



District of Columbia Housing Authority

6-Month Progress Report

District of Columbia Housing Authority (DCHA)

Three-Year Recovery Plan

6-Month Progress Report

Covering Q3-Q4 CY2025

JANUARY 2026



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Executive Director Message





Update from the Executive Director

To Our Residents, Voucher Participants, and Community Partners—

This is our update midway through the District of Columbia Housing Authority's (DCHA) Three-Year Recovery Plan. Since launching the Recovery in June 2024, we have focused on repairing the core systems and procedures, stabilizing housing operations and improving voucher service. We followed our pledge to seek ways that we can better serve all residents and participants in every aspect. During the second half of 2025, we made measurable progress; however, each step forward also highlights the challenging scale of work undone and the unpredictable bumps we will face as the plan moves forward to full realization of lasting high performance in all we provide to our clients.

Real strides were made as we increased occupancy in our public housing units, returned more units to service faster, and upped our work order completion rate; all with a keen eye on measures directed at improving the overall quality of life in our housing communities. At the same time, DCHA maintained strong federal and local voucher utilization issuing more vouchers using new customer-friendly technology and protocols designed to improve service for participants and landlords. We prioritized issue-resolution for in-person and electronic encounters, while demanding that our staff extend courteous treatment to all we serve.

The recovery will not last without our continued effort to replace outdated systems and procedures. We must continue major rehabilitation of our hard infrastructure systems and aging building assets to sustain improvements. We must equip our staff with the right tools and training, while we change our culture to make first rate service our norm through improved management and enhanced accountability. We cannot claim full recovery before we substantially improve the consistency and quality in all we do.

Significant change in the funding and housing policy environment required innovation and smart deployment of resources. We used Q3 and Q4 to make DCHA ready to navigate the uncharted and rapid policy changes shifting levels of federal and local housing funding.

To prepare, we pursued new funding strategies, including following up on repositioning and RAD conversion planning. Seeking new sources, we moved forward a creative Industrial Revenue Bonds issuance with proceeds dedicated to support badly needed rehabilitation of nine developments initially. These initiatives are designed to reinvest in aging properties, modernize building systems, and strengthen the agency's financial and operational footing. We are committed to protecting residents' rights and limiting disruption of families' lives as much as possible.

Recovery is steady, disciplined work. As we enter the next half of the Three-Year Recovery Plan, our focus is on durability—ensuring improvements are embedded, controls are sustained, and progress holds under continued operational and funding pressures.

Sincerely,

Keith Pettigrew
Executive Director, DCHA



Department Q3– Q4 CY2025



Updates





DCHA Department Index

DCHA's **departments** have been successful in implementing changes and updating processes in critical areas that contribute to the agency's recovery efforts, now midway through the plan. The following department updates are for Q3-Q4 calendar year (CY) 2025. Additionally, there are projected highlights for Q1 and Q2 for the CY 2026.

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Office of Financial Management

The Office of Financial Management (OFM) oversees all DCHA's financial operations, ensuring fiscal accountability, timely audits, budget management, and the modernization of financial systems to support all DCHA's functions. In the second half of 2025, the Office of Financial Management focused on strengthening financial operations and internal controls. A significant effort was required to correct deficiencies in accounting practices and reporting. OFM upgraded financial system software, standardized procedures for fixed assets and controls, and improved budget and expenditure tracking across departments. OFM strengthened standards for more reliable financial reporting. Training and implementation of new financial software modules in cooperation with key operating departments continued. OFM responded to audit findings with immediate and long-term corrections. The department concentrated on sustaining corrective actions, improving forecasting and reconciliation practices, and embedding revised control procedures into routine operations to support sound financial management.

B	Recovery Plan Objectives
B1	Implement each component of the Finance Management software.
B2	Develop plan to correct data integrity issues within the financial management system.
B3	Design and develop a series of financial reports that can be generated from the financial management system.
B4	Develop and provide job specific training on the financial management system and the payroll system as new functionality is deployed.
B5	Develop standard operating procedures across department.
B6	Realign department to meet the agency objectives.
B7	Train existing staff on updated procedures and roles and recruit new staff to reflect new staffing model.

Q3 Achievements

- ✓ Updated policies:
 - Accounts Receivable write off policy
 - Accounts Payable policy and procedure
 - Fixed Asset Policy and Procedure
 - Monthly and annual closing policy and procedure **(B5)**
- ✓ Updated SOPs of OFM for monthly and annual closing policy and procedures - work is ongoing **(B5)**
- ✓ Developed and implemented process for OFM to review procurements before solicitation. **(B1)**

Q4 Achievements

- ✓ Initiated work with IT to build Power BI dashboards and Jira ticketing system for OFM month end close automation workflows. **(B1)**



Office of Financial Management

Q1 & Q2 2026 PROJECTED HIGHLIGHTS

- **DEVELOP AND AUTOMATE** reports to facilitate the annual audit process. **Q2**

- **DESIGN AND DEVELOP** a series of financial reports that can be generated from the financial management system. (DataRails). **Q2**

- **DEVELOP AND AUTOMATE** Board level reports that can be produced monthly. **Q2**

- **DEVELOP AND AUTOMATE** budget to actual reports that can be used by the property management staff and other front-line staff to manage their budgets. **Q2**



Human Resources

Human Resources (HR) manages talent acquisition, employee relations, performance management, training, and compliance needed to cultivate a skilled and customer-focused DCHA workforce. Throughout Q3 and Q4 2025, Human Resources continued efforts to stabilize and improve the performance of DCHA staff deployed across the agency.

HR devoted significant effort to staff recruitment, benefits administration, and negotiating a new collective bargaining agreement. HR focused on staffing stability, performance standards, and manager/staff training in Q3-Q4 CY 2025.

c	Recovery Plan Objectives
C1	Undertake an agency-wide reorganization that aligns department functions with the goals of this Recovery Plan.
C2	Engage DCHA leadership in developing and implementing a performance system that works universally and includes performs standards per job group.
C3	Develop a customer centric training program for HR department.
C4	Secure and implement new or updated technology to support HR and Department leaders in recruitment, onboarding, status changes.
C5	Complete HR system implementation and ensure system data is accurate for reporting purposes.
C6	Train all HR staff in HR best practices; administration of union contracts, HR policies and procedures, benefits administration, etc.
C7	Develop and implement comprehensive recruitment, retention, and succession plans.
C8	Conduct agency-wide training needs assessment and implement training, including mandatory programs, customer service, Department of Housing and Urban Development (HUD) mandates, EEO, etc.
C9	Redesign the HR function and staffing pattern to align with needs of the organization.

Q3 Achievements

- ✓ HRD has completed a reviews of talent acquisition, performance management, position management, and family medical leave SOP. **(C6)**
- ✓ HR personnel have received training on DCHA procedure on Family and Medical Leave Act (FMLA), Phase 1 Performance Management. **(C6)**
- ✓ Finalized the FMLA SOP. **(C3)**

Q4 Achievements

- ✓ Provided Performance Management training for supervisors and managers. **(C2)**
- ✓ Negotