Procedures and Workflows ...................................................................................................... 8
   B. Technology ................................................................................................................................................ 8
   C. Reporting Metrics ...................................................................................................................................... 9
   D. Interdepartmental Collaboration ................................................................................................................ 9
   E. DC Housing Enterprises .......................................................................................................................... 10
   F. Remote Work Ability ................................................................................................................................ 10
III. Draft Organizational Chart .......................................................................................................................... 12
Office of Capital Planning and Development

I. Current State Analysis

Overall Findings

Key Areas of Concern

A. Office of Capital Planning and Development

At the time of this assessment, the District of Columbia Housing Authority (DCHA) Office of Capital Planning and Development (OCP) was being tasked with significant projects, as the department concentrates its energy on revitalizing a severely aged housing portfolio. Additionally, OCP operations were being significantly impacted by the COVID-19 pandemic. The department leader had been attempting to rebuild a department that originally functioned as a capital and construction management department. Additionally, OCP was facing significant losses in staffing, while being pushed to focus on the objectives of the DCHA Transformation Plan.

Human Capital Initiatives, LLC (HCI) completed this assessment while considering the impact the pandemic was having on OCP staffing and resources. It should also be noted that the issues reported in this assessment are not necessarily centered on a position or person. Capital planning and development departments in housing authorities have been going through tremendous changes in the industry, as they restructure to handle creative mechanisms for updating housing.

OCP has a mixture of long and short-term employees in the department. Many of the employees on both the development and construction sides have significant KSA (Knowledge, Skills, and Abilities). However, the department is still hindered by outdated views, processes, and technology. Given the capital expenditures put forward and its budget allotment, OCP will need to change how it operates in order to ensure the housing portfolio needs are addressed in an efficient and effective manner. There were several key findings arising from this review of OCP, including the following:

1. The organizational structure of the department is still in flux, and the structure does not seem to appropriately support the future housing needs. The SVP has significant knowledge and understanding of development, but will need a strong deputy to help him develop and enact an organizational structure that is more cohesive and streamlined. There is a communication gap between department leadership and leaders of the department sections (capital planning/construction and development). There hasn’t been a plan communicated to Directors/Chiefs regarding reporting relationships. This communication gap, along with the skills gaps in technology and project management, will need attention in order to effectively move forward with initiatives.

2. Communication was noted as a significant concern by most employees. Although employees noted that there are regular meetings by section, there is no unified message or understanding of what each section is working on and how it impacts the others. Additionally, communication between OCP and PMO can also be problematic, where several inspectors and project managers commented that their work was not always related to housing management.

3. Position descriptions and job titles should align with the roles each employee performs
within the organizational structure to meet the ongoing needs of the agency. Many of the job descriptions in the department are outdated and the written tasks do not align with their current tasks. The department is lacking in internal goals by department, practice area, and by individual.

4. Although the department has drafted operating procedures in 2020, none have been fully executed, leaving the department without standardization. Once procedures have been fully developed, they need to be communicated. Additionally, the SOPs should include the details drafted on how to complete a development the pre and post development to construction. Department leadership has done a good job on initial documentation, now it needs to be finalized and thoroughly communicated to staff.

5. A wide-ranging project management software will be a critical technology investment for OCP. But, this technology should not be purchased and implemented without standard operating procedures in place on how to full utilize the program.

B. Department Strategy

Current State Observations

The Transformation Plan is a good blueprint for the District of Columbia Housing Authority (DCHA) Office of Capital Planning and Development (OCP) to use to help create its workforce and process strategy. Unfortunately, department leadership commented that they are in flux on whether they will self-develop properties or use partners. Department leadership commented that, although several of their development deals are with partners, there isn’t a clear future direction for the department as to how in-house resources will be used. A capital planning and development department cannot fully plan its workforce without detailing a plan forward. Although DCHA has identified subsidy platforms that will facilitate financing of rehabilitation [Rental Assistance Demonstration (RAD) and Section 18], there is no clear process of utilizing self-development or partnerships. Our interviews indicated a disconnect between OCP / development leadership and communication from the board on how to structure and move forward with development deals.

Future State Recommendations

Given the amount of capital needs, the overall development needed at DCHA, and the changes the agency is going through, it would be efficient and require less permanent staffing for the department to plan with development partners (co-developers for the first two years), and utilize a self-development mechanism for RAD property rehabilitation. Devising a clear strategy will allow better planning as it relates to workforce and operating procedures. HCI does not recommend further updates to staffing in the department until a clear development strategy is defined.

C. Workforce Structure, Staffing, and Planning

Current State Observations

1. There are a combination of long-term staff and new staff, and there are different outcomes of the staff according to their skill level. For instance, there are project managers in construction with significant agency experience who do not illustrate the skills to efficiently
carry out the same functions as the project managers who have been recently hired. Some of these same staff in both development and construction lack the project management and technology skills to efficiently manage the tasks they are assigned. Over the years, OCP has built staffing around its skill shortages. This workforce dynamic is causing a lack of clear project reporting and unproductive use of staff time. Although the Department leader has significant understanding and skills in real estate development, there seems to be a leadership vacuum, which causes confusion concerning staff reporting and responsibilities.

2. Interviews with staff determined that cross-training was nonexistent. Project managers in development and construction noted that each was assigned their own set of tasks, and, although section meetings occurred frequently, there was no coverage for individuals while away from their position. However, Inspectors noted that they do communicate with each other on assignments, so filling in for these roles is less problematic. Because individuals all track projects with their own system or means, there is no clear reporting of assignments, so proper position coverage is hampered.

3. Communication within the sections of the department is strong; however communication outside the individual sections (broad department communication) is lacking. Development employees are not engaged in what construction employees are doing and vice versa.

4. Several of the job descriptions do not reflect the work of staff in the positions. For instance, one Staff Assistant position has job tasks of a Construction Project Coordinator, as she assists with project schedules and ensures project tasks in construction are handled.

5. There are no formal training and development programs formalized in OCP. Because the standard operating procedures (SOPs) have not been finalized, there is a gap in how procedures are being carried out. A few staff members have created their own tracking programs to document their daily tasks, but there is nothing formalized to assist with position coverage or orient someone to the department.

6. There are several positions in the department that will need to be restructured or reclassified as the department realigns its structure. As noted above, one Staff Assistant is incorrectly categorized, as she assists both DCHA OCP and DCHE. If this Staff Assistant were to maintain the duties she currently performs, DCHA should consider changing her position description. The second Staff Assistant is a backup to the Administrative Manager. She is currently entering timesheets, assisting with vendor billing, and developing and editing project spreadsheets.

**Future State Recommendations**

1. Once a clear development strategy exists (partner development, self-development or mixed), OCP leadership should commit to a more lean organizational structure that better facilitates cross communication (see example organizational chart). Next, OCP should revamp their positions, to streamline reporting and match positions with development needs. HCI’s consideration of a workforce structure includes the life cycle of development
Pre-Development -> Construction-> Post

The following recommended positions, and changes to positions, should be considered as the department continues to evolve:

**Chief Real Estate Officer – Senior VP of Development and Capital Programs**
- Develops strategies and ensures implementation
- Locates project partners, ensures projects are complete to scope specifications
- Leads Capital Planning, Development, and construction, and ensures department collaboration

**Assistant Vice President of Operations (was Chief Operating Officer)**
- Ensures resources are planned for pre and post development
- Supervises and guides staff (Development/Construction)
- Devises and implements procedures and plans
- Develops and monitors budgets
- Acts as a liaison between department and PMO and HCV
- Ensures compliance

**Administrative Manager – Development/Construction and Capital Projects (was Operations Manager)**
- Ensures department leaders have updated project plans
- Prepares updates to project planning through software
- Ensures administrative tasks are carried out in department
- Supervises Staff Assistant

**Assistant Vice President Planning and Development**
- Plans and implements construction and project phases
- Collaborates with development staff to develop and monitor project budgets

**Senior Project Manager, Planning and Development (Rename title only)**
- Plans and implements all project phases with design development, construction documents,
and procurement

- Leads development of project scopes of work; reviews and approves change orders and invoices
- Ensures project plans are developed and implemented
- Coordinates work of project managers and trains accordingly

**Project Manager, Planning and Development (was Development Project Manager I, II)**

- Facilitates the development process and ensures additional DCHA internal partners are apprised of projects
- Coordinates approvals of pre-development tasks
- Ensures project plans are developed and properly documented
- Continually reviews projects for deficiencies, ensuring appropriate changes are made

**Assistant Vice President Construction and Capital Projects**

- (Job description tasks stay the same)

**Sr. Project Manager, Construction and Capital Projects (rename in title only)**

- Leads project managers with planning, and coordinating capital modernization and investment within the housing portfolio
- Coordinates construction activities between department
- Leads development of project scopes of work; reviews and approves change orders, and invoices
- Ensures project plans are developed and implemented
- Coordinates work of project managers and trains accordingly

**Project Manager – Construction**

- (Job description tasks stay the same)

**Construction and Capital Projects Inspector**

- (Job description tasks stay the same)

*(titles not mentioned stay the same in proposed Draft organizational chart attached)*
Positions to be considered for realignment: Additional Staff Assistants, not filling Administrative Coordinator position.

1. Once positions are restructured, a formalized training program for both development and construction will be critical, both for current members of the department as well as for new employees. Then leadership should focus on ensuring continuity of coverage by instituting cross training among employees. A formal cross-training program should be developed and implemented to ensure adequate coverage during an employee’s absence or an unforeseen separation. Cross training will only be effective once a project methodology is developed and a project management software is implemented.

2. The department should revise job descriptions to accurately reflect the levels of responsibility and the assigned tasks instead of the generalized format that exists.

II. Operational Assessment

A. Policies & Procedures and Workflows

Current State Observations
As briefly mentioned earlier in this assessment, there are currently draft SOPs, but nothing has been enacted. The SOPs that were drafted are comprehensive and contain significant details on Development. A few workflows are also included in the draft SOPs, but do not mirror DCHA department processes. Most staff in both development and construction are unaware of the draft SOP manual.

Future State Recommendations
1. The department should continue to formalize the draft SOPs. The steps to take with the current set of draft procedures would be the following:
   a. Create a working group of development and construction staff to review the sections the pertain to each discipline. Edit the areas to include specifics relating to DCHA OCP.
   b. Once the project management methodology is approved and project management software implemented, OCP should ensure details are included in the SOP manual.
      i. Each discipline should include forms and templates as appendices.
      ii. OCP leadership should finalize and ensure the SOP manual is properly communicated.

B. Technology

Current State Observations
OCP is missing a central reporting system or construction project management software solution to manage the multitude of projects occurring. Staff are using various spreadsheets to document the initial steps of a project, which is causing confusion as to the lifecycle of the project, project staff involved, and deadlines. The void of a universal project management solution also kept us from receiving a complete listing of projects with details on where they were in the process of completion and steps in the project plans. Because technology for project planning has not been integrated in the department, each project manager is tracking their projects with different methods. There is no universal approach, which is causing confusion and reporting problems.

Future State Recommendations

HCi recommended several years ago that OCP implement a project planning software in order to more efficiently manage both Capital Planning and Development projects. HCi chose Procore as its recommendation in 2012. Procore remains a very strong project management software, as it allows the construction and development departments the ability to plan a project from start to finish. Procore will allow DCHA OCP to track a project budget, resources, and report on metrics.

C. Reporting Metrics

Current State Observations

Metrics in the OCP are lacking due to processes and procedures still being unclear, and the less-than-clear system used to track project tasks and progress.

Future State Recommendations

The department should determine which metrics it wants to track. Example metrics that OCP should consider include: 1) units created; 2) leveraging of PHA dollars; 3) ability to rehab or build within timeframe, and 4) cost per unit. Implementing metrics and reporting on them should not occur until OCP has developed reporting processes and procedures, as well as the tools to ensure data is captured.

D. Interdepartmental Collaboration

Current State Observations

There was a consistent message by staff that indicated leadership in their particular area (development or construction) communicated well. However, more broad communication throughout the department was lacking, causing confusion in assignments and procedures. Additionally, staff indicated that PMO was not always aware of projects scheduled to occur at the sites, causing uncertainty of resource availability.

Future State Recommendations

OCP should implement routine department meetings with set agendas to cover projects, procedures, and other critical topics, allowing staff to understand and plan their work. Once a project management software is implemented, create a method for consistent internal
collaboration as a first step, then move to more deliberate external collaboration. With COVID-19 hindering in-person meetings, staff should create a weekly check-in via zoom or similar platform. Once the practice groups are defined, each group should have weekly check-in meetings as well.

E. DC Housing Enterprises

Current State Observations

DC Housing Enterprises (DCHE) is a non-profit subsidiary of DCHA and is one of the few Public Housing Authorities that the Community Development Financial Institutions Fund (CDFI) has certified as a Community Development Entity (CDE). DCHE has been successfully used for many years as a vehicle for development, including for new market tax credit opportunities. It is also used in partnership with Department of Housing and Community Development (DHCD). As funding changes, the President of DCHE is looking for new opportunities to further utilize the non-profit to enhance services and revenue for DCHA. Non-profit subsidiaries of housing authorities can be a very effective tool that supports both real estate development and program stability

Future State Recommendations

Leadership of DCHE is exploring revenue generation by researching usage of the non-profit for possible relocation services and property management services. INLIVIAN (Charlotte Housing Authority) is one of several housing authorities that has successfully utilized its non-profit to handle property management services. INLIVIAN created “Blue Horizon Management Services”, which is the non-profit subsidiary that is successfully used for management of its LIHTC, RAD and other properties. INLIVIAN “loans” its staff from the housing authority to Blue Horizon to perform property management services. Blue Horizon pays a fee for using these employees back to INLIVIAN. There are numerous other housing authorities using similar structures. In order for this approach to be successful at DCHE and DCHA, tax credit properties needed to have a financial roadmap to determine how or if DCHA staff compensation and benefits could support this type of approach, and ensure no financial negative impact were to occur. A second consideration for DCHA and DCHE would be the union status at DCHA. Union agreements would need to be evaluated and revised to include loaning or charging staff from DCHA to DCHE.

F. Remote Work Ability

Current State Observations

1. As described earlier, OCP does not have a case management system, making it inefficient for the team to track tasks and projects. Both construction and development use multiple methods of tracking their work, making it difficult to track the number of projects, tasks, and people assigned. The lack of a central tracking mechanism also makes it inefficient for OCP to work remotely, as documentation is kept on shared drives vs. the cloud.
2. Staff are not provided with a standard technology platform to capture their work. For instance, some inspectors do not have mobile devices, forcing them to use paper and forms.

Future State Recommendations
1. The department will need to update, finalize, and disseminate their SOPs, which should include a section on “working remotely.” Since there are multiple job classifications in the department, OCP will need to define access and tasks that can be performed remotely by area of responsibility.

2. OCP should devise a plan to ensure each position can fully complete their work without manual forms by fully utilizing Yardi and other means of technology, including providing staff with laptops and/or other mobile devices.
III. Draft Organizational Chart

[Organizational Chart Image]

- Senior Vice President
- Redevelopment & Capital Programs
- Operations Manager
- Vice President of Operations
- Staff Assistant
- A/V Senior Manager
- Development
- Procurement Manager
- Procurement Specialist
- Deputy Chief of Planning, Construction, and Design
- Construction GM/JOC Coordinator
- Construction Project Managers (5)
- Inspectors (5)
- Senior Architect
- Architect
- Urban Designer/Planner
- Mechanical Engineer
- Senior Inspector
- Senior Construction Manager
DRAFT

D.C. Housing Authority

Organizational & Operational Assessment
Finance and Accounting

September 2020
# Table of Contents

Current State Analysis ............................................................................................................................................. 3  
  Key Areas of Concern .............................................................................................................................................. 3  
  Finance Department Assessment ............................................................................................................................ 3  
Organizational Assessment ........................................................................................................................................ 4  
  1. Workforce Structure, Staffing, and Planning ....................................................................................................... 4  
  2. Ratios ..................................................................................................................................................................... 5  
Operational Assessment ........................................................................................................................................... 6  
  1. Policies & Procedures .............................................................................................................................................. 6  
  2. Workflows & Processes ....................................................................................................................................... 7  
  3. Technology .............................................................................................................................................................. 7  
  4. Reporting Metrics ................................................................................................................................................. 8  
  5. Interdepartmental Collaboration ............................................................................................................................ 9  
  6. Remote Work Ability ........................................................................................................................................... 9  
  7. Organizational Chart ......................................................................................................................................... 11
Current State Analysis

Overall Findings

Key Areas of Concern

Finance Department Assessment
At the time of the Finance Department review, the organization was in a state of change brought on by two primary factors: (1) the Yardi implementation for the financial operations; and (2) the steps implemented in reaction to the Covid-19 pandemic. This assessment was performed, knowing that the changes have created an ongoing state of flux within the organization.

During the workforce assessment, a trend was identified - the declining financial health of the agency. This information was obtained from interviews and best practices, rather than steeped in the analysis of actual financial and accounting data.

Condition: The overall agency MTW reserve has declined from approximately $90 million to about $30 million over the past 4 to 5 years. The annual operating deficit has continued into 2020, when a budgeted $9 million deficit was noted.

Cause: HAP costs of the HCV program have increased substantially. These increasing HAP costs arise from increasing the Payment Standard for rents during the past 4 to 5 years. Payment Standards are a function of the Fair Market Rent (FMR) established by HUD. The initial payment standard increased from 110% of the FMR to 140%. A couple of years later, it was increased to 170%, then to 187% in the past year.

Criteria: Normally HUD limits the Payment Standard to 110% of the FMR, with an ability to seek permission to go to 120%. DCHA has used its MTW flexibility to increase the payment standard beyond the normal requirement, so there is no violation of requirements. However, prudence would question the Payment Standard level in light of the deteriorating reserves.

Effect: The financial health of DCHA is in question, should the trend continue by not addressing the payment standard issue. Two primary concerns exist in DCHA’s ability to quickly address this issue. First, DCHA has likely created an artificial and inflated rental market within the City. Landlords are likely to raise opposition to increasing the HAP they currently receive. If they refuse to take lower rents, the residents will feel the impact of a tightening of available rental units they can assess within the City. Secondly, DCHA has made commitments as party to a HAP contract that is not changed until the family is recertified. Recertification activity may not occur but once every two years.

The long-term consequences of increased financial support by the HCV program includes:
- a reduction in the ability to address the physical condition of the public housing properties;
- fewer resources available to address the staffing needs of the organization recommended as a result of this assessment; and
- fewer financial resources available to address resident programs.

HCI/IFH Solutions stopped short of fully developing the actual financial situation, as the scope of this engagement was to focus on the workforce and department operational review, and not conduct a financial assessment of the organization. The issue is being raised because of its perceived significance and because it will likely impact the ability of the organization to address the recommendations made in this workforce assessment.
Organizational Assessment

1. Workforce Structure, Staffing, and Planning

Current State Observations

General Comment: The Finance Department is missing key positions to perform optimally. Assisting with organizational strategy is ad hoc at best. Relationship management within DCHA and with outside organizations is limited. The ability to effectively use the data being captured is hampered.

The Finance Department is currently led by the Director of Finance. Her time is stretched attempting to cover the voids in missing positions. Rather than overseeing the Finance Department operations using managers and staff to execute the work, she has to perform many detailed tasks such as analyzing trends or compiling the budget, allowing for little time to be spent on more strategic and relationship matters.

The Finance Department workforce appears to be very transactional focused with less emphasis on reporting and analysis. Capturing the data for accuracy needs to be balanced with making use of the data captured. The reporting and analysis segments are focused to meet the HUD requirements. Other reporting and analysis seem to be more reactionary and ad hoc in nature. The staffing level is adequate to capture data, but additional resources would be needed to evolve the department.

Within the Accounts Payable function, one position is classified as a Financial Specialist. This person manages the TARs for the City voucher programs.

Future State Recommendations

Key management positions that should be added:

- Chief Financial Officer – DCHA needs a CFO to assist the CEO with the strategy aspects of the organization, managing the overall financial operations, and instilling financial discipline across the entire organization. While the CFO has primary responsibility over the Finance Department, their typical sphere of influence stretches across the entire organization. A CFO also maintains relationships outside the organization, with banks, HUD, and industry organizations. Currently, the Finance Department is led by a Director of Finance.

- Controller – The duties typically found in a Controller is the maintenance of the accounting in the general ledger, establishing the control environment over financial operations, and analysis and reporting of financial results. The duties typically found in this position are divided among the Finance Manager, Director of Finance, and an external consultant. It is very possible that a well-qualified Controller could eliminate the need for the Finance Manager in this organization.

- Budget Manager – The budget development is being performed by the Director of Finance. Budget to Actual reporting is provided to the Board monthly. Little analysis is performed routinely at the department, program, and property levels.

- Financial Specialist – The accounting function is missing the staffing to effectively capture, report, and analyze results down to the department and property levels. The report should include budget to actual reporting, trend analysis on revenue and expenses, and balance sheet analysis such as cash trends.

- The TARs function can be managed by a lower-graded TARs Analyst.

Current State Observations

a. General Overall Headcount: It is recommended that certain positions be added to the Finance Department in order to create a dynamic organization beyond the focus of transactional processing and data capturing specialists. At first glance, it appears the Finance Department has grown in headcount along with the overall DCHA organization. The overall agency headcount has
increased by 115 FTEs from 719 FTE in 2015 to 834 FTEs in 2020. The overall agency salary and benefits increased from $53 million to $72.9. The Finance Department staff increased from 18 to 22 FTEs over that same time period. However, three of those positions were moved from another department in the past year along with the corresponding workload. Therefore, the department has remained relatively flat.

b. During this review, the Finance Manager overseeing the accounting function removed himself from that position. The Department now has a vacancy in a position that should be performing some of the Controller functions, causing greater strain on the understaffed Finance Department.

c. The accounting functions are being performed by the Finance Specialist. These staff members have long tenures with the agency and seem to know their responsibilities well. This continuity is an asset to the agency. However, the accounting function could be evolved with adding another position to spread the workload for oversight on Properties (AMPs), COCC departments, and Special Programs.

d. The Yardi system is being implemented with the scheduled go live being imminent.

Future State Recommendations

a. General Overall Headcount: The previous recommendation of adding positions to move the Finance Department from the level at which it has performed historically. No further recommendation is made here.

b. Consider hiring a well-qualified Controller rather than a Finance Manager. The Department will need to spread those duties to other staff members and depend on the external consultant to perform those duties in the interim.

c. Consideration should be given to assigning Yardi property ledgers to the Finance Specialists, so that their focus can continue to be managing the full accounting cycle for each, along with performing the analysis and reporting for each. The ratio of Yardi Property ledgers assigned to each will vary by the level of activity in each.

d. As Yardi begins to be used for the various functions, follow-up training may be needed to ensure the system is used optimally. Training focused on the reporting and analysis capabilities of the new Yardi System include:
   - Accounts Payable Aging
   - Requisition and Purchase Order Workflow Analysis
   - Accounts Receivable Aging
   - Various Budget to Actual Reporting formats
   - VMS Reporting
   - FDS Reporting
   - Ad hoc reporting

2. Ratios

Current State Observations

a. A/P and TARs – This area seems appropriately staffed for the workload with 2 staff in A/P and 3 staff in TARs. One of the TARs staff is a Financial Specialist dedicated strictly to the City Voucher program.

b. Payroll – This area seems appropriately staffed. The Payroll Specialist performs the primary payroll functions along with the Payroll Manager. Each can perform the payroll function if one or the other is absent. There is a Clerical Assistant that once served as the access point for all visitors to the Finance Department, handles office supplies and other clerical functions.

c. Accounting Function – Currently there are three Financial Specialists allocated to covering the accounting functions: one focused on Capital Fund Programs; one focused on Voucher Programs; and one focused on everything else (Properties, COCC departments, and Special Programs).
Future State Recommendations

a. A/P and TARs – Staff seem to be functioning well with the current staffing level, no change recommended.

b. Payroll – It is likely that the Clerical Assistant position is no longer needed on a full-time basis if a remote workforce is maintained. The position may need to be converted to an accounting role to complete both administrative and entry-level accounting duties.

c. Accounting Function – The accounting load for the last Financial Specialist position is too heavy for one person in the current state. Reporting and analysis revolve around Board reporting and HUD reporting, rather than the detailed reporting that may be needed by others within the organization.

d. DCHA should be prepared for the workload to increase following the Yardi conversion as each property, each COCC department, and each Special Program will have its own ledger to maintain. In order to determine the appropriate number of Financial Specialists, DCHA needs to assign Yardi properties to each accountant based on the level of activity in those properties, and the level of reporting and analysis needed for those ledgers.

e. The ratio of Yardi properties to Financial Specialists needs to be established after the Yardi conversion. Consideration should be given to all of the reporting and analysis that is needed beyond just Board reporting. One additional resource is likely needed to properly staff the management of AMP and COCC accounting.

Operational Assessment

1. Policies & Procedures

Current State Observations

a. Generally, an organization reviews its processes during the implementation of a new system and makes changes to certain policies and procedures as necessary. The policy and procedures as well as process flows were not readily available for the Yardi implementation. Furthermore, had they been available, there would likely be unanticipated impacts on the policies and procedures as the system begins to be utilized.

b. DCHA allows residents to make multiple payments during the month for rent. Residents may make 2 to 3 payments each month rather than making the full rent payment at the first of the month. This increases the number of transactions that must be handled by the TARs Analysts. There are 2 TARs Analysts handling all TARs activity other than the City Vouchers. The number of TARs Analysts is appropriate given the volume of payments being collected and applied.

c. DCHA collects rent by third parties making rent payments on behalf of one or more residents. This requires the TARs Analyst to conduct manual research in order to know how to apply such payments. These payments cannot go through the Lockbox.

Future State Recommendations

a. DCHA needs to create and/or update its policies and procedures after the conversion to the Yardi system as those impacts are determined. The way in which work flows through the organization and how data is captured will change in the new Yardi System. The policies and procedures should be created, reviewed, and/or updated as necessary in light of the system change. DCHA needs to create desk reference manuals for each position or role in Yardi to guide the work. Cross training can be more readily accomplished if such desk references are available.

b. DCHA should implement a strong late fee policy for rents not paid in full by the first of the month or require payment of rent in full at the time of payment.

c. DCHA should require an additional processing fee for the added work of processing third-party paid manual payments that require additional research.
2. Workflows & Processes

Current State Observations

a. Several Finance staff expressed concerns over the accuracy of data coming from the HCV program. For example, Finance has encountered missing or incomplete Social Security Numbers and missing, incomplete, or inaccurate mailing addresses. As IRS reporting occurs or as checks are mailed, Finance has to require data corrections. Finance staff expressed frustration at having to repeatedly request mailing address changes because they are repeatedly receiving returned checks in the mail. They attribute much of the data errors to the fragmentation of the processes and functions in HCV for managing recertifications rather than using a case management approach. The capsulation and segmentation of duties in HCV is set for mistakes to occur. As one step makes an error, the next step will use workarounds to continue the processing rather than sending it back to be corrected. The underlying data then gets stored wrong in the system. If this condition exists, it certainly contributed to the data errors growing out of the system conversion. It also raises concerns over the accuracy of other more critical data, such as rent and HAP calculations and what types of quality control checks are in place to hold anyone accountable for repeated mistakes.

b. Finance staff spend a great deal of time answering questions from tenants that the property managers should be able to answer. Because the property managers are not involved with rent collections or with budget management, they pass all inquiries to the Finance staff. Many organizations have adopted a private-sector best practice of having property managers be responsible for rent collections. This is viewed as a core responsibility for property managers, so that they can manage the lease violations for nonpayment of rent and any other tenant relationship issue.

Currently, the finance department is placed in the position of being responsible for TARs management.

c. DCHA does not enforce the requisition and purchase order process. The A/P function is delayed in processing payments when departments across the organization do not execute requisitions or receipting of invoices in a timely manner. This creates a constant, urgent demand for payments at the last minute.

d. There are no desk guides present that conform to PHA finance guidelines. Each staff member seems to go through their tasks without hesitation, but lack consistency in approach.

Future State Recommendations

a. Discuss moving the HCV department to a less fragmented approach if proper quality control checks and accountability issues cannot not be addressed with the current workflow and processes.

b. DCHA should train property managers on how to retrieve information from the new Yardi system and answer questions tenants raise. The property manager should be responsible for the relationship with the tenants, not the Finance staff.

c. Implement the Resident Portal so that residents can look up rent payment history or rent charge history on their own.

d. Consider moving the organization to a private-sector business model, in which property managers are responsible for rent collections.

e. The Finance A/P function should produce reports to measure invoice aging and monitor the requisition / receipting process.

f. Consider having each classification or position design a desk guide to help with coverage and cross-training.

3. Technology
Current State Observations
a. The Yardi system had gone live with the Finance functionality at the time of the assessment. The implementation seems to be bifurcated and silo oriented, with many setup decisions made without the input of the Finance Department. Test scripts have not been utilized to test workflows, role definitions, or life cycle processes. As the time to go live approached, the Finance staff as a whole had little training and exposure to the system, causing anxiety among the staff.
b. There are no technical desk reference manuals developed for each position to guide the work after Go-Live. This will limit the process of cross training after Go-Live. There are several portal products also planned.
c. Because process flows were not well documented prior to the system implementation, there are questions as to whether the staff will understand the vast differences between Yardi and the legacy system. For example, the accounting structure moves from a segmented chart to a property structure.
d. There are also best practices that can be utilized, such as pooled cash management rather interfund accounting used with a multiplicity of cash and interfund accounts.
e. The level of efficiency is unknown at the time of this review, but it is anticipated there will be changes in how transactions are processed once the conversion is complete.
f. At the beginning of this assessment, Finance relied upon temporary employees to keep up with work demands brought from operating in two systems, Visual Homes and Yardi. The Lockbox functionality was not implemented initially, causing the Finance department to take the burden of recording all rent collections. It appears the implementation was not well planned with regard to omitting the implementation of the Lockbox at the initial phase. The Lockbox was implemented during this assessment and the temporary employees were released.
g. We received a great deal of feedback from the Finance Department concerning their dissatisfaction with the Yardi implementation. The Finance Department experienced increases in workload and encountered many data errors when the HCV department went Live. They also expressed dissatisfaction with the overall planning related to their area going Live in September. They felt many decisions had been made without IT listening to their input. This appears to have decreased the level of confidence the overall department had as they began using Yardi.
h. The payroll system is not set up to allow for non-exempt staff to add time remotely. Payroll has to manually alter and enter time in the system.

Future State Recommendations
a. Be ready to adjust settings since Go-Live has occurred. Additional training may be needed as well.
b. Incorporate into the desk guides, technical information pertaining to Yardi for each position and each role for the Finance staff.
c. Adjust process flows, procedures, and desk reference manuals as new technology and/or added functionality is implemented.
d. Monitor performance of the Lockbox to ensure the implemented functionality is stabilized and operating effectively.
e. Review quality control checks and balances over data input to ensure accuracy.
f. Share the data errors noted in the processing of transactions with HCV managers to ensure corrections are made.
g. Payroll needs to examine alternatives for time punch/time clock approach while the remote work is occurring. Further investigation is needed for staff to remote clock in/out.

4. Reporting Metrics

Current State Observations
The Finance Department has regular reports that are provided to the Board and to HUD.

**Future State Recommendations**
The department can improve its measure of organizational efficiency by producing regular reports, such as:

- Accounts Payable Aging by Department
- Accounts Receivable Aging by Property and by Program
- Budget to Actual reports by Property, Program, and COCC department
- Tracking of Purchase Orders Generated After Invoice Receipt
- Tracking Returned Checks for Inaccurate or Incomplete Addresses
- Hours Worked – Remote Hours Versus In-Office Hours

### 5. Interdepartmental Collaboration

**Current State Observations**

- a. The flow of information between departments seems to be working well in the A/P, TARs, Accounting, and Payroll areas.
- b. The agency is using shared drives to store and share files.
- c. The staff are using emails and phones to communicate with other departments.

**Future State Recommendations**

- a. Publish a master list of phone numbers for all employees. Keep the list on the employee portal for updating. At the time of this review, staff were sending emails to request that the other party call them.
- b. File collaboration will be more efficient, if the department considers a document management system, possibly using Yardi or another system to store and retrieve documents.

### 6. Remote Work Ability

**Current State Observations**

- a. Finance staff have the technology needed to work remotely, which includes hotspots, computers, and a VPN to a share drive. Certain functions cannot be fully converted to a remote setting.
- b. The A/P and TARs staff still need to go into the office to pick up documents, make copies of certain documents, collect mailed in or dropped off rents, and execute the weekly check runs. The check printers are maintained in the office and this requires an office presence. Some of these things cannot be done outside the office given the nature of the work.
- c. The Finance Specialist goes into the office as needed to pick up documents, make copies, or scan documents. The agency is using share drives to store and share files the Finance Specialist needs. The large scanners in the office are needed to convert the paper documents into electronic versions.
- d. The Accounting function has a monthly closing checklist process for guiding their work. Each position has a lead sheet that is completed for the various tasks. As those files are stored on the share drive, they are then reviewed by the third-party consultant in another city before performing the closing. This function is working well in the remote working environment.
- e. Payroll staff are able to function remotely, but staff still need to go into the office one to three days per week. One major change to payroll relates to hourly workers who traditionally use time clocks to clock in or out. Before COVID, they were used daily, but now they only clock in or out on the days they come to the office. The supervisor must adjust their timesheets each pay period to account for hours the staff do not come into the office.
- f. The payroll staff use the timeclocks to determine who comes to the office, so they can pay a $14
per diem to employees who come to work. The $14 per day is paid regardless of how much time they spend in the office. Because per diem is typically paid for employees in travel status, it raises questions as to the eligibility of paying them a per diem to come to work. Such a per diem was not paid prior to COVID.

g. The Finance Department as a whole has held a few WebEx meetings, but they were not regularly scheduled at the time of interviews.

Future State Recommendations

a. DCHA should require hourly workers to certify their time worked each pay period since their compensation structure is based on hours worked.

b. Establish a regular structured meeting schedule for Finance WebEx meetings. Not having structured department calls will hamper timely services to the Agency.

c. Implementation of Yardi, with revised remote procedures, should allow greater flexibility for staff who work remotely.
7. Organizational Chart

Note: Controller position would replace the Finance Manager that was previously in the structure. Budget Manager could be phased in, while reducing outside finance consulting cost. CFO position would need to be added to budget.
Table of Contents

Current State Analysis .................................................................................................................. 3
  Key Areas of Concern .................................................................................................................. 3
  Office of General Counsel Assessment ..................................................................................... 3

Organizational Assessment ......................................................................................................... 5
  1. Workforce Structure, Staffing, and Planning ......................................................................... 5
  2. Ratios ...................................................................................................................................... 7

Operational Assessment .............................................................................................................. 7
  1. Policies & Procedures ............................................................................................................. 7
  2. Workflows & Processes ......................................................................................................... 8
  3. Technology ............................................................................................................................. 8
  4. Reporting Metrics .................................................................................................................. 9
  5. Interdepartmental Collaboration ........................................................................................... 9
  6. Remote Work Ability ............................................................................................................ 10
  7. Example Case Management Solution – Screenshot of Clio ...................................................... 11
  8. Organizational Chart ............................................................................................................ 14
Current State Analysis

Overall Findings

Key Areas of Concern

Office of General Counsel Assessment

At the time of this assessment, the Office of General Counsel (OGC) operations were being significantly impacted by the COVID-19 pandemic. The department was also welcoming the new General Counsel (GC), after having been without a permanent leader for a significant period of time. The resources of OGC were being used in ways that were non-traditional due to the pandemic, and there was a temporary shift for OGC staff to work remotely. Normal legal resources were shifted to handle pandemic preparations, including determining safety and health risks, and developing procedures to handle these risks. Human Capital Initiatives, LLC (HCi) completed this assessment while considering the impact the pandemic was having on OGC staffing and resources. It should also be noted that the issues reported in this assessment are not necessarily centered on a position or person. Legal departments in public housing authorities are unique, and organizational and efficiency issues found in these departments are usually systemic of how the department has been used as a resource over time.

Overall, OGC has staff who are committed and hardworking, and the majority have legal skills that are of significant value to DCHA, particularly as the organization changes its operations and business strategies. There were several key findings arising from this review of OGC, including the following:

1. The organizational structure of the department is not fully defined, and the structure does not seem to appropriately support the needs of the organization. The new GC will want to focus attention on defining practice areas and the resources needed to represent the organization. The new structure should not be fully developed until there is an understanding of staffing gaps and a determination of resources spent on projects.

2. Agency-wide communication and understanding of OGC are needed so that departments can gain a better understanding of how to utilize OGC’s services. The recent addition of a new leader provides an opportunity to establish both vision and direction for the department.

3. Position descriptions and job titles should align with the roles each employee performs within the organizational structure to meet the ongoing needs of the agency. Many of the attorney job descriptions are generic and do not specify the types of work or tasks in practice areas. The department is lacking in internal goals by department, practice area, and by individual.

4. Although the department has significant standard operating procedures developed, there is no strategy for linking procedures to technology that would enhance efficiency. OGC will need to procure and implement an all-in-one approach to practice management. Implementing a technical solution similar to CLIO would allow the staff to collaborate and help with the tracking and reporting of staff time and tasks.

5. DCHA has spent more than $1.7 million in outside legal services in 2020. When implementing a technology practice management solution, careful consideration should be taken to ensure the solution can support attorney task tracking. After studying the time and tasks of department attorneys and staff for approximately three months, a more precise plan can be developed to upgrade positions and reduce outside legal expenses.

6. A comprehensive practice management solution will take approximately nine months to properly implement, but several steps should be taken prior to implementation to ensure the success of a new system, including the following:
• implement a short-term fix for project or legal task tracking, e.g., Smartsheet or similar product;
• document gaps in current systems, e.g., Worldox;
• map system needs;
• develop and evaluate workflows by practice area; and
• after a practice management solution is procured, match OGC workflows against system workflows to update changes.
Organizational Assessment

1. Workforce Structure, Staffing, and Planning

Current State Observations

a) The structure of the department is reflective of an outdated approach to position classifications compared to a modern legal department within an organization. For example, it is uncommon to see management analysts and other specialized functions in a legal department. Although having a Legal Fellow program can be an effective recruiting and development method for placing attorneys, having four slots could pose a problem, as it diverts attention away from attorneys and cases to managing the additional staff and providing training. Next, there is a mixture of Associate General Counsel jobs, two Chief-level positions, Associate General Counsels, and an Attorney - Advisor. The mixture of positions results in fragmentation and confusing hierarchies within the department.

b) While there is some cross-training in the department, it typically occurs on an informal or ad hoc basis. Certain roles, such as the Management Analyst, Attorney Advisor, Senior Paralegals, and Fellows, have naturally-occurring backups within the department. At least two positions, the Industrial Hygienist and Risk Reduction Specialist, do not have staff backups.

c) Communication from other D.C. Housing Authority (DCHA) departments creates inefficiencies for the Office of General Counsel (OGC). Because there has been temporary leadership of the department, assignments to OGC have been less defined and department synergy around projects has been loose. Staff feel their legal expertise is not being utilized effectively. This may be the result of not defining and communicating OGC’s services to other DCHA departments; additionally, there may be gaps of knowledge and skills in other departments, which are causing additional work to be transferred to OGC.

d) OGC does not have formalized departmental or individual goals. Staff meetings occur infrequently, causing communication gaps in the department.

e) Several of the job descriptions do not reflect the work of the staff in the positions. For instance, the Associate General Counsel job descriptions are generic and do not reflect the practice areas, e.g., litigation, risk, real estate.

f) The Agency has faced a challenge in maintaining stability in the leadership of OGC. There has been significant turnover at the General Counsel (GC) level. There are currently several open positions in the department, including a Deputy General Counsel, Real Estate Attorney, and a Fellow.

g) There are no formal training and development programs in place within OGC. Some staff members have taken the onus on themselves to create these initiatives. For example, the Associate General Counsel has taken on significant responsibilities related to training and developing the Fellows.

Future State Recommendations

a) Following the implementation of a practice management solution described in the technology section and approximately three months of attorney billing time, OGC should focus on reorganizing the department so the division of work is concentrated and positions are in line with the industry. Recommendations related to positions and hierarchy include the following:

- Senior Vice President (SVP) – General Counsel – Strategic position, leads OGC and sets direction
- Deputy General Counsel – Manages work of other staff; reviews time of other staff; assists with ensuring staff are oriented and trained; leads practice management
• Senior Litigation Counsel – Supports and serves at the direction of the Deputy and GC; provides counsel for, assistance to, and representation for the Authority in connection with lease enforcement/landlord tenant litigation, tort litigation, and administrative proceedings involving DCHA’s public housing or Section 8 housing programs; supervises the work product of Associate Counsel and Paralegals

• Senior Counsel Business and Real Estate – Supports and serves at the direction of the Deputy and GC; provides oral and written legal advice and regulatory guidance to DCHA executive management, DCHA subsidiaries, departmental directors, managers, and staff in a variety of areas, including but not limited to: real estate matters; development and/or modernization activities; Rental Assistance Demonstration (RAD); property sale/acquisition; mixed finance, contracts, and procurement; leases; oversees Associate Counsel and Paralegal staff

• Associate Counsel (4) – Works in the practice areas of either litigation or business and real estate; performs research; drafts documents; conducts investigations; led by Senior Counsel positions

• Paralegals (2) – Works in the practice areas of litigation or business and real estate; assists with updating technology for managing practice; conducts research; provides general legal administrative assistance

• Legal Assistant – Supports EVP/GC and legal department in practice calendar; coordinates data integration; ensures reporting is in place for practice management tool

• Industrial Hygienist – Leads risk assessments regarding occupational disease; collaborates with DCHA departments regarding controlling risk and developing risk mitigation strategies, policies, and procedures; develops plans to ensure compliance with OSHA and other regulations

• Risk Mitigation Specialist – Identifies and analyzes risk issues related to properties and main office; provides recommendations to mitigate risk; develops and implements training programs dealing with risk

b) OGC should develop and implement a formal cross-training program to ensure adequate coverage during an employee absence or unforeseen separation. In order to effectively develop a program, a working group in OGC should be formed to determine gaps in knowledge and position protocols for coverage.

c) DCHA departments should receive briefings on the roles and overall responsibilities of OGC, so that departments have a better understanding of how to utilize the services of the department. These briefings could be simply PowerPoints that are shown during lunch-and-learn sessions. It is also recommended that a short summary of services be provided to new OGC staff and other staff during orientation.

d) The department should devise, implement, and communicate goals by department, practice area, and employee, so performance can be better tracked. Once OGC determines department goals, the new practice management system can be a valuable tool in tracking and reporting on goals.

e) The department should revise the job descriptions to accurately reflect the levels of responsibility and the assigned tasks instead of the generalized format that exists. See attached examples.

f) Maintaining stability within the department represents a key objective for OGC and DCHA. Once new job descriptions and a practice management solution are implemented, OGC leadership should focus
on training and development of staff. As described earlier, devising a working group to define learning gaps will be a critical element in developing training plans that will support staff and the needs of the department. Next, ensuring attorneys have access to industry groups such as the Housing and Development Law Institute (HDLI) and the American Bar Association’s Housing and Community Law section will help them integrate into the practice of public housing law.

2. Ratios

Current State Observations
a) There are eight attorneys in OGC. The assignment/case/project listing shows the attorneys assigned to litigation matters as having an active caseload. There is also a separate corporate/real estate area in OGC. Although there is a task listing for litigation and for non-litigation matters, there is no way of determining how long attorneys and paralegals are spending on cases, matters, or tasks. Once a case management system is set up, the attorneys and paralegals will need to use the billing component of the system to track their time per client, matter, or project for a 3-month period to evaluate staff gaps and overall needs. See attached example of billing and case management.

Future State Recommendations
a) There are no tracking mechanisms in place within OGC to determine how much time each attorney is spending on cases or projects. Therefore, it is difficult to determine whether the ratio of attorneys needed to support matters is sufficient. As further described in the technology observations and recommendations, it is of paramount importance that OGC implement a case, billing, time tracking, and document management system in order to evaluate the appropriate ratios needed for this department. Once time in a practice management system is tracked, the department can focus on a comparison of outside legal services versus internal legal support.

Operational Assessment

1. Policies & Procedures

Current State Observations
a) There are currently Standard Operating Procedures (SOPs) that exist for certain functions within OGC, but they do not encompass every aspect of the department’s activities. The SOPs that do exist have been updated to reflect COVID-era practices, such as electronic submission of forms, which would have historically been delivered in person.

b) The formal SOPs that exist typically cover the legal functions within OGC, but there is a noticeable gap related to the responsibilities of the Industrial Hygienist and risk compliance activities.

Future State Recommendations
a) The department should continue to develop formal SOPs for OGC. All SOPs should include remote work alternative practices as well as standard “in-person” procedures. OGC must ensure that SOPs encompass all functions within the department, expanding beyond the core legal functions. Defining an internal working group of attorneys and staff to review and implement revised or updated SOPs will be critical to an effective solution. Next, the rollout of a new practice management system should not occur without defining SOPs that relate to the following:

   a. Billing and time tracking

   b. Case and matter management

   c. Document and email management
2. **Workflows & Processes**

**Current State Observations**

a) Overall, OGC staff members typically do not feel that many processes could be simplified or changed, though there are notable exceptions, particularly the Settlement Authority and Freedom of Information Act (FOIA) subpoena processes. The process for collecting and redacting documents related to FOIA and subpoena requests is cumbersome, and the most significant responsibility is placed on senior paralegals to obtain and analyze a tremendous volume of documents.

b) Daily work for OGC staff is generated either by internal or external stakeholders. The percentage of work originating from each group (litigation and corporate) varies from a 50-50 split to 80-95% internal. Common DCHA employee requests include legal advisory services such as general questions, as well as individuals contacting OGC when an opposing attorney has been involved.

c) Inquiries from the public are delivered directly to OGC staff without any form of screening process or service desk system.

d) Internal communication within OGC is generally regarded as a strength by staff members. However, communicative workflows across the Agency are lacking. For example, lawsuits are sometimes discovered via FOIA requests, as opposed to proactively communicated to OGC from anywhere else in the Agency.

e) There is significant budget and expense for outside legal counsel at DCHA. Outside legal costs are an estimated $1,765,000 for combined litigation, corporate, and real estate services. The information provided was not separated to illustrate the totals for each practice area, nor is there any indication of the real estate costs that may have been recouped through a real estate transaction.

**Future State Recommendations**

a) OGC should conduct a review of the Settlement Authority process and attempt to streamline it.

b) DCHA should assign a point of contact from each department to serve as a custodian of records related to FOIA requests. This individual would be responsible for collecting and redacting documents, although OGC would maintain oversight of the process.

c) Utilizing outside counsel can be cost effective when properly managed; however, the cost noted in this observation seems excessive. Once OGC has implemented a solution to track and bill time for all staff, a comparison should be done with detailed outside legal bills to determine overlap and gaps in service. If OGC determines there are routine services being performed by outside counsel that can be performed in-house, OGC should consider building capacity in that area.

3. **Technology**

**Current State Observations**

a) The current case management is a manual Excel spreadsheet controlled by a Senior Paralegal Specialist. There is a new system being implemented in the short term that OGC has developed in conjunction with the Information Technology (IT) department. Several OGC staff members described the alternative case management solution as inadequate for tracking. The technology solution that was built in IT for OGC is lacking in proper categories for organizing and tracking information, and the solution does not store all of the necessary information needed. The excel project spreadsheet that was provided to us has limited information and was not updated at the time the document was examined.
b) OGC currently utilizes Worldox as its document management solution. The majority of staff members do not feel it is a sufficient tool. It is a server-based solution, which is negatively impacting OGC during the remote work situation related to COVID. Having separate databases for document management and practice management is an inefficient approach to managing the legal department.

c) Several OGC team members cited a desire for multiple monitors to assist in the performance of their duties.

Future State Recommendations

a) It is not recommended that OGC move forward with customizing an in-house solution to case tracking. Instead, OGC should examine a legal management solution that will combine contact, case, document, and time management within the legal department. OGC will operate more efficiently and in a unified fashion by implementing an effective legal enterprise management solution to streamline workflow, automate processes, manage knowledge, and provide reporting metrics. Determining and implementing an enterprise system that will be effective for OGC will take time. Until a solution is available, OGC could use SmartSheet to track cases and tasks (see attached example). This solution is easy to use and is web based for collaboration. It is important to note that no enterprise solution should be implemented without OGC developing operational procedures and updating its processes to support the technology.

b) The department should consider replacing Worldox with the enterprise solution noted above. CLIO practice management software has a document management component to its practice management solution, in which legal staff can save documents to a client→matter/project. Having a cloud-based solution will be more efficient than a server-based approach.

c) OGC should coordinate with the IT Department to determine whether multiple monitors can be provided for some or all of the OGC staff.

d) Additionally, the department should work with IT to ensure each staff member is operating from the same technical platform and can work in all programs needed.

4. Reporting Metrics

Current State Observations

a) OGC has inconsistent reporting metrics for various areas of the department. For example, there is a tracking approach for the attorneys and paralegal team; however, metrics are not as defined for the litigation team. Several OGC staff members commented that this is an area that needs improvement. OGC doesn’t seem to have defined metrics for the group, nor a tool to track them.

Future State Recommendations

a) The department should determine the metrics it wants to track. Unlike law firm metrics that deal with revenue tracking, including revenue billed, OGC should focus its metrics on time to complete cases by type, expenses by client-matter (internal and external), and client satisfaction. These metrics can be easily tracked after OGC has implemented a new legal case management solution.

5. Interdepartmental Collaboration

Current State Observations

a) OGC staff cited extensive involvement with all departments across DCHA. Some staff members are involved with other departments for nearly every work task they complete. However, because of the past void in leadership, collaboration as a group can be problematic. There are no methods in place to consistently operate as a group, which causes external collaboration problems.
b) Several team members cited challenges regarding communication and education of staff in other departments. There is a lack of understanding of the extent and complexity of OGC’s workload and there is no buy-in from other departments.

Future State Recommendations
a) OGC should examine how to create a method for consistent internal collaboration as a first step, then move to more deliberate external collaboration. With COVID-19 hindering in-person meetings, the staff should create a weekly check-in via zoom or similar platform. Once the practice groups are defined, each group should have weekly check-in meetings as well.

b) OGC staff discussed the need for monthly departmental presentations so that each department in OGC is aware of what the other departments’ main functions and responsibilities entail. This would also create a more holistic picture for OGC employees relating to legal matters and allow DCHA employees to better understand how to utilize services in OGC.

6. Remote Work Ability

Current State Observations
a) As described earlier, OGC does not have a case management system, making it inefficient for the team to track work and prepare reports. Using multiple spreadsheets to track cases and assignments is not productive for remote work.

b) In some cases, OGC staff members were not prepared technologically for the pandemic. Laptops were delivered to some individuals after the start of full-time remote work. The technology that OGC is using is also a major hindrance to remote work. For example, the Worldox document management system is server-based, which is slow and often non-responsive. Staff in OGC noted they often have to work around the system in order to be more efficient with their work. There has been a notable increase in formal team meetings.

c) Staff also noted that working remotely is not truly remote, because they must leave their computer on at the main DCHA office and connect to their PCs remotely in order to work. If there is a power surge or other electrical event, the computers become inaccessible.

Future State Recommendations
a) In order for OGC to continue working remotely, the department should fully update its SOPs and choose and implement a short-term, web-based solution for managing work. Long-term remote work efficiency will be heightened by implementing the enterprise solution noted in the technology section, and ensuring staff are placed in positions that create a proper flow of work.
7. Example Case Management Solution – Screenshot of Clio
8. Organizational Chart

[Organizational chart image]

- General Counsel
- Deputy General Counsel
- Legal Assistant
- Senior Counsel Litigation
  - Associate Counsel (2)
  - Paralegal
- Legal Fellow Program (2)
- Senior Counsel Business & Real Estate
  - Associate Counsel (2)
  - Paralegal
- Industrial Hygienist
- Risk Mitigation Specialist
District of Columbia Housing Authority

Property Management Operations Review

People-centered. Technology-driven.

December 2020
Contents

OVERALL FINDINGS .......................................................................................................................... 3
  Key Areas of Concern ......................................................................................................................... 3

WORKFORCE STRUCTURE STAFFING AND PLANNING .......................................................... 4
  Current State Observations – Fragmentation and Lack of Authority by PMO .................................... 4

REPORTING METRICS .................................................................................................................... 6
  Current State Observations—Monthly Report ................................................................................... 6
  Current State Observation—Rent Collection Rates Difficult to Track ............................................. 7
  Current State Observation—Tenant Account Receivables May Not Be Accurate ............................ 7

TECHNOLOGY .................................................................................................................................... 7
  Current State Observations—Yardi Conversion is Not Complete .................................................... 7

POLICIES AND PROCEDURES ........................................................................................................ 8
  Current State Observations—HM’s Procedural Guide ...................................................................... 8
  Current State Observations—Performance Standards ...................................................................... 8

INTERDEPARTMENTAL COLLABORATION .................................................................................. 9
  Current State Observation—More Collaboration is Needed .............................................................. 9

WORKFLOWS AND PROCESSES ................................................................................................ 10
  Current State Observation—Emergency and Routine Work Orders Mislabeled or Duplicated .......... 10
  Current State Observation—Work Orders Not Closed in the System or Taking Too Long to Resolve and No Data on Who Completed Work ....................................................................................... 10
  Current State Observations—Skills Gap in Maintenance Department .............................................. 11
  Current State Observations—Maintenance Has Performance Standards, But Staff Not Measured Against Them or There Is No Data ......................................................................................... 11
  Current State Observation—PMO Lacking in Structure and Standardization ................................ 11

STAFF REMOTE WORK .................................................................................................................. 12
  Current State Observation—Staff Encounter Difficulty Working Remotely ................................... 12

RATIOS AND STAFFING .................................................................................................................. 12
  Current State Observation—Maintenance Staffing Ratio is Well Above Industry Norms .................... 12
  Current State Observation—PMO Staff Ratios are Not Consistent Across Developments and are Above Industry Standards ........................................................................................................... 13

Example – Property Manager Job Description .............................................................................. 14
Example – Draft Organizational Chart ............................................................................................ 20
Example – Table of Contents RAD Manual for Site Staff ................................................................. 21
Example – Property Manager Training Task List ............................................................................ 22
Property Management Operations

OVERALL FINDINGS

Key Areas of Concern

Human Capital Initiatives, LLC (HCI) began its assessment of the Property Management Operations (PMO) in September of 2020. During this review, the operations of PMO were being significantly impacted by the COVID-19 pandemic. HCI completed this assessment while considering the impact the pandemic was having on PMO staffing and resources. This assessment examined the workforce structure, policies and procedures, ratios, technology and PMO’s ability to work remotely. Because HCI has worked closely with PMO in the past, HCI was able to note that the new leader of the department is actively engaged in making needed changes and has already begun to plan and execute several of the recommendations noted in this assessment. It should be noted that HCI considered overall efficiency, compliance, best industry practices, along with DCHA’s Transformation Plan Goals, when forming the recommendations in this assessment. The Transformation Goals include the following:

“Goal #1: Overhaul our portfolio to ensure that every resident has a clean and safe place to live

Goal #2: Operate as a high-performing organization

Goal #3: Operate as an efficient and effective landlord”

In order to achieve these goals, PMO will need to make significant changes in its people resources, processes, procedures, metric reporting, and technology. There were several key findings arising from this review of the PMO, including the following:

1. The workforce structure operates with impediments to timely housing residents, partly due to PMO not being able to lead the occupancy and recertification functions. The functions are handled outside of PMO by the Eligibility and Contracts Department (ECOD). Next, although maintenance is part of PMO, there is no reporting culpability to either Regional Managers or Housing Managers (HMs). This lack of accountability creates problems with unit turns and reporting. Third, there is a centralization of housing management functions occurring, in which budget control, data entry and other normal property management tasks are carried out by the central office.

2. The current Housing Manager (HM) job description duties are not completely accurate in, as staff are not fulfilling many of the tasks. DCHA will need to evaluate, then train HMs on the revised responsibilities in order for performance expectations to exist. Job descriptions should be updated once the responsibilities have changed.

3. The reporting metrics captured have no historical data from which to draw a comparison. Capturing and reporting on metrics monthly is a manual process, which involves no input from HMs. Additionally, maintenance positions are not provided with information related to metrics
4. Significant technology problems exist with the Yardi conversion, where data is not accurate, and reporting is being completed and tracked outside the system with manual spreadsheets.

5. The Standard Operating Procedure (SOP) that was developed is a very general employment guide about the position of a HM. It does not contain sufficient detail to be considered an SOP. Documentation regarding current processes vs. changes under Rental Assistance Demonstration (RAD) will be critical in order to have a cohesive approach to property management.

6. PMO staffing ratios are not in line with industry averages. Once the Agency decides on the overall structure of PMO, it will need to go back and reevaluate staffing ratios. PMO will need to achieve the correct staffing ratios through the use of outside contractors.

WORKFORCE STRUCTURE STAFFING AND PLANNING

Current State Observations – Fragmentation and Lack of Authority by PMO

Day-to-day PMO Operations. PMO oversees more than forty sites in its public housing portfolio. Compared to other large PHAs, DCHA’s PMO staff have significantly reduced levels of tasks. As such, the positions within PMO are inefficient and the outcomes of the work completed are difficult to track. With little to no responsibility over finances, rent collection, maintenance or 50058 transactions, the PMO staff spend the majority of their time dealing with client concerns. This is made more difficult by the fact that they have no authority over the above-mentioned functions. Staff spend time deescalating situations with tenants and communicating with other departments, asking them to complete work on their behalf.

50058 Transactions. Recertifications, move-ins and interims are performed by staff at ECOD. ECOD is not a department within PMO; rather, it is a part of HCVP. Under the current structure, PMO obtains the information from tenants and passes it on to ECOD, where the information is used to process 50058s in the system of record. There is no standard method for obtaining information from residents and providing it to ECOD in a way that is acceptable to the processing staff. Each processor has a different way of processing transactions and interpreting program regulations and different requirements for how they want their tenant documents. What is acceptable to one is not to the other. This leads to miscommunication and frustration for both departments.

Other examples of this fragmented process include PMO having to wait for ECOD to put Enterprise Income Verification (EIV) information in tenant files and for ECOD to schedule interview appointments for PMO staff. These situations create a lack of accountability among staff, because there is no ownership of the work when it is being completed by two different departments.

Maintenance. Although each property is assigned maintenance staff, the maintenance personnel do not report to the HM or the Area Managers. Maintenance staff have their own line of reporting to a Foreman, who reports to a Regional Maintenance Supervisor. This means that even though HM are responsible for maintenance of the property; providing tenants with safe, sanitary and decent housing; and compliance with HUD regulations such as REAC, they do not have authority over the people charged with the maintenance of the property and completion of work orders.
Budgets. PMO staff, including HMs and Area Managers, do not have access to budgets or relevant financial data such as income and expense reports. PMO staff are not included in the budget preparation process. Budgets and financial information are accessible only by the Office of Financial Management (OFM) and others at higher levels of the organization. Staff do not know what their budget is or what projects have priority. They do not receive reports indicating the variance between budgeted and actual income and expenses throughout the year. As such, PMO staff cannot gauge the impact of their operation of the site. They cannot prioritize work, make informed decisions or contribute toward DCHA’s goals.

Rent Collection. Rents are collected directly by the bank and then sent to Finance. The HMs are not aware of what has been collected until after the 22nd of the month, when Finance is finished entering them in the system. However, procedures require PMO to issue 30-day notices after the 10th of the month. They cannot comply because Finance does not enter the rent payments until much later in the month.

Reporting. PMO staff cannot review, prepare or print all of the reports necessary for property management out of Yardi. They either lack the required training or they have not been provided access.

Asset Management and Compliance. During this review of PMO, job descriptions relating to asset management were received, but no detailed plan for the functions of the section. The proposed organizational chart has a Chief of Asset Management and an Asset Manager; however, the jobs don’t indicate if they will be overseeing compliance. This examination gaps in overall compliance of PMO, with no quality assurance or compliance position linked to PMO.

Future State Recommendations

DCHA should prepare its PMO staff for property management at the level that is needed for the implementation of the DCHA Transformation Plan. Management of RAD-converted properties requires a private-sector approach, in which PMO staff are responsible for the property from a programmatic, physical and financial aspect. Area Managers and HMs should receive a full array of property management training. Even those with private-sector experience should be trained in order to ensure standardization throughout the portfolio. Training should include general property management, Low-Income Housing Tax Credit (LIHTC) certification, Yardi, budgeting and basic procurement. HMs should have access to their budgets, have a greater role in decision making and receive regular reports. This would allow them to prioritize maintenance issues, comply with HUD regulations, understand the impact of financial decisions and have some shared responsibility for the fiscal health of their buildings. Transactions currently processed by ECOD for PMO should be performed by staff within PMO to avoid confusion and lack of accountability. PMO management staff should have authority over the maintenance staff assigned to their properties. Currently, PMO staff serve as the “face” of DCHA and deal with resident complaints, but have no control over when and how issues are resolved. Once training and certification have taken place for HMs, their job descriptions should dramatically change to encompass expanded responsibilities (see attached example).

PMO is to be commended for implementing an Asset Management function, as monitoring housing portfolio performance will be critical once DCHA begins to move to RAD. PMO should ensure that the following functions will exist in Asset Management: leading budgetary reviews, establishing updated
asset procedures and policies, leading compliance tasks and tracking of portfolio performance. Given
the revised management structure that HCI has recommended, moving the Chief position to an Assistant
Vice President will be in line with the organizational structure changes (see updated draft organizational
chart).

REPORTING METRICS

Current State Observations—Monthly Report

The PMO monthly report is comprehensive, but it would be easier to process and more informative if it
were standardized and contained more metrics, charts and an executive summary. Currently the report
is several pages long and contains a lot of narrative. There is no standard way for each division to
report. The report contains very little historical data, so there is no way to identify trends.

The data provided by DCHA pertaining to outside contractors and costs does not describe activities, so it
was impossible to compare costs against maintenance staff utilization. Also, the data provided from
PMO may be inaccurate regarding maintenance work order completion and unit turns. There may be a
problem with data conversion and/or how data is reported or classified.

Future State Recommendations

Mechanical Operations and Facilities Maintenance reports would be more informative if they included:
a listing of projects by building and status (e.g., boilers, elevators) and the role of DCHA (i.e., performing
work or overseeing contractors), date of next milestone, project schedule status and cost overruns, etc.

For both divisions, it would be helpful for management to know which contractors were used for routine
work that month, as well as the cost and reason (e.g., department understaffed or staff did not have
expertise, equipment, or supplies).

For all divisions, Managers should report the number of overtime hours approved, the reason and the
cost.

Facilities Maintenance lists the number of completed work orders, but it is difficult to know how many
were generated for each trade, e.g., carpentry, electricians, plumbers. Most jobs require more than one
trade, so the true number of work orders is not clear. Work orders do not have to be broken down by
trade, but should be reported to reflect the number generated that month, the number closed, and the
balance.

Facilities management staff would benefit from running a report periodically that reflects work orders
generated for the same repair over a 12-month period and who was responsible for the repair. It should
also generate a report by work order type, time spent and responsible staff. This would provide a good
indication of efficiency, time management, common work orders and skills.

The HM’s Monthly Operations Report is a good template and provides meaningful information about
each property. This report can be summarized to make it easier to identify trends and improvements
and address issues:
<table>
<thead>
<tr>
<th>Property Type- Senior or Family # of units</th>
<th>HM and AHM</th>
<th>Recerts Due Last Month</th>
<th>Recerts Completed</th>
<th>Late Recerts from Prior Months</th>
<th>Vacancy Rate</th>
<th>Rent Collection Rate Current Month</th>
<th>Rent Collection Rate YTD</th>
</tr>
</thead>
</table>

**Current State Observation—Rent Collection Rates Difficult to Track**

PMO has difficulty tracking rent collection because they are input after the 10th of the month. Also, rent payments are entered when they are paid, even though a payment may cover prior months. As such, a property may have a rent collection rate of 80% one month and 110% another month.

**Future State Recommendation**

There should be better coordination with Finance with respect to rent collection and posting. In addition, PMO leadership should measure rent collection rates by averaging 3-6 months of collections to account for lags in payment or posting.

**Current State Observation—Tenant Account Receivables May Not Be Accurate**

As part of this assessment, HCI reviewed tenant account receivable reports (TARs) from 2020. There were tenants with large negative and positive balances in the TAR, which calls into question the accuracy of the data in the system. When PMO staff was asked, they did not seem to know why. One staff member mentioned that it could be because the five properties that were being privately managed and are now managed by the PHA had been tracking rents on a spreadsheet. However, the address of the sites listed below do not correspond with the five properties.

**Future State Recommendation**

PMO must reconcile all tenant accounts and resolve any discrepancies. In addition, PMO must integrate the five properties that are using spreadsheets into the system of record.

**TECHNOLOGY**

**Current State Observations—Yardi Conversion is Not Complete**

PMO staff stated that the Yardi implementation proceeded without significant input from them. As a result, staff are still lacking training, access to reports and the automated forms they used to have with Wizard. In addition, the five properties that were transferred to DCHA from private management have not been converted to Yardi, so that rent collection is still being entered on spreadsheets. Additionally, staff have no control over data in Yardi, thus they cannot build the skills to use the system.

PMO staff also mentioned that they lack faith in the accuracy of the data in Yardi and that it must undergo significant cleanup. Prior to the conversion to Yardi, there were issues with respect to data integrity. These issues were not addressed and have been transferred to the new system. Basic data such as the number of units in a development, vacancy status and unit mix are not accurate in Yardi. To resolve this issue, PMO staff would have to do a physical audit of each unit and correct it in Yardi.
Future State Recommendations

PMO staff need more training on Yardi. The Information Technology (IT) Department and PMO management should identify training gaps and determine whether staff have access to every module required for them to do their work (even if it is “read only” access), including customized reports and custom forms. PMO management should identify proficient users of technology among their staff. These people should be deemed “in-house experts” in Yardi so they can assist others and help train new employees.

DCHA should consider engaging Yardi or a consultant to provide all of the customization required for efficient and accurate operation of PMO and other departments that rely on that system. PMO will also need to work with a Yardi consultant and/or IT to provide report structures needed once data cleanup has occurred.

DCHA should also develop a scope of work, work plan and staffing to clean up the data. Staff understand what has to be done in order to address data integrity issues, but the process would be time consuming and labor intensive. There does not seem to be a plan to resolve this issue.

POLICIES AND PROCEDURES

Current State Observations—HM’s Procedural Guide

This document is a very general employment guide about the position of HM. It does not contain sufficient detail to be considered an SOP. The document does not reflect current department operations or staffing. For example, it states that Foremen are supervised by the HMs. In reality, they are under a different line of supervision. It also omits references and standards required by compliance regulations, such as HUD REAC physical and management inspections.

Future State Recommendations

A comprehensive SOP document should be developed that includes procedures, responsible parties and required forms. SOPs should be implemented across DCHA properties so that there is standardization throughout the portfolio. The sections in the current document can be used to introduce the SOPs, but the actual description of the procedures require more detail and should be broken down into steps. There should be SOPs for almost every department function performed by each position. (See example of SOP’s table of contents related to RAD properties.)

Current State Observations—Performance Standards

PMO has the following performance standards:

- 98% rent collection
- 98% on-time completed recertifications each month
- 96% occupancy rate
- Emergency work orders done within 24 hours
- Routine work orders done within 21 days

Although the standards are within HUD regulations and best practices, they are not being followed. Part of the problem is that PMO is very dependent on other departments to achieve these standards and, as such, they are meaningless to staff. For example, PMO may be achieving a 90% rate on recertifications
sent to ECOD for processing, but when ECOD returns the files because they deem it to be incomplete, the rate drops to 75%. Similarly, PMO staff may think it is achieving a rent collection rate that is in the 90s for a particular month, but when Finance applies the payments to a different month or applies back rent to the current month, the percentages are inaccurate and cannot be used to measure performance. The occupancy rate is in the low 80s in part because of the time it takes for unit turnaround and because units slated for rehabilitation are counted as part of the vacancy rate and artificially inflate it.

**Future State Recommendations**

DCHA should reconsider the department structure and PMO’s dependency on other departments. The current structure does not allow for accountability by the staff or accurate measurement of performance. As mentioned above, the 50058 processing should be placed under PMO. Finance and PMO should cooperate and determine ways to accurately reflect rents collected in a given month, so that these can be aligned with staff performance as well as individual property performance. Vacant units as a result of rehab or conversions need to be removed from the count in order to obtain accurate percentages.

**INTERDEPARTMENTAL COLLABORATION**

**Current State Observation—More Collaboration is Needed**

As mentioned previously, PMO is highly dependent on other departments. However, communication and collaboration between departments are lacking. Below are examples of activities in other departments that impact PMO and require increased collaboration.

**Office of Financial Management.** As part of its rent collection process, PMO has to send out notices for non-payment of rent by the 10th of every month, yet OFM does not post rents received until after the 20th. HMs have to constantly check the system to see if rents have been posted. Prior to sending notices of nonpayment, they must check with OFM to make sure the payment was not received. When rents are posted, they are credited to the month the payment is received. Thus if a resident is paying a prior balance due, the rent collection rate for that property will not be accurate unless someone does an analysis of what is due for the month vs. what was collected that month.

PMO does not have regular access to budgets or financial data for their properties. The budgets are developed by the Financial Manager with little to no input by PMO. HMs do not manage their sites with an understanding of the financial implications of their actions. This leads to a lack of accountability in areas such as rent collection and preventive maintenance.

**Human Resources (HR).** When positions become vacant in PMO, they are not filled in a timely manner or sometimes not at all. When positions are filled, there is no defined onboarding process, so PMO leadership is caught off guard when they are told someone is starting in their department.

**Eligibility and Contracts Department.** ECOD handles all of the 50058 transactions for PMO. PMO collects the documents from residents and forwards them to ECOD for processing. ECOD and PMO have not standardized the process or requirements for these transactions. ECOD staff have differing interpretations of 50058 requirements and the verification process, such that when PMO submits tenant documents to them, acceptance of the documents depends on the caseworker. Each caseworker has their own way of processing transactions.
**Future State Recommendations**

As it develops SOPs, DCHA should empanel a task force of staff from all of the departments that intersect with PMO and develop ways to maximize efficiency, develop sound communication practices between departments and increase collaboration.

DCHA would have to make workforce structure decisions such as whether to keep PMO transactions in ECOD or transfer them to PMO and train staff on how to complete 50058 transactions. DCHA would have to develop a process for increased collaboration between OFM and PMO and provide PMO staff with input and access to their budgets. PMO should partner with HR to better streamline the hiring process and assist with designing an onboarding strategy that includes training checklists for site staff. (See example of property management training checklist.)

**WORKFLOWS AND PROCESSES**

Current State Observation—Emergency and Routine Work Orders Mislabeled or Duplicated

A report of Emergency and Routine Work Orders from 2019-2020 indicates that work order types are not well defined and are not being labeled correctly. The same types of work orders appear under both categories. Furthermore, a clogged sink or a broken garbage disposal or oven (unless there is a gas leak) are not emergencies. In May 2019, there were more than 300 work orders mislabeled as emergencies.

**Future State Recommendations**

Facilities Maintenance and PMO must agree on the definitions of emergency and routine work orders. The call center must be trained to label work orders correctly and to ask questions that would assist maintenance in determining staff requirements (number of people and expertise), scheduling, supplies and equipment that may be needed.

Current State Observation—Work Orders Not Closed in the System or Taking Too Long to Resolve and No Data on Who Completed Work

A review of work order data from May to July 2020 show emergency work orders open anywhere from 2 to 65 days. These may have been resolved in a timely basis, but they were not closed out in the system. There is no data indicating who completed the work. This is important for accountability and for maintaining proper staffing, both in number of staff and required skills.

**Future State Recommendations**

Work orders must be closed as they are completed so that the data in the system are accurate and do not create compliance or regulatory issues. If DCHA is struggling to complete emergency work orders on time, this must be addressed immediately to prevent endangering residents or causing more serious property damage. Reports from Yardi reflect work orders that have been open for several weeks, although some staff members stated that there is no backlog of emergency work orders and they are abated in time.
Current State Observations—Skills Gap in Maintenance Department

Facilities Maintenance reports that there is a skills gap among the maintenance staff. There was also a feeling that staff were promoted as a result of longevity and not merit. Although there was an effort, pre-COVID-19, to assess the skills of the department, this was not completed and may not have been done in a way that provides an accurate analysis of staff’s skills. This skills gap results in work taking longer than necessary and in DCHA having to contract out work, even though it has a very large maintenance staff. This is compounded by the fact that the housing stock is between 50-60 years old and that some tenants do not take good care of their units.

Future State Recommendations

The Facilities Maintenance Department should conduct a thorough skills assessment of its maintenance staff and consider reassigning staff accordingly, so that each development has staff with expertise in the different trades. Staff that have skills gaps should be provided with training and paired with mentors for a period of time. Skills assessments are not limited to written exams; skills can and should be evaluated in the field. Regular assessments should be done using reporting metrics: number of work orders completed, time needed for completion and quality of work performed.

Current State Observations—Maintenance has Performance Standards, But Staff Not Measured Against Them or There is No Data

Performance standards for maintenance staff require that emergency repairs be completed within 24 hours and routine work orders within 21 days. Outside of those very broad standards, there are no others that are regularly used. Maintenance leadership mentioned that there is a chart that estimates the time it should take to fix certain things. However, it does not seem that employee performance is measured against that chart. There is no expectation of a minimum number of work orders that need to be completed per day or per month. This information is not tracked.

Future State Recommendations

The Facilities Maintenance Department should develop performance standards for every trade and common work order. It should have standards with respect to how many work orders need to be performed by each employee on a weekly basis. Employees should be measured against those standards regularly and the data used for performance evaluation and staffing decisions.

Current State Observation—PMO Lacking in Structure and Standardization

Staff interviews indicate that HMs lack standard procedures and overall structure for performing their functions. Each HM resolves issues in a different way depending on experience, skills and contacts within the agency. Because PMO lacks control in many of its operations (e.g., 50058 transactions, maintenance, finance), HMs are forced to work around the system to get their needs met. This may mean going around the Foreman and directly contacting a maintenance person, accessing a supervisor at ECOD or hunting for supplies. When HMs try to go through the proper channels, they do not get results. As such, the ability to assist residents and meet department goals is dependent on relationships, not on procedures, structure and accountability.

Future State Recommendations
PMO should be given more control over the areas for which they are responsible. Recertifications and other 50058 transactions, maintenance, unit turnover, and rent collection are functions that belong in PMO. DCHA should consider restructuring its operations to provide more control and promote accountability.

**STAFF REMOTE WORK**

**Current State Observation—Staff Encounter Difficulty Working Remotely**

The COVID-19 crisis has quickly made remote work a priority for housing authority property management departments. However, DCHA is only partially equipped to complete remote work in an efficient manner. For instance, the fact that HMs are limited in their abilities with the Yardi system creates inefficiencies in data reporting. Additionally, having generic site policies and procedures also create gaps in service level to housing clients.

**Future State Recommendations**

The ability for PMO staff to work remotely in an efficient and effective manner is contingent upon several changes to the division’s operations, including:

- Devising SOPs that are more detailed and site/region specific
- Developing and implementing Yardi protocols and instituting them broadly
- Ensuring data is clean and accessible in the Yardi system
- Ensuring all PMO staff are operating off the same technology platform, including hardware, and that they are trained in a unified fashion

** RATIOS AND STAFFING**

**Current State Observation—Maintenance Staffing Ratio is Well Above Industry Norms**

There are 271 maintenance positions in PMO, including regular PMO maintenance, regional, Apprentice Training Program (ATP) and night crew. The ratio of maintenance staff to units is 1:24, while the industry average is 1:36. In the private sector, the industry average for a newer building is 1:100 and for older structures is 1:75. In addition to maintenance staff working regular hours, they are also given overtime, so the actual staffing ratio per unit is even lower if it is calculated based on labor hours. Also, PMO contracts with outside vendors for some maintenance services, such as unit turnover.

During a 12-month period between 2019-2020, DCHA paid $30 million to outside contractors and vendors. Although this included supplies and services for other DCHA departments, it would be important to know how much of the contracted work could be accomplished in-house with the appropriate staffing and skillset.

**Future State Recommendations**

Maintenance staffing considerations are not limited to the amount of full-time staff PMO employs. To properly calculate the staffing level that is required, PMO should perform an analysis of the following:

- the number of full and part-time employees, their skillsets and experience
• amount of overtime approved annually, the reasons and the cost
• the amount and type of contracted labor PMO uses for typical maintenance work, including routine and emergency work orders as well as unit turnaround.

PMO should develop tighter controls over the maintenance workforce and track jobs/work orders, time, assigned staff and skills required. This analysis would be used to determine the total cost of maintenance across the portfolio and whether there can be reductions in staff or a decrease in the use of overtime and outside contractors.

Current State Observation—PMO Staff Ratios are Not Consistent Across Developments and are Above Industry Standards

PMO sites have different maintenance staffing ratios, which range from 1:13 at Highland Additions to 1:54 at Judiciary House. Similarly, the number of HMs and Assistants (HMAs) are not consistent. Benning Terrace has one HM and two HMA with 278 units, but so does Lincoln Heights with 404 units. Harvard, with 193 units, has one HMA, while Highland Additions has one HM and one HMA with only 118 units.

An evaluation of five PHAs, including Minneapolis, Baltimore, Philadelphia, Fresno and Charlotte, conclude that the average employee (including maintenance) to unit ratio was 1:23. DCHA’s total employee to unit ratio is 1:16. For DCHA to reach this average, it would have to reduce staffing from 396 to 275 full time employees.

Future State Recommendations

As part of the analysis recommended above, PMO should strive to maintain comparable staffing ratios across its portfolio, while accounting for the age of a building, condition and population served. DCHA should conduct an expansive assessment, once vendor data is more detailed and processes are updated, to determine the type of staffing that would be most effective throughout its properties. This assessment should answer questions, such as:

• What functions are going to be performed by PMO? Maintenance, 50058 transactions, rent collection?
• What positions, trades and skillsets are needed at each site vs. using outsourcing? Needs could be very specific according to project site, number of buildings and units and their age, type of structure and equipment in the building, population served and unit mix. What positions can be centralized or serve multiple sites?
• How can PMO maximize staff accountability? For example, one PHA created teams of maintenance staff with various skills and made them responsible for 100 units. This helped with ownership and accountability.
Example – Property Manager Job Description

Title: Property Manager (RAD)  
Reports To: District Manager  
Department/Division: Operations/Property & Asset Management  
FLSA Status: Exempt

Position Summary
Responsible for overall management, maintenance, operations, admissions, and profitability of one or more multifamily communities. The incumbent will provide regular reports on fiscal and occupancy status and is responsible for monitoring budgets, preparing reports of activities and fiscal status, and monitoring operating practices and procedures. The incumbent is responsible for attracting, guiding, developing, and mentoring high-performing teams while promoting and acting in accordance with the XXX Housing Authority’s (“XXX” or “Agency”) policies and procedures, ensuring a culture of workplace excellence is experienced by all team members. This position supervises Assistant Property Managers along with property administrative and maintenance staff. The incumbent is accountable for consistent adherence to Agency standards regarding the ethical, responsible, and appropriate use, care, and safeguarding of Agency materials, supplies, resources, and other assets. The incumbent understands the Property Management industry, competition, and market and applies this knowledge to improve results at an assigned property. The duties listed below illustrate the various types of work that may be performed.

Responsibilities

1. Recruits, develops, and manages a successful team and leads team members in achievement of relevant goals. Consistently uses successful techniques and company directives to screen, hire, orient and train new personnel and creates a workplace environment that supports the Agency’s commitment to being a great place to work and encourages individual and team accountability.

2. Plans weekly/daily office staff schedules and assignments and coordinates maintenance schedule and assignments with Maintenance Lead.

3. Strategically plans and meets individual and community performance goals consistent with market conditions (i.e., sales and marketing goals, customer sentiment goals, etc.). Achieves market results that consistently exceed submarket occupancy and rent growth performance by utilizing marketing strategies to secure prospective residents. Ensures property is rented to the fullest capacity.

4. Assists in achieving maximum rent receivable collections for all properties by monitoring tenant account receivables, filing court orders, and attending court as needed. Assists in deterring and preventing resident fraud and abuse through participation in the Agency’s fraud prevention program by utilizing techniques including rent review, verification of income, counseling, and, when necessary, prosecution.

5. Ensures that property staff provides exceptional customer services at every point of contact, exceeding residents’ expectations; addresses resident concerns and requests in a timely manner to ensure resident satisfaction; maintains a professional image at all times.

6. Ensures distribution of all Agency or community-issued notices (i.e., bad weather, emergency, etc.).

7. Leads the team in effective outreach marketing; monitors social media and online marketing to increase potential applicants.

8. Oversees staff in following a “safety first” principle and ensures that unsafe conditions are corrected in a timely manner; ensures community compliance with safety, industry, and state/city/federal regulations and requirements; consistently implements community policies.
9. Ensures required safety measures are in place at assigned property and acts as a liaison to the police department when required. Attends meetings with Police Department and other relevant stakeholders as necessary.

10. Effectively leverages resources to efficiently achieve desired results. Prepares and implements procedures and systems within Agency guidelines to ensure orderly, efficient workflows.

11. Builds working relationship with staff and understand team members’ professional goals. Helps staff achieve goals by providing timely coaching and feedback to property staff. Ensures efficiency of staff through ongoing training, instruction, counseling and leadership.

12. Administers action plans consistently and in a timely manner when performance problems arise. Provides appropriate documentation, communicates the situation to the District Manager, the Senior Vice President of Portfolio Management, and the Human Resources Department, and terminates staff properly when necessary.

13. Oversees new development or rehabilitation of a community (i.e., market surveys/strategies, provides property management insight/input to development and construction team or contractor, walks apartments, punch-out, etc.).

14. Works with Planning and Development Department to ensure any prospective modernization/construction on properties is executed in a manner consistent with the best interests of residents and staff and leads to successful operation of the properties.

15. Manages commercial tenancies on properties and coordinates maintenance, modernization and other services with tenants per the terms of their lease.

16. Serves as weekend/holiday on-call staff to coordinate responses to emergency situations and maintenance needs as necessary.

17. Initiates and approves purchasing requisitions for sites, and oversees all administrative and maintenance purchasing consistent with site budget. May be responsible for purchase of office and other administrative supplies for the property in accordance with the Agency’s procurement policy.

18. Manages LIHTC certification process and ensures ongoing compliance with all Tax Credit, RAD, and investor requirements for continued occupancy.

19. Ensures compliance with applicable RAD, LIHTC, and private investor guidelines as well as federal, state, and local regulations, laws, ordinances (including fair housing and employment laws), and Agency standards. Coordinates reporting to multiple stakeholders, including other departments, investors, and regulatory agencies.

20. Reviews and remains current on all relevant rules and regulations concerning Agency housing programs, as well as applicable local, state, and federal laws, regulations, codes, and Agency rules, regulations, and administrative plan. Attends professional meetings, seminars, and conferences to keep abreast of new trends, activities, and concepts in the Property Management industry and to improve management skills and outcomes. Supports, assists, and works with other Agencies and affiliated organizations in mutually beneficial joint efforts.

21. Develops management and maintenance systems and procedures for effective operation of assigned sites. Works to train staff on such and monitor key performance indicators for reporting to management.

22. Responds to inquiries concerning policies and practices associated with the application and/or re-examination processes in a courteous and professional manner.
23. Interviews applicants on a scheduled basis and explains program and eligibility requirements; addresses applicant concerns regarding programs, application processing, and waiting list placement; and assists applicants in completion of forms and identification of required documents.

24. Reviews applications and documentation for completeness, logs applications, and accurately inputs data into computer.

25. Prepares and sends written requests for income verification. Obtains, verifies, and calculates all sources of income and resources to determine financial eligibility of applicants. Submits criminal background checks and reviews and evaluates criminal offender record information.

26. Determines whether applicants meet program eligibility requirements and ranks applications according to successful compliance with eligibility requirements and established policies.

27. Prepares and coordinates the proper disposition of all paperwork relating to renting or vacating housing units in accordance with established procedures. Ensures that all requirements for written, independent verification of information are met in an appropriate and timely manner. Ensures that current resident files are properly maintained.

28. Confirms all leases and corresponding paperwork are completed and entered into appropriate software system accurately, on a regular basis, and in a timely manner.

29. Notifies applicants in writing of eligibility determination in accordance with HUD regulations and Agency policy.

30. Based upon a review of all information assembled, identifies factors that indicate a particular type of residential complex or unit may be required to meet specialized individual needs. Verifies preferences for waiting list applicants and refers to suitable housing program.

31. Provides orientation to new residents on initial move-in by explaining the lease provisions clearly, quoting correct prices, explaining provisions of resident handbook and other Agency polices, escorting prospective residents to inspect the unit, explaining amenities in the community, and discussing other important issues.

32. Ensures appropriate annual/biennial recertification of residents, calculation of interim adjustments, and entry of data into computer database. Monitors, prepares, and distributes annual/biennial recertification and interim adjustment notices.

33. Responsible for move-in/move-out procedures, monitoring of service contracts, and timely response to resident service requests, ensuring smooth operations, productive communications, and effective understanding during all interpersonal contacts.

34. Performs new move-in/move-out, customer service, housekeeping, and emergency inspections and re-inspections. Ensures Uniform Physical Conditions Standards (UPCS) protocol adhered to in performance of Real Estate Assessment Center (REAC) inspections. Oversees preparation of move-in/move-out adjustments and requests and ensures receipt of all relevant paperwork.

35. Performs walk-by inspections on at least a weekly basis of buildings and grounds to ensure maintenance of curb appeal and resident compliance with applicable lease provisions. Issues citations when necessary and provides oversight in effective resolution of unsatisfactory conditions with residents. Ensures repairs are noted and completed on timely basis.

36. Effectively handles complaints and legal matters within area of expertise as assigned, including in-house grievance procedures. Resolves conflicts and complaints among residents when possible in order to mitigate detrimental effects and/or avoid continued grievances.
37. Monitors lease violations and delinquent rent roll, oversees issuance of delinquent notices and late payment charges, and initiates eviction process when warranted, ensuring appropriate court documents are filed in a timely manner and appears in court as necessary. Monitors abandoned units on assigned property.

38. Monitors, reviews and analyzes housing management data maintenance/work order status and prepares monthly, quarterly, annual, and other reports as required addressing occupancy, delinquency rates, and other related information in a timely manner.

39. Responsible for achieving maximum occupancy and minimum turnover rate at all properties by actively promoting property management activities. Ensures quality and quantity of market ready apartments and develops and/or implements resident retention programs (i.e., resident functions, special promotions, monthly newsletters, etc.).

40. Maintains accurate records of all property transactions and submits documentation in a timely manner (i.e. rent rolls, delinquency reports, move-in/move-out data, etc.).

41. Performs monthly reporting on grounds and building inspections, Tenant Accounts Receivables System (TARS), and vacancies; and quarterly reports consisting of collection loss, procurement card settlement and variance reports, and any other requested reporting specific to privately-managed sites.

42. Demonstrates the ability to understand, analyze, and provide comprehensive reporting for financial goals and operates assets in owners’ best interest and in accordance with Agency policies and procedures.

43. Prepares annual budgets, income projections, and strategic business plan in a timely and accurate manner. Understand the objectives of the budget and ensures that assigned property operates within the budget parameters, submits Budget Change Revisions as needed. Clearly explains budget variances in quarterly report. Ensures all rent increases, percentage rent, and CPI increases are billed to tenants and notifies accounting of the increases in advance.

44. Coordinates the improvement of communication and cooperation between residents and management by staying knowledgeable about and ensuring residents are informed of new rules, laws, regulations, etc., as interpreted by the Agency. Meets periodically with residents to outline changes and/or new directions in policies and programs.

45. Counsels residents who are not complying with policies and procedures. Ensures residents are appropriately notified of lease violations and eviction proceedings. Ensures referral of residents to appropriate social services personnel when necessary. Works closely with other Agency departments to ensure that residents receive available services.

46. Ensures that all service requests are recorded and communicated appropriately to maintenance. Responsible for pulling work orders and assigning on-site or central maintenance, preventive maintenance, and after-hours maintenance calls. Assesses charges to tenants for maintenance services as appropriate.

47. Attends relevant Agency meetings to exchange information and further the development and implementation of processes and activities to enhance overall performance, effective operations, and maintenance of optimum lease-up rates.

48. Performs other duties as assigned.

**Education and Experience**
High school diploma or equivalent required, Bachelor’s degree in Business, Public Administration, or Social Sciences from an accredited college or university preferred. Position requires a minimum of two (2) years on-site experience as a property manager. Three (3) years of supervisory experience in a customer service-related business with appropriate certification(s) will be considered. Recognized designation in Property Management preferred. An equivalent combination of education and experience may be considered. Must obtain tax credit certification within one year of hire.

The following Certification(s) must be obtained within eighteen (18) months of employment or other allowable period of hire as authorized by the Executive Vice President of Real Estate Management:

- Accredited Residential Manager
- Enterprise Income Verification System (EIV)
- Fair Housing
- HCV Rent Calculation
- If applicable, Certified Credit Compliance Professional (NCP, C3P, or equivalent)
- CPM Designation strongly preferred

Knowledge and Skills

1. Thorough knowledge of Agency policy and procedures as they pertain to property management and occupancy

2. Thorough knowledge of HUD rules and regulations that apply to public housing management.

3. A clear understanding of business concepts, processes, and the principles of strategic thinking.

4. Comprehensive knowledge and understanding of multifamily operations including: people management, financial reporting, problem-solving, sales, maintenance, and resident relations.

5. Working knowledge of laws and standards that apply to public housing property management, such as Fair Housing Laws, OSHA Standards, and local and state building codes.

6. Basic knowledge of building maintenance, fire prevention, and liability reduction principles.

7. Working knowledge of the operation of the Agency’s computer system and applicable software.

8. Working knowledge of the agencies that provide assistance and services to residents, including knowledge of eligibility requirements.

9. Knowledge of mathematics and general accounting procedures sufficient to perform calculations required for summarizing rent collections, making deposits, rent adjustments, and assisting the District Manager and the Senior Vice President of Portfolio Management in preparation of the annual operating budget and long-term budgets.

10. Ability to maintain required records such as resident files, vacancy reports, etc.

11. Ability to procure goods and services in accordance with Agency procurement procedures and in keeping with the approved operating budget for the property.

12. Ability to read and interpret policies and guidelines in order to make sound decisions.

13. Ability to prepare clear, concise reports and make appropriate recommendations within scope of responsibility.

14. Ability to operate appropriate Agency computer equipment and software packages.
15. Ability to communicate clearly and concisely, both orally and in writing. Ability to communicate on the level of the listener, recognizing when information has been misunderstood, and the ability to rectify any misunderstanding as needed.

16. Ability to generate records, receipts, and reports efficiently using a calculator and appropriate computer system.

17. Ability to manage multiple priorities and multiple demands to accomplish tasks in accordance with established requirements.

18. Skilled in analyzing situations in order to identify problems and offer possible solutions.

**Supervision Controls**
The Property Manager receives instructions primarily from the District Property Manager. Normally, the employee plans and carries out work activities with minimal supervision and independently resolves problems that arise. The employee receives specific instructions when problems are brought to the attention of the supervisor and when the supervisor is contacted by the employee for direction. The employee's work is reviewed for accuracy and compliance with Agency policies, federal, state, and local regulations and attainment of objectives.

The Property Manager gives instructions to subordinates within the assigned property site that are generally broad and nonspecific; however, instructions are occasionally direct and specific to address a particular situation or problem. Employee monitors the work of subordinates for accuracy, completeness, conformity to policy, and achievement of goals and objectives; evaluates employee job performance; and recommends hiring, training, firing, and disciplinary actions.

**Guidelines**
Guidelines followed by the Property Manager include established policies and procedures, traditional practices, published laws, regulations, handbooks, codes, and ordinances. Materials used vary with the project and the entities involved, and independent research is necessary depending on the activity requirements. These guidelines cover most job-related situations and the employee is often required to use independent judgment in making decisions within established parameters and area of expertise. When unusual situations arise or when clarification or guidance is called for, the employee consults with the District Manager.

**Complexity**
The employee performs related duties following established and specific Agency policies and procedures, applicable local, state, and federal regulations, traditional practices, and information from training and reference materials. The course of action is determined by the circumstances, assessment of critical issues, supervisor input, and by established procedures and applicable regulations. The employee may coordinate, integrate, and/or prioritize tasks. Routinely, the employee may adapt procedures to the circumstances and make decisions concerning resident or maintenance problems, collections, and property management issues using personal judgement based on prior experience.

Difficulty may be experienced in making final application determinations and in applying appropriate RAD, LIHTC, and private investor criteria in situations such as counting or exempting individuals’ income.

**Scope and Effect**
Property Managers are key employees in the management and operation of affordable public housing and their work affects residents, coworkers, Agency profitability, community groups, and support agencies on a continuing basis. Successful accomplishment of duties by the employee enhances the Agency’s image in the community and its ability to meet its overall mission of providing housing that is decent, safe, and sanitary.
Example – Draft Organizational Chart

*Sr. Manager of Facilities & Maintenance has indirect reporting to Area Manager

*Quality Control & Compliance Analyst has indirect reporting to Sr. Manager Asset Management
RAD MANUAL FOR Site STAFF

A guide to changes in procedures and policies associated with the Authority’s conversion of Public Housing developments to the Rental Assistance Demonstration (RAD) program (MTW Agency)
Example – Property Manager Training Task List

<table>
<thead>
<tr>
<th>Category</th>
<th>Task</th>
<th>Date(s) Completed</th>
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<th>Trainer Initiates</th>
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Color Guide:
- Resident Safety
- Financial
- Legal
- Maintenance
- Marketing
- Procurement
- Human Resources
- Compliance
- Administrative
- Client Services
Brenda Donald joined the District of Columbia Housing Authority in June 2021 as Executive Director. Previously, Donald served as deputy mayor for Health and Human Services (DMHHS) for the District of Columbia beginning in January 2015, and most recently served as both deputy mayor for Health and Human Services and interim director of CFSA under Mayor Bowser since October 2016. Her breadth of experience has earned her an esteemed track record in turning around numerous public agencies.

While serving as deputy mayor, Donald was charged with ensuring residents of all ages receive the services they need to lead healthy and productive lives in Washington, D.C. Under her leadership, DMHHS successfully managed the close-out of the D.C. Trust; led efforts to establish the Safe at Home program – a partnership between the D.C. Office on Aging and the Department of Housing and Community Development; opened Genesis – the first intergenerational housing program for seniors and teen moms aging out of foster care; and established Safer, Stronger D.C. Community Partnership Prevention Programs, through which more residents are connecting to job training and employment opportunities, communities and families are working to end cycles of violence, and students throughout all eight wards benefit from rich summer and out-of-school programs.

Widely credited with accelerating the District’s ongoing child welfare reform and establishing a host of performance improvements, Donald served as director of CFSA from January 2012 to December 2015. Within the first two months of her tenure, the native Washingtonian established a strategic agenda known for as the Four Pillars that has focused the District child welfare system on improving outcomes for children, youth, and families. Use of best practices in addressing reports of child abuse/neglect and increased support for families helped to reduce the number of District children in foster care from about 1,800 at the start of FY12 to about 1,000 today.

As secretary of the Maryland Department of Human Resources from 2007 to 2010, Donald was responsible for designing and implementing two major systems reform agendas: Place Matters, a comprehensive overhaul of the state’s child welfare system, and MD RISE, a workforce development initiative for welfare and child support customers. In 2010, the Maryland Daily Record named Donald one of Maryland’s Top 100 Women.

Prior to this role, Brenda served five years as Vice President for Municipal Programs at D.C. Agenda, a nonprofit organization that supports community building and government reform efforts in D.C. Major accomplishments included developing the first D.C. Citizen’s Scorecard and creating the Cafritz Awards for Distinguished District Government Employees. During a decade in Little Rock, AR, she was promoted from chief of staff for the City Manager to assistant city manager. She completed training for Senior Executives in State and Local Government at the John F. Kennedy School of Government, Harvard University. In 1995, she was selected as a fellow in the Annie E. Casey Foundation’s Children and Family Fellowship Program.
Brenda holds a Master’s in Public Administration from the University of Arkansas at Little Rock and Bachelor’s in Communication, Journalism, and Related Programs from George Washington University.

**Jenna Cevasco – Chief of Staff – Office of Customer Engagement (OCE) & Office of Strategic Planning (OST)**

Jenna Cevasco is the Chief of Staff of DCHA. In this role, she is responsible for oversight of the Office of Customer Engagement, the Office of Strategic Planning, and critical cross-agency projects. Jenna has more than 15 years of experience in program and policy development, operations, and direct service.

Prior to joining the DCHA, Jenna served as the Short-term Family Housing Program Manager at the DC Department of Human Services (DHS). In this role, she managed the District’s emergency shelters for families, as well as DHS’ housing navigation team. Her major accomplishments at DHS include leading the opening of eight family shelter programs; reducing the average length of stay in shelter from 180 days to 90 days—a key strategy contributing to the 78% reduction of family homelessness between 2016 and 2022; developing performance metrics, auditing tools, policy guidance, trainings and a program manual for all family shelter programs; and advancing the Department’s legislative agenda including the passage of significant amendments to modernize the Homeless Services Reform Act (HSRA). In addition to leading the family shelter programs through the COVID-19 pandemic, Jenna also provided leadership for case management providers in the newly opened Pandemic Emergency Program for Medically Vulnerable Individuals (PEP-V), which at its peak housed more than 600 individuals experiencing homelessness. In 2022, Jenna was part of a team of DHS staff members recognized by the Cafritz Foundation for excellence in government service. Jenna also served as the Interim Chief of Staff at DHS.

Jenna also served Deputy Chief of Staff for the Deputy Mayor for Health and Human Services, where she was responsible for providing direction, guidance and support on budget development and communications to eight human service agencies; leading preparation for budget and performance oversight for the Office; coordinating implementation of the Mayoral priority to close DC General Family Shelter and managing the team implementing the Age-Friendly DC plan.

Jenna has an MSW from Catholic University’s School of Social Service and a BA from the College of the Holy Cross.

**Rachel Molly Joseph - Chief Operating Officer – Office of Financial Management (OFM), Office of Administrative Services (OAM), Information Technology Department (ITD) & Human Resources Department (HRD)**

Rachel Molly Joseph is the Chief Operating Officer. In this role she is responsible for oversight of the Office of Financial Management, the Office of Administrative Services, the Information Technology Department, the Human Resources Department, the Office of Fair Hearings and serves as the interim Coordinator for the Americans with Disabilities Act team. Rachel also supports the Director and the Executive Leadership Team to ensure teamwork and communication across the agency and to coordinate with DC government agencies and HUD to track and manage the agency federal and local
budget. Rachel has more than 20 years of experience in policy development, government agency operations, strategic planning, and program evaluation.

Prior to joining DCHA, Rachel was the Chief of Staff at the DC Child and Family Services Agency (CFSA) where she managed the agency’s strategic reform agenda. Prior to coming to CFSA, Rachel was Chief of Staff to the Deputy Mayor for Health and Human Services in Washington, DC. Rachel worked for multiple Deputy Mayors for six years ensuring inter-agency collaboration to achieve the administration’s priorities, to assess and facilitate resolution of individual constituent concerns and to support day-to-day management of operations within the office. Rachel oversaw the Mayor’s early childhood education and served as point of contact for health and human services cluster agencies regarding responsible exit from their settlement agreements and consent decrees. Previously, Rachel was at the Center for the Study of Social Policy where she was responsible for providing technical assistance to and monitoring of child welfare systems operating under Federal consent decrees to improve practice for children and families.

Rachel is a licensed foster parent and serves on the Board of Directors for the Bazelon Center for Mental Health Law. Rachel graduated from the University of North Carolina with her Juris Doctorate (JD) and her Master’s in Social Work (MSW) in 2007 and her BA from the University of Pennsylvania.

**Lorry B. Bonds – Senior Vice President & General Counsel – District of Columbia Housing Authority**

Currently the **Senior Vice President and General Counsel**, Lorry B. Bonds is accountable for the legal office and advice provided to the $500 million dollar agency with over 900 employees. She provides direction and guidance to the staff of attorneys, paralegals, and administrative staff, as well as the Executive Director and Board of Commissioners on a wide range of legal matters in the corporate counsel. As the ethics officer, Lorry is also in charge of crisis management, retaining outside counsel for specialized matters, corporate compliance of our Board and the risk management function for the agency.

In her prior role as the Vice President of Administrative Services, Lorry was responsible for all contracts and procurement including contract origination, oversight, execution, enforcement, and administration to ensure compliance with agency policy, audit, and Quality Management System. She had oversight of DCHA’s facility management and fleet program for the Agency, providing strategic policy, leadership, and direction. Lorry has supervised as many as twenty-four professionals and manages a multimillion-dollar budget.

Lorry has been awarded the Executive Director’s Leadership Award in 2008, 2014 and 2019 during her tenure as a Senior Team Leader. In 2011, she became a graduate of the Master’s Series for Distinguished Leaders through the Skinner Institute. She is a member of New Jersey Bar, District of Columbia Bar, U.S. Court of Appeals for the Fourth Circuit and U.S. District Court for the District of Columbia. She is a member of National Association of Housing and Redevelopment Officials (NAHRO), National Contract Management Association and American Purchasing Society, Inc. Former member of the National Association of ADA Coordinators and Greater Washington Area Chapter of the Women’s Bar Association.

Lorry is a former Assistant General Counsel covering a broad spectrum of civil litigation matters, including public housing damage cases, employment disputes, HUD housing discrimination complaints, personal
injury, contract disputes and bankruptcy claims in all District of Columbia courts. She also performed as an Equal Employment Opportunity (EEO) Officer responsible for investigating complaints of discrimination and representing the agency in local and federal venues.

Lorry holds a Bachelor of Arts Degree, with Honors, from Hampton University and a Juris Doctorate Degree from Howard University School of Law.

**Sheila Lewis – Director of Public Affairs and Communications – District of Columbia Housing Authority**

Sheila Lewis is the current **Director of Public Affairs and Communications**. Sheila is an experienced cross-industry Communications Executive with superior writing, crisis communications, and cross-channel content creation expertise to help move organizations from strategy to action for impactful results. Sheila leads a stakeholder engagement, media relations and digital communications team by telling great stories that enhance how to reach, serve, and engage DCHA stakeholders. She successfully built the foundation and helped shape change and the agency’s narrative through the global COVID19 crisis with impactful program, project and thought leadership around strategic partnerships, health equity in affordable housing and how to communicate with hard-to-reach audiences. Her specialties she brings to DCHA include metrics and KPIs, business planning, marketing communications strategy, public relations, media coaching, video production, podcasting, and C-Suite briefings.

Prior to joining DCHA, Sheila co-owned and managed a communications agency for 10 years with local and national clients such as the Chicago Tribune, Chicago Housing Authority, Procter & Gamble, Essence Music Festival, the National Black MBA Association and more to produce and implement targeted marketing communications campaigns using innovative tools such as short films, video, podcasts and more.

Sheila’s professional career is centralized around highly regulated industries. In a former life she served as a Controller and worked in finance, investments, and securities lending. She successfully appointed for two (2) terms to the Advisory Board for WBEZ at Chicago’s NPR radio station. She was additionally appointed as Grant Panel Reviewer under two (2) mayors for City of Chicago’s Department of Cultural Affairs and Special Events (DCASE). Throughout the duration of her career, Sheila has delivered over 1000 hours of Instructor-Led training to develop Boards of Directors, certificate-seeking adults, independent contractors, and entrepreneurs.

**John Stringfield – Senior Vice President – Office for Capital Programs (OCP)**

John Stringfield is the **Senior Vice President, Office for Capital Programs**, responsible for the agency’s and related subsidiaries’ construction, capital investment, and redevelopment programs. His combined experience spans more than 20 years in public and private sectors around the country and on three continents. Stringfield oversees DCHA’s multi-family redevelopment projects executed internally, in joint ventures with private developers and leads a team of 50 financial, architecture, engineering, construction, and project management professionals. Stringfield led the efforts that resulted in financial closings for the first phases of two long delayed residential communities, Barry Farm and Kenilworth.
As President of DCHA’s subsidiary DC Housing Enterprises, he is responsible for managing the daily operations and long-term business strategies that include New Market Tax Credit financing and community development projects. Under his leadership, in October 2022, DCHE was awarded a $55M NMTC allocation, the largest of the previous allocations received by DCHE. ($50m, $33M, $45M)

Prior to joining DCHA, Stringfield was a real estate investor and owner of several national franchises. As an Executive for a national developer, he led transactions that included ground-up residential building construction, master-planned land development, and repurposing urban buildings for redevelopment. He was a Series 7 licensed Wealth Manager for high-net-worth clients with the third largest bank in the world, Morgan Stanley, and is a licensed attorney in Maryland and DC.

He is a combat veteran as a former Army Officer in the only remaining rapid deployment Cavalry unit in the United States military and has testified before the Finance Committee of United States Congress to introduce the Veteran’s Entrepreneurs Act.

**Medina Johnson-Jennings – Senior Vice President – Housing Choice Voucher (HCV) Program**

Medina Johnson-Jennings is the Senior Vice President for the Housing Choice Voucher (HCV) Program. The HCV Program is the federal government’s major program for helping very low-income families, the elderly, and the disabled afford decent, safe, and sanitary housing in the private market. In her current role, she directs the overall operations of the Housing Choice Voucher Program, the Eligibility and Continued Occupancy Division, and DCHA’s Local subsidy programs, which fall under the HCVP Program umbrella. Working under the administrative direction of the Executive Director, she is responsible for the long-term planning for the Housing Choice Voucher Program, providing leadership, and advice on all related matters.

Medina began her career in the affordable housing arena as a Program Specialist for the Chicago Housing Authority’s (CHA) Housing Choice Voucher Program, under the administration of Quadel Consulting. While also at the CHA, she quickly advanced to Supervisor and Assistant Program Manager for the HCVP, under the administration of Nan McKay and Associates. Over the course of her tenure in the affordable housing arena, she has served in various HCV executive leadership roles for Nan McKay and Associates, as well as directly for multiple Public Housing Authorities HCV Programs, such as, in Miami, Florida, Fort Lauderdale, Florida, and Los Angeles, CA. She also previously served as DCHA’s ADA Coordinator and Deputy Director for the Housing Choice Voucher Program.

Medina holds a BS in Political Science and a Master of Public Administration from Roosevelt University.
Nona C. Eath – Senior Vice-President – Property Management Operations

Nona C. Eath is the Senior Vice-President of Property Management Operations. She is responsible for program oversight of over 8000 public housing units including the mixed-finance assets. In her role as SVP Ms. Eath is responsible for all public housing operations which includes rent collection, occupancy, maintenance; resident concerns; inspections. Nona joined DCHA in December 2021.

Her career began as the Senior Family-Self Sufficiency/Homeownership Case Manager at Dallas Housing in 2006; while at Dallas Housing Authority she was promoted to Assistant Administrator for the Voucher Program with increased program oversight and responsibility. After a year-half in that position Nona accepted a position as the Director of Assisted Housing Programs and Client Services at the Montgomery Housing Authority. During her tenure with the Montgomery Housing Authority Nona was able to maintain a program utilization of 97% and increased SEMAP score by 5% to name a few. Ms. Eath accepted a position with the Housing Authority of the Birmingham Housing Authority (HABD) as the Deputy Director of Administration which had oversight of the all the agencies program function which includes Finance, Housing Choice voucher, Public Housing and Resident Services. While with the HABD, Ms. Eath improved responsiveness to the HUD and external customers and worked with program areas with to streamline operations.

Ms. Eath accepted a position as the Executive Director with the Housing Authority of the City of Orange as the ED during her time with the agency Nona was able to increase rent collection by 126%; addressed financial deficiencies in the operations; increase occupancy and coordinated with the third-party management company on unit occupancy and rent collection for the mixed-finance assets. And lastly prior to her arrival with the DCHA, Nona was the Administrator for City of Tucson Housing and Community responsible for the oversight of all Public Housing Authority operations including Public Housing, Housing Choice Voucher Program, Capital Fund and coordinating with Homelessness programs. Nona also facilitated the distribution of 4.5M in Cares Funds during her time with the agency; in addition to increased occupancy for both programs and consistent rent collection.

Nona received her MBA from Amberton University and a BBA from the University of North Texas.

Kimberly Allen – Vice President – Office of Administrative Services (OAM)

Kimberly Allen is the Vice President of the Office of Administrative Services, bringing 24 years of procurement and contracting experience to DCHA. Kimberly joined DCHA in 2006 as the Contracts Manager for the Development and Modernization Administration (DMA), as well as DCHA subsidiary Construction Services Administration (CSA). In 2015, Kimberly’s expertise prompted her to be selected for a promotion to another role as Procurement Manager in OAS. Kimberly has provided procurement and contract award oversight of over $400 million and an average annual $50 million award for various professional consulting and AE services, supplies, equipment, maintenance and repair, and construction and development contracts. In her role as Procurement Manager, she was responsible for the oversight of procurement, contracting and Wage Compliance for the agency and all its subsidiaries.

In February of 2022, Kimberly was promoted to her current role as the VP of OAS. Kimberly’s oversight includes wage labor compliance of all contracts for labor requirements that identifies and complies with
the labor requirements of the Federal government, including, but not limited to the Davis Bacon/McNamara O’Hara Service Contract Act, Federal Labor Standards Act, Affirmative Action and Occupational Safety and Health Administration. OAS Compliance Staff outlines the specified wage rates applicable to the service and/or construction requirements to ensure workers are treated properly. The staff is responsible for the review of the payrolls for compliance and restitution of wages if applicable.

Prior to joining DCHA, Kimberly worked 18 years in the hospitality industry with Marriott International in sales, operations, training, 11 years in management and 5 years as a General Manager for two of the Marriott select service hotel brands. During her tenure with Marriott, Kimberly had the pleasure of working as a Lead Training Manager to facilitate opening hotel staff training.

Kimberly studied Psychology and Marketing at Hampton University and later earned a Bachelor of Science from University of Maryland University College with a primary specialization in Business Management and a secondary specialization in Management Studies. Kimberly earned post graduate certifications from Villanova University, University Alliance in Contract and Advanced Contract Management, Mastering Business Skills and Essentials in Government Contracting.

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Petuna Cooper – Vice President – Office of Audit and Compliance (OAC)

Petuna Cooper is the Vice President of the Office of Audit and Compliance (OAC). Petuna is currently overseeing the independent internal auditing and investigation function established to examine and evaluate DCHA’s activities as a service to the agency. She brings decades of experience to DCHA, serving in audit and compliance leadership roles and has patented strategies and ideas which strengthened core services, lead new infrastructure initiatives while maintaining team-cohesiveness and boosting morale despite periods of instability and change.

As a certified compliance officer, Petuna has over 30 years of auditing and executive level regulatory compliance experience and has worked with hospitals, hospices, education system and was an audit advisor for confidential audits related to the state of Maryland correctional facilities. Her extensive knowledge of the complex laws and rules and regulations of the health care industry easily translates to housing policies and brings a new perspective to DCHA’s mission of providing safe and healthy affordable housing.

Prior to joining DCHA, Petuna championed initiatives through conducting comprehensive internal audits that have positioned organizations to achieve significant growth and have turned around challenging divisions to regain the respect of the people they serve.

In her executive leadership tenure, Petuna has managed to:

- Achieve a 35 percent increase in department efficiency through baseline auditing and the introduction of standardized operating procedures and policies.
- Optimize organizational efficiencies and processes by leveraging audit recommendations which included the implementation of new technology and regulatory compliance protocol.
- Established training and applied the understanding of ambulatory and inpatient services protocol; applied change-management applications into models for success.
- Demonstrated excellence in improving quality through monitoring and auditing to determine efficacy in utilization of organizational resources.
• Demonstrated an expert level of knowledge and understanding of the original version of the Affordable Care Act (ACA) and was an audit advisor for entities that needed assistance complying with this Act.

Petuna is an honors graduate with a Master’s of Business Administration in Health Services Administration from Strayer University, as well as a Summa Cum Laude with a Bachelor of Science Degree in Global Business Administration.

John H. Sarah – Chief Financial Officer (CFO)

John H. Sarah is the District of Columbia Housing Authority’s currently serving Chief Financial Officer (CFO) with over twenty-three years of experience in finance and executive leadership.

His professional experience in public housing includes serving as the Chief Financial Officer for the Housing Authority at Boulder, Colorado (Boulder Housing Partners) and the Interim Chief Financial Officer for the Housing Authority of the City of El Paso, Texas (HACEP) where he started as a Manager of Financial Planning and Analysis, then ascended to the role of Director of Finance before he moved into the role of Interim Chief Financial Officer; in addition to his duties in finance management he was involved in several RAD conversions, LIHTC acquisitions, development and construction as well as coordinating and liaising between the Housing Authority and different parties (HUD, TDHCA, lawyers, consultants... etc).

In the private sector, his experience includes heading the Systems and Compliance department at Plaza Properties and Economy Wholesale sister companies where he successfully led a complex ERP implementation involving supply chain, warehouse management, automated purchases, and sales forecast, he was also the Regional Financial Controller at SABIS Educational Services among numerous other assignments.

He is a graduate of the school of business at the University of Damascus in Syria and has successfully completed the CFO certification provided by NAHRO (National Association of Housing and Redevelopment Officials) in 2021.

Robin Linton – Interim Director, Human Resources

Robin Linton is the Interim Director of Human Resources. Robin is tasked with implementing compensation plans and philosophy, impactful training programs and aligning Human Resource teams to meet business goals. She brings to DC Housing Authority more than twenty years of progressive Strategic Human Resource experience and expertise in Human Resources. Robin’s experience portfolio has afforded her opportunities, to provide visionary HR leadership and strategic direction to build, turnaround and develop HR teams. She is recognized for her expertise is performance management, employee relations, learning and development, HR compliance, talent management and organization development. She has provided authentic and transformational human resource advisement and consultation to support senior leaders in non-profit organizations and Fortune 500 organizations to mitigate risks related to people management. Robin has served in many leadership
roles from Senior Manager to Vice President with fortune 500 organization, such as Verizon, Comcast as well as highly recognized non-profits in the DMV are such as Save the Children and Thread Inc.

Robin’s passion is bringing the best out of the people behind DCHA. She diligently collaborates to provide innovative ideas on how to leverage and balance an organizations most valuable assets with the goals and objectives of the organization. She is a strong advocate for building organizational infrastructure and processes that enhance productivity and improve operational efficiency. She is a conscientious dedicated leader, committed to making a positive and indelible impact on organizational and workforce cultural.

As continuous learner, Robin holds a Master’s Degree in Human Resources and has obtain several HR certifications: UMBC, Villanova University, SHRM-SCP and SPHR. She is also a John Maxwell certified coach and facilitator and SHRM certified Diversity Trainer. She has most recently been certified in Culture Facilitation and Diversity, Equity, and Inclusion in the workplace. She is recognized as an inspirational and life impacting facilitator.

Michael Buck - Deputy Director & interim Chief Information Officer (CIO) – Information Technology Department (ITD)

Michael Buck is the Deputy Director of IT and the interim CIO. In this role he is responsible for directing the support and operation of the technology needs of the agency. Michael has more than 16 years of experience in managing and supporting the technology needs of organizations. Michael’s IT and management experience reaches across the higher education, non-profit, healthcare, state government, and for-profit sectors giving a varied set of experiences to bring to bear for the agency. He worked his way up at Carilion Clinic where he worked in the IT department to support the hospital system’s 10,000+ employees. He then moved on to The Massachusetts Institute of Technology (MIT) where he helped with database and systems integration. When he moved back to D.C., he worked for The Mercatus Center at George Mason University as an IT Manager working his way up to Deputy Director of IT. He then moved on to work for the Daniel Morgan Graduate School of National Security as Director of IT. Lastly, before he joined DCHA, he was the head of IT for Texas A&M’s inaugural location in Washington DC. In this role he managed the buildout of technology infrastructure, IT department creation and organization, and implementation of organizational IT security and operational policies for the site.

Michael will complete his Master’s of Science in Technology Management in April of 2023 and has a Bachelor’s of Sciences in Decision Sciences and Management Information System. Both of which are from the School of Business at George Mason University.

Joel Maupin – Chief of Police – District of Columbia Housing Authority

Chief Maupin has over thirty-nine years of law enforcement experience. Prior to assuming the position as Chief of Police with the District of Columbia Housing Authority, he served for over 29 years as a sworn police officer/official with the Metropolitan Police Department of Washington DC. The eight years
preceding his retirement, he served as the Commanding Officer of the Seventh Patrol District in the Southeast section of the city.

Chief Maupin has vast experience in leadership, strategic planning, and organizational functions. Since his 2012 appointment as the Chief of the District of Columbia Housing Authority Police Department, Chief Maupin has led the reorganization of the department, emphasizing community policing. He has instituted both mandatory and optional training opportunities for all staff members and has developed and implemented community outreach programs concentrating on DCHA’s most vulnerable senior and youth populations.

In continuing education efforts, Maupin has completed extensive law enforcement management training to include the following:

- Completion of the John Hopkins University Strategic Thinking Seminar
- Completion of the Federal Bureau of Investigations Executive Leadership Media Workshop
- Graduate of the Management College at the Institute for Law Enforcement Administration
- Graduate of the Senior Management Institute for Police (SMIP) of the Police Executive Research Forum at Boston College.
- Completion of the Penn State Continuing & Distance Education, Police Executive Development Program
- Completion of the Federal Bureau of Investigations Management Seminar or Policing
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<th>Reporting Period</th>
<th>Scorecard</th>
<th>Perspective</th>
<th>Overarching Goal</th>
<th>Specific Goal</th>
<th>Measures</th>
<th>Weight</th>
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<td>DCHA Executive</td>
<td>Proactively manage FY22 budget and associated contract and procurement activities</td>
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<td>Standard Core Goals</td>
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<td>Client Focused</td>
<td>Develop internal process that will have a positive impact on our clients</td>
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<td>Organizational</td>
<td>Create &amp; nurture internal partnerships to improve and sustain cross functional efficiencies</td>
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<td>Create &amp; nurture internal partnerships to improve and sustain cross functional efficiencies</td>
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<td>Leadership</td>
<td>Seek to develop leadership skills and responsibility capabilities when making assignments to supervisors &amp; managers</td>
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<td>Agency Move</td>
<td>Take measures that will prepare your department for the Agency move</td>
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<td>DCHA Executive Leadership SMART Goals (3-5 Goals) [Add Rows As Necessary] (to total 60% in weight)</td>
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<td>Strategic</td>
<td>Develop goal tied to a strategic goal of the ED</td>
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DISTRICT OF COLUMBIA HOUSING AUTHORITY
ORGANIZATIONAL CHART

ADA/504 & Language Access Department

CHIEF OPERATING OFFICER
Rachel Joseph

ADA/504 PROGRAM COORDINATOR (INTERIM)
Rachel Joseph

ADA/504 PROGRAM SPECIALIST
Catrice Mack

ADA/504 PROGRAM OUTREACH COUNSELOR
Sherquita McDaniel

DRAFT Last Edited: 11/3/2022
Housing Choice Voucher Program
Eligibility and Continued Occupancy Division

SENIOR VICE PRESIDENT
HCVP/ECOD
Medina Johnson Jennings

DEPUTY DIRECTOR
HCVP, INSPECTIONS, & ECOD
Anissa Jones

DEPUTY DIRECTOR
HCVP, ROTC, & QA
Karissa Spann

ADMINISTRATIVE COORDINATOR
Stephanie Alger

LEGEND:
HCVP: Housing Choice Voucher Program
ECOD: Eligibility & Continued Occupancy Division
ROTC: Relocation Orientation Training Coordinator
QA: Quality Assurance
LEGEND:
HCVP: Housing Choice Voucher Program
ECOD: Eligibility & Continued Occupancy Division
ROTC: Relocation Orientation Training Coordinator
QA: Quality Assurance
Human Resources Department

SENIOR VICE PRESIDENT
HUMAN RESOURCES
Robin Linton
(INTERIM)

DEPUTY DIRECTOR
Robin Linton

HUMAN RESOURCES
PROGRAM
COORDINATOR
Cynthia Hill

LABOR & EMPLOYEE
RELATIONS
MANAGER
Ronnie Thaxton

LABOR & EMPLOYEE
RELATIONS
COORDINATOR
Vacant

ORGANIZATIONAL
DEVELOPMENT &
TRAINING
MANAGER
Jamila Garrett

RECRUITMENT
SUPERVISOR
Teniesia Mooring

STAFF ASSISTANT
Jacqueline Johnson-
Holloway

HUMAN
RESOURCES
MANAGER
Ashlee Partlow

STAFF ASSISTANT
Vacant

HUMAN RESOURCES
SPECIALIST
Richardine Bush

HUMAN RESOURCES
SPECIALIST
Andrea Moore

BENEFITS
SPECIALIST
Vacant

HUMAN RESOURCES
SPECIALIST
Vacant
Office of Administrative Services

VICE PRESIDENT
OFFICE OF
ADMINISTRATIVE SERVICES
Kimberly Allen

CONTRACTING OFFICER
Cheryl Moore

PROCUREMENT MANAGER
Celestine Wall

ADMINISTRATIVE SERVICES LIASON
Melanie Marshall

PROCUREMENT ANALYST
Vacant

CONTRACT COMPLIANCE SPECIALIST
Timothy Eaves

CONTRACT COMPLIANCE SPECIALIST
Ana Valdez

CONTRACT SPECIALIST
Lashawn Mizzell-McLeod

CONTRACT SPECIALIST
Lolita Washington

CONTRACT COMPLIANCE SPECIALIST
Vacant

SENIOR CONTACT/ COST ANALYST
Vacant
Office of Audit and Compliance

VICE PRESIDENT AUDIT & COMPLIANCE
Petuna Cooper

DEPUTY DIRECTOR
Deborah Coleman (INTERIM)

HOUSING INSPECTOR (QUALITY CONTROL)
Clifton Sherrod

CRIMINAL INVESTIGATOR
Deborah Coleman

HOUSING INSPECTOR (QUALITY CONTROL)
Janet Couplin

SENIOR AUDITOR (FINANCIAL)
Robert Parrish

SENIOR AUDITOR
TeAta Sanders
Office of Capital Programs

- SENIOR VICE PRESIDENT
  OFFICE OF CAPITAL PROGRAM
  John Stringfield

- ASSOCIATE VICE PRESIDENT OF PLANNING & DESIGN
  Thor Nelson

- OPERATIONS MANAGER
  Diane Nelson

- ASSOCIATE VICE PRESIDENT
  CONSTRUCTION
  Brian Butler

- ASSOCIATE VICE PRESIDENT
  DEVELOPMENT
  Andre Gould
Office of Capital Programs
Development

DISTRICT OF COLUMBIA HOUSING AUTHORITY
ORGANIZATIONAL CHART

SENIOR VICE PRESIDENT
OFFICE OF CAPITAL PROGRAM
John Stringfield

ASSOCIATE VICE PRESIDENT
DEVELOPMENT
Andre Gould

SENIOR MANAGER
DEVELOPMENT
Kurt Norman

DEVELOPMENT PROJECT MANAGER II
Vacant

DEVELOPMENT PROJECT MANAGER II
Vacant

DEVELOPMENT PROJECT MANAGER I
Carlos Gray

DEVELOPMENT PROJECT MANAGER II
Vacant

DEVELOPMENT PROJECT MANAGER I
Warren Campbell

DEVELOPMENT PROJECT MANAGER I
Joseph Chase

DEVELOPMENT PROJECT MANAGER II
Brodrick Spencer
District of Columbia Housing Authority
Organizational Chart

Office of Capital Programs
Planning and Design

Senior Vice President
Office of Capital Program
John Stringfield

Associate Vice President
Planning & Design
Thor Nelson

Senior Manager
Planning & Design
Leslie Howerton

Architect
Vacant

Urban Designer/Planner
Vacant

Senior Architect
Annette Adams-Beckbird

Architect
John Jessamy

Mechanical Engineer
Narinder Goel

Architect
Vacant

Senior Capital Planner
Colin Solitt
Office of Capital Programs
Operations

SENIOR VICE PRESIDENT
OFFICE OF CAPITAL PROGRAM
John Stringfield

OPERATIONS MANAGER
Diane Nelson

PROCUREMENT MANAGER
Melanie Williams

STAFF ASSISTANT
Barbara Ouzts
STAFF ASSISTANT
Vacant
District of Columbia Housing Authority
Organizational Chart

Office of Fair Hearings

Fair Hearings Administrator
Jeffrey Toney

Fair Hearing Assistant
Deborah Green

Fair Hearings Compliance Officer
Deidra Squire

Fair Hearings Program Specialist
Ingrid Campbell

Fair Hearings Program Specialist
Paula Cills
Office of Financial Management

CHIEF FINANCIAL OFFICER
John Sarah

ADMINISTRATIVE AIDE
Pearl Matibe

FINANCE SPECIALIST
Christi Johnson-Dangba

DEPUTY DIRECTOR
Zwedneh Shiferaw

FINANCE SPECIALIST
Lisa Kelly

SENIOR FINANCIAL ANALYST
Vacant

A/P / AR MANAGER
Bolaji Atewologun

FINANCIAL SPECIALIST
Amit Gessese

A/P SPECIALIST
Frarshawn Hopkins

A/P SPECIALIST
Calvin Baker

PROGRAM ANALYST
ACCOUNTING
Meskereem Eshetu

FINANCE SPECIALIST
Yvonne Lee

PAYROLL MANAGER
Quincy Randolph

PAYROLL SPECIALIST
Shana Thomas

PAYROLL SPECIALIST
Vacant

BUDGET / FORCASTING MANAGER
Misty Ferguson

BUDGET SPECIALIST
Terreaun Cabrean-Webb

BUDGET SPECIALIST
Janice Shaw

FINANCE SPECIALIST
Oyinlola Omishore

DEVELOPMENT MANAGER
Vacant

FINANCIAL PROGRAM SPECIALIST
Arun Gupta

A/P SPECIALIST
Cheromie Johnson

TAR SPECIALIST
Kikelomo Bejide

TAR SPECIALIST
Andre James
Office of the General Counsel

**GENERAL COUNSEL**
Lorry Bonds

**DEPUTY GENERAL COUNSEL**
Andrea Powell

**MANAGING SENIOR ASSOCIATE GENERAL COUNSEL**
- (LITIGATION)
  - David Rosen
  - Alex Mashayekhi
  - Rhonesha Buford

**MANAGING SENIOR ASSOCIATE GENERAL COUNSEL**
- (GENERAL MATTERS)
  - Kimberly August
  - ASSOCIATE COUNSEL
  - Vacant
  - ASSOCIATE COUNSEL I
  - Vacant
  - ASSOCIATE GENERAL COUNSEL
  - Eric Topor
  - ASSOCIATE COUNSEL I
  - Vacant

**MANAGING SENIOR ASSOCIATE GENERAL COUNSEL**
- (REAL ESTATE)
  - Vacant
  - ASSOCIATE COUNSEL
  - Vacant
  - ASSOCIATE COUNSEL I
  - Louis Grimmelbein
Office of Public Affairs and Communications

VICE PRESIDENT
OFFICE OF PUBLIC AFFAIRS
Sheila Lewis

MULTIMEDIA
SUPERVISORY
SPECIALIST
Vacant

GRAPHIC
DESIGNER
Gregory Wolf
Office of Public Safety Administration

CHIEF OF POLICE
Joel Maupin

DEPUTY CHIEF
INTERIM
Steven Spencer

STAFF ASSISTANT
Jacqueline Taylor

SENIOR OUTREACH OFFICER
Denise Kave-Govan

MANAGEMENT ANALYST
Raquel Magnuder

SENIOR OUTREACH WORKER
Vacant

CLERICAL ASSISTANT
Shaunetta Dorn
Office of Public Safety
Day

DEPUTY CHIEF
INTERIM
Steven Spencer

ADMINISTRATIVE
LIEUTENANT
Steven Spencer

SERGEANT
Anthony Mable

SERGEANT
Michelle Williams

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Floyd Favors Jr.

SECURITY OFFICER
Sandra Robinson

SECURITY OFFICER
Kimesha Pittman

SECURITY OFFICER
LaKeisha Harris Hinton

SECURITY OFFICER
Sharra Brockington

SECURITY OFFICER
Allyson Wingate

SECURITY OFFICER
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SECURITY OFFICER
Kenneth Lipkins

SECURITY OFFICER
Vacant

SECURITY OFFICER
Kimesha Seaberry

SECURITY OFFICER
Vacant

SECURITY OFFICER
Linda Rawlings

SECURITY OFFICER
Brandon Coley

SECURITY OFFICER
Vacant

SECURITY OFFICER
Donna Hayes

SECURITY OFFICER
Barbara Cee-Ellis

SECURITY OFFICER
Sharon Sellers

SECURITY OFFICER
Vacant

SECURITY OFFICER
Michael Gaines

SECURITY OFFICER
Shana Watson

SECURITY OFFICER
Sylvia Taylor

SECURITY OFFICER
Bernadette Penny

SECURITY OFFICER
Willette Williams

SECURITY OFFICER
Shaneka Burno

SECURITY OFFICER
William Lasile Luke

SECURITY OFFICER
Jocelyn Williams

SERGEANT
Willie Street

SERGEANT
Lance Harrison

SERGEANT
Michelle Williams

SERGEANT
Gwendolyn Richardson

SERGEANT
Sandra Robinson

SERGEANT
Tayron Ventra

SERGEANT
Sharra Brockington

SERGEANT
Voyeler Williams

SERGEANT
Vacant

SERGEANT
Desmond Powell

SERGEANT
Carolyn Looper

SERGEANT
Anthony Patterson

SERGEANT
Cynthia Russell

SERGEANT
Edgar Barnes

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SECURITY OFFICER
Kimesha Seaberry

SECURITY OFFICER
Vacant

SECURITY OFFICER
Donna Hayes

SECURITY OFFICER
Barbara Cee-Ellis

SECURITY OFFICER
Michael Gaines

SECURITY OFFICER
Shana Watson

SECURITY OFFICER
Sylvia Taylor

SECURITY OFFICER
Bernadette Penny

SECURITY OFFICER
Willette Williams

SECURITY OFFICER
Shaneka Burno

SECURITY OFFICER
William Lasile Luke

SECURITY OFFICER
Jocelyn Williams

SECURITY OFFICER
Vacant

SECURITY OFFICER
Vacant

SECURITY OFFICER
Vacant

SECURITY OFFICER
Vacant
Office of Public Safety Management

CHIEF OF POLICE
Joel Maupin

DEPUTY CHIEF (INTERIM)
Steven Spencer

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Wille Street

LIEUTENANT
Eugene Bentley

SERGEANT
Anthony Mable

SERGEANT
Michelle Williams

SERGEANT
Christopher Leary

SERGEANT
Darnell Douglas

SERGEANT
Michael Jamieson

SERGEANT
Larry Persner

SERGEANT
Arthur Hayes

SERGEANT
Mickey Green

SERGEANT
Lance Harrison

SERGEANT
Norman Dickerson

LIEUTENANT
Steven Spencer

LIEUTENANT
Eddie Fowler

SERGEANT
Larry Persner

SERGEANT
Mickey Green

SERGEANT
Lance Harrison

SERGEANT
Norman Dickerson
Office of Resident Engagement

EXECUTIVE DIRECTOR
Brenda Donald

DIRECTOR
OFFICE OF RESIDENT ENGAGEMENT
LaShawn Douglas
Vincent

RESIDENT RELATIONS MANAGER
Fashad Tyler
Property Management Operations
Facilities Maintenance

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Jed Ader

MANAGER FACILITIES MAINTENANCE
Daniel Dening

DIRECTOR MECHANICAL OPERATIONS
Keith Kindel

CHIEF FACILITIES MAINTENANCE
Douglas Moody

GENERAL FOREMAN
Joseph Hall

EXECUTIVE ASSISTANT
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Quality Control

SENIOR VICE PRESIDENT
PROPERTY MANAGEMENT OPERATIONS
Nona Eath

DIRECTOR
PROPERTY MANAGEMENT OPERATIONS
Olivia Rudd

DATA MANAGEMENT SPECIALIST
Christian Hamlett

RECERTIFICATION SPECIALIST
Reathe Rahim
RECERTIFICATION SPECIALIST
Dalphine Townsend
ELIGIBILITY RECERTIFICATION SPECIALIST
Tiffany Broadnax
RECERTIFICATION SPECIALIST
Cheryl Reese
RECERTIFICATION SPECIALIST
Dedre Adams
Property Management Operations
Carrol Apartments

AREA MANAGER
Semadra Watson

HOUSING MANAGER
Danielle Littlejohn

REGIONAL MAINTENANCE SUPERVISOR
Anthony Cooper

MAINTENANCE MECHANIC
Fredrick DeSilva

MAINTENANCE MECHANIC
Vacant

MAINTENANCE WORKER
Vacant

HOUSING MANAGEMENT ASSISTANT
Caroline Brown

LABORER
Vacant

LABORER
Vacant

LABORER
Kevin Jefferson

LABORER
Vacant
Property Management Operations
Claridge Apartments

AREA MANAGER
Semadra Watson

HOUSING MANAGER
Donna Kenely-Tillery

LABORER
Dionte Johnson

LABORER
Chanel Johnson

LABORER
Michael Wilson

HOUSING MANAGEMENT ASSISTANT
Deborah Osborne

MAINTENANCE WORKER
Rodney Holland

LABORER
Vacant

LABORER
Vacant

MAINTENANCE MECHANIC
Vacant

REGIONAL MAINTENANCE SUPERVISOR
Ezel Littles

MAINTENANCE FOREMAN (SHARED W/HORIZON)
Vacant

MAINTENANCE MECHANIC
Malik Abdul Muhammad
Property Management Operations
Columbia Road
Property Management Operations
Elvans Road

AREA MANAGER
Semadra Watson

HOUSING MANAGER
Lajuan Sligh

LABORER
William Snipes

LABORER
Guy Raspberry

LABORER
Charles Smith

MAINTENANCE FOREMAN
Tyrone Johnson

MAINTENANCE MECHANIC
John Enoch

MAINTENANCE MECHANIC
James Morgan

MAINTENANCE MECHANIC
DeAngelo Carr
Property Management Operations
Fort Dupont Dwelling/Fort Dupont Additions

AREA MANAGER
Albert Williams

HOUSING MANAGER
Simone Reid

HOUSING MANAGEMENT ASSISTANT
Lisa Whole

HOUSING MANAGEMENT ASSISTANT
Bessi Chavez

LABORER
James Pearson

LABORER
Paul Sparks

LABORER
LaRon Garrett

LABORER
Vacant

MAINTENANCE FOREMAN
Raymond Hunt

MAINTENANCE MECHANIC
Marques Melvin

MAINTENANCE MECHANIC
Carlton Lane Jr.

MAINTENANCE MECHANIC
Robert Coates
Property Management Operations
Fort Lincoln

AREA MANAGER
Semadra Watson

HOUSING MANAGER
Dionne Williams

LABORER
Robert Thompson
LABORER
Carl Brown
LABORER
Siani Clark
HOUSING MANAGEMENT ASSISTANT
Kourtney Robinson
Freeman
LABORER
Isaias Martinez

REGIONAL MAINTENANCE SUPERVISOR
Anthony Cooper

MAINTENANCE MECHANIC
Arlene Burrows
MAINTENANCE MECHANIC
George Tate
Property Management Operations
Garfield Terrace Senior and Family

AREA MANAGER
Vacant

HOUSING MANAGER
Wanda Barnes

LABORER
Vacant

LABORER II
Gary Anderson

LABORER
Khalid Davis

LABORER
Cornell Epps

MAINTENANCE FOREMAN
Michael Bonds

MAINTENANCE MECHANIC
Arthur Diggs

MAINTENANCE MECHANIC
Terrance Saunders

MAINTENANCE MECHANIC
Cornelius Jennings

MAINTENANCE MECHANIC
Vacant

HOUSING MANAGEMENT ASSISTANT
Carol Proctor

LABORER
Charles Smith

HOUSING MANAGEMENT ASSISTANT
Ashenafi Dejene
Property Management Operations
Greenleaf Additions
Property Management Operations
Greenleaf Gardens

AREA MANAGER
INTERIM
Rhonda Harvell

HOUSING
MANAGER
Rhonda Harvell

MAINTENANCE
FOREMAN
Vacant

MAINTENANCE
MECHANIC
Vacant

MAINTENANCE
MECHANIC
John Russell

LABORER
Earl Carson

LABORER
Gregory Taylor

HOUSING
MANAGEMENT
ASSISTANT
Ethel Boddie-Alston

HOUSING
MANAGEMENT
ASSISTANT
Sophia Wright

HOUSING
MANAGEMENT
ASSISTANT
Aaron Magruder

HOUSING
MANAGEMENT
ASSISTANT
Vacant
Property Management Operations
Harvard Towers

AREA MANAGER
INTERIM
Emiko Brown

HOUSING MANAGER
Elbert Dixon

HOUSING MANAGEMENT ASSISTANT
Vacant

LABORER
Raymond Thomas

LABORER
Elanor Lee

REGIONAL MAINTENANCE SUPERVISOR
INTERIM
Ezel Littles

MAINTENANCE MECHANIC
Timothy Parker

MAINTENANCE MECHANIC
Matthew Cary
Property Management Operations
Hopkins Apartments

AREA MANAGER
Semadra Watson

HOUSING MANAGER
Courtney Lewis Smith

HOUSING MANAGEMENT ASSISTANT
Vacant

LABORER
Derrick Fouch

LABORER
Melvin West

LABORER
Lamont Cole

LABORER II
Vacant

MAINTENANCE FOREMAN
Anthony McIlwain

MAINTENANCE MECHANIC
Vacant

MAINTENANCE WORKER
Sidney Jackson
Property Management Operations
Horizon

AREA MANAGER
Semadra Watson

HOUSING MANAGER
Donna Kenely-Tillery

HOUSING MANAGEMENT ASSISTANT
Deborah Osborne

HOUSING MANAGEMENT ASSISTANT
Tonza Harris

LABORER
Jason Thompson

LABORER
Vacant

REGIONAL MAINTENANCE SUPERVISOR
Ezel Littles

MAINTENANCE MECHANIC
Curtis McCrae

MAINTENANCE WORKER
Vacant
Property Management Operations
James Apartments

AREA MANAGER
Semadra Watson

HOUSING MANAGER
Shana Butler

HOUSING MANAGEMENT ASSISTANT
Patricia Holmes

LABORER
Stanley Jenkins

LABORER
Andrew Payton

REGIONAL MAINTENANCE SUPERVISOR
Anthony Cooper

MAINTENANCE MECHANIC
Gregory Stubbs
Property Management Operations
James Creek

AREA MANAGER
Semadra Watson

HOUSING MANAGER
Britanni Mack

MAINTENANCE FOREMAN
Donald Dixon

MAINTENANCE WORKER
Justin McKnight

MAINTENANCE MECHANIC
Domingo Pacheco

MAINTENANCE MECHANIC
Auston Kennedy Sr.

MAINTENANCE MECHANIC
Marc Ferguson

LABORER
Eric Hines

LABORER
Anthony Bush

LABORER
Joseph McCrae

LABORER
Vacant

LABORER
Vacant

LABORER
Vacant

LABORER
Anthony Bush

LABORER MANAGEMENT ASSISTANT
Anita Saunders-Packer

LABORER
Vacant

LABORER
Vacant

LABORER
Vacant

LABORER
Vacant
Property Management Operations
Judiciary House

AREA MANAGER
Vacant

HOUSING MANAGER
ANTHONY POLES

HOUSING MANAGEMENT ASSISTANT
Vacant

HOUSING MANAGEMENT ASSISTANT
Juanita Sullivan

HOUSING MANAGEMENT ASSISTANT
Anthony Whitten

LABORER
Vacant

LABORER
Travis McGill

LABORER II
Kenneth Campbell

LABORER
Gregory Mitchell

REGIONAL MAINTENANCE SUPERVISOR
Ezel Littles

MAINTENANCE MECHANIC
Marcus Packer
Property Management Operations
Kelly Miller

AREA MANAGER INTERIM
Emiko Brown

HOUSING MANAGER
Nina Rochelle

LABORER
Ronnie Wallace

HOUSING MANAGEMENT ASSISTANT
Monique Williams

LABORER I
Nashon Sawyer

LABORER II
Anthony Butler

REGIONAL MAINTENANCE SUPERVISOR
Vacant

MAINTENANCE MECHANIC
Alphonso Williams

MAINTENANCE MECHANIC
George Burke
Property Management Operations
Kenilworth Courts

AREA MANAGER
INTERIM
Emiko Brown

HOUSING MANAGER
Sade Boyea

MAINTENANCE FOREMAN
William Easter

MAINTENANCE WORKER
Marc Bodie

MAINTENANCE MECHANIC
Wayne Johnson

MAINTENANCE MECHANIC
Rudolph Johnson

MAINTENANCE MECHANIC
Vacant

LABORER
DeAngelo Wade

LABORER
Vacant

LABORER
Vacant

LABORER
David Graham

HOUSING MANAGEMENT ASSISTANT
Vacant

HOUSING MANAGEMENT ASSISTANT
Ricardo Speight

LABORER
Preston Gray

LABORER II
Vacant

LABORER II
DeAngelo Wade

LABORER
Vacant

LABORER
Vacant

LABORER
David Graham

HOUSING MANAGEMENT ASSISTANT
Vacant

HOUSING MANAGEMENT ASSISTANT
Ricardo Speight

LABORER
Preston Gray

LABORER II
DeAngelo Wade

LABORER
Vacant

LABORER
Vacant

LABORER
David Graham

HOUSING MANAGEMENT ASSISTANT
Vacant

HOUSING MANAGEMENT ASSISTANT
Ricardo Speight

LABORER
Preston Gray

LABORER II
DeAngelo Wade

LABORER
Vacant

LABORER
Vacant

LABORER
David Graham

HOUSING MANAGEMENT ASSISTANT
Vacant

HOUSING MANAGEMENT ASSISTANT
Ricardo Speight

LABORER
Preston Gray

LABORER II
DeAngelo Wade

LABORER
Vacant

LABORER
Vacant

LABORER
David Graham

HOUSING MANAGEMENT ASSISTANT
Vacant

HOUSING MANAGEMENT ASSISTANT
Ricardo Speight

LABORER
Preston Gray
Property Management Operations
Kentucky Courts

AREA MANAGER
Semadra Watson

HOUSING MANAGER
Danielle Littlejohn

LABORER
Tre Brightaught

LABORER
Kevin Jefferson

HOUSING MANAGEMENT ASSISTANT
Vacant

REGIONAL MAINTENANCE SUPERVISOR
Anthony Cooper

MAINTENANCE MECHANIC
Gregory Mason

MAINTENANCE WORKER
Gregory Hughes

LABORER
Vacant

Housing Manager
Vacant

Laborer
Vacant

Housing Management Assistant
Vacant

Regional Maintenance Supervisor
Vacant

Maintenance Mechanic
Vacant

Maintenance Worker
Vacant
Property Management Operations
Knox Hill

AREA MANAGER
Albert Williams

HOUSING MANAGER
Betty Diallo

HOUSING MANAGEMENT ASSISTANT
Latterica Goodwin

LABORER
Pernell Penny

LABORER
Latasha Martin

REGIONAL MAINTENANCE SUPERVISOR
Vacant

MAINTENANCE MECHANIC
Vacant

MAINTENANCE MECHANIC
James Halé

MAINTENANCE WORKER
Rodney Holland
Property Management Operations
Langston Additions

AREA MANAGER
Vacant

HOUSING MANAGER
Dorothy Glenn

LABORER
Ricardo Kenan Sr.

HOUSING MANAGEMENT ASSISTANT
Nicholas Harvey

DISTRICT OF COLUMBIA HOUSING AUTHORITY
ORGANIZATIONAL CHART
Property Management Operations
Langston Terrace

AREA MANAGER
Vacant

HOUSING MANAGER
Dorothy Glenn

HOUSING MANAGEMENT ASSISTANT
Nicholas Harvey

HOUSING MANAGEMENT ASSISTANT
Aundre Singleton

LABORER
Williams Tomlin

MAINTENANCE FOREMAN
Khoran Davis

MAINTENANCE MECHANIC
William Campbell
Property Management Operations
Ledroit
Property Management Operations
Lincoln Heights

AREA MANAGER
Vacant

HOUSING MANAGER
Vacant

LABORER
Yolanda Dawkins

LABORER
Donnie Brooks

LABORER II
Ballard Rogers

LABORER
Vacant

LABORER
Vacant

HOUSING MANAGEMENT ASSISTANT
Karen Battle

HOUSING MANAGEMENT ASSISTANT
Vacant

LABORER
Vacant

MAINTENANCE FOREMAN
William Johnson

MAINTENANCE MECHANIC
Gregory Williams

MAINTENANCE MECHANIC
Aliu Kamara

MAINTENANCE MECHANIC
Vacant

MAINTENANCE MECHANIC
Paul Williams

LABORER II
Preston Gray

LABORER
Vacant

LABORER
Vacant
Property Management Operations
Montana Terrace

AREA MANAGER
Semadra Watson

HOUSING MANAGER
Dionne Williams

LABORER
Carl Green

LABORER
Tyrone Cromartie

REGIONAL MAINTENANCE SUPERVISOR
Anthony Cooper

MAINTENANCE MECHANIC
Donnie Wilson

HOUSING MANAGEMENT ASSISTANT
Kourtney Robinson
Freeman
Property Management Operations
Ontario

AREA MANAGER
Vacant

HOUSING MANAGER
Elbert Dixon

HOUSING MANAGEMENT ASSISTANT
Roxanne Pugh
Property Management Operations
Park Morton

- Area Manager: Vacant
- Housing Manager: Danielle Littlejohn
- Laborer: Keith Harrison
- Laborer: Amila Barnes
- Housing Management Assistant: Vacant
- Laborer: Tre Brighthaupt
- Maintenance Foreman: Vacant
- Maintenance Worker: Kyle Powell
- Maintenance Mechanic: Leonard Workcuff
- Maintenance Worker: Leonard Workcuff
Property Management Operations
Parkway Overlook

AREA MANAGER
INTERIM
Emiko Brown

HOUSING MANAGER
McKinley Summers

HOUSING MANAGEMENT ASSISTANT
Erika Murphy-Robinson

LABORER
Vacant

LABORER
Vacant

HOUSING MANAGEMENT ASSISTANT
Andrea Brown

MAINTENANCE FOREMAN
Vacant

MAINTENANCE MECHANIC
Thomas Christian

MAINTENANCE MECHANIC
Vacant
Property Management Operations
Potomac Gardens

AREA MANAGER
INTERIM
Emiko Brown

HOUSING MANAGER
Mia Locke

LABORER
Edward Augburn
LABORER
Damon Clark
LABORER
Antonio Gibson
HOUSING MANAGEMENT ASSISTANT
Andria Cottom
HOUSING MANAGEMENT ASSISTANT
Lawanda Winston
LABORER
Marvin Simon

MAINTENANCE FOREMAN
Anthony McIIwain

MAINTENANCE MECHANIC
Owen Robinson
MAINTENANCE MECHANIC
Andre Franklin
MAINTENANCE WORKER
Allen Nixon
Property Management Operations
Regency House

AREA MANAGER
INTERIM
Emiko Brown

HOUSING MANAGER
Shana Butler

LABORER
John Johnson

LABORER
Charles Brown Jr.

HOUSING MANAGEMENT ASSISTANT
Lawanda Yeager

MAINTENANCE FOREMAN
Vacant

MAINTENANCE MECHANIC
Kevin McDonald
Property Management Operations
Richardson Dwellings

AREA MANAGER
Semadra Watson

HOUSING MANAGER
Lyndsie Dandridge-King

LABORER
Antonio Sams

LABORER
Mary Barrett

LABORER
Bernard James

HOUSING MANAGEMENT ASSISTANT
Vacant

LABORER II
Warren Johnson

MAINTENANCE FOREMAN
Sade Daniels

MAINTENANCE MECHANIC
Vacant

MAINTENANCE MECHANIC
William Barbour

MAINTENANCE MECHANIC
William Campbell

LABORER II
Warren Johnson
Property Management Operations
Sibley Plaza

AREA MANAGER
Albert Williams

HOUSING MANAGER
Nakia Edelin

LABORER
Chyna Harris
LABORER
Harold Clark
HOUSING MANAGEMENT ASSISTANT
Tonya Davis
HOUSING MANAGEMENT ASSISTANT
Tracy Davis
LABORER
Otis Blackmon
LABORER
Gregory Johnson Jr.
LABORER
Chyna Harris
LABORER
Harold Clark
HOUSING MANAGEMENT ASSISTANT
Tonya Davis
HOUSING MANAGEMENT ASSISTANT
Tracy Davis
LABORER
Otis Blackmon
LABORER
Gregory Johnson Jr.
LABORER
Brandon Ingram

MAINTENANCE FOREMAN
Alvin (Butch) Alexander

MAINTENANCE MECHANIC
Albert Clark
MAINTENANCE MECHANIC
David Lee
MAINTENANCE MECHANIC
Vacant
Property Management Operations
Stoddert Terrace

AREA MANAGER
Albert Williams

HOUSING
MANAGER
Simone Reid

LABORER
James Pearson

HOUSING MANAGEMENT ASSISTANT
Bessi Chavez

HOUSING MANAGEMENT ASSISTANT
Lisa Whoie

LABORER
Paul Sparks

LABORER
Vacant

LABORER
LaRon Garrett

MAINTENANCE FOREMAN
Raymond Hunt

MAINTENANCE MECHANIC
Carlton Lane Jr.

MAINTENANCE MECHANIC
Richard Brown

MAINTENANCE MECHANIC
Robert Coates
Property Management Operations
Syphax Gardens

AREA MANAGER
Vacant

HOUSING MANAGER
Lajuan Sligh

LABORER
William Snipes

HOUSING MANAGEMENT ASSISTANT
Linda Parker

LABORER
Charles Smith

LABORER
Guy Raspberry

REGIONAL MAINTENACE SUPERVISOR
Vacant

MAINTENANCE MECHANIC
Gregory Mason

MAINTENANCE MECHANIC
Owen Robinson

MAINTENANCE FOREMAN
Tyrone Johnson

MAINTENANCE MECHANIC
DeAngelo Carr
Property Management Operations
The Villages

AREA MANAGER
Albert Williams

HOUSING MANAGER
Betty Diallo

HOUSING MANAGEMENT ASSISTANT
Latterica Goodwin

REGIONAL MAINTENANCE SUPERVISOR
Vacant

MAINTENANCE MECHANIC
Robert Magruder Jr.

MAINTENANCE WORKER
Vacant

MAINTENANCE MECHANIC
Steven Johnson
Property Management Operations
Woodland Terrace

AREA MANAGER
INTERIM
Emiko Brown

HOUSING MANAGER
Cheromia Hightower

LABORER
Vacant

LABORER
Kenneth Watts

LABORER
Hardy Tucker

LABORER
Vacant

HOUSING MANAGEMENT ASSISTANT
Vacant

MAINTENANCE FOREMAN
Demetrius Ricanek

MAINTENANCE MECHANIC
Efrain Ayala

MAINTENANCE MECHANIC
Felix Arias

MAINTENANCE MECHANIC
Vacant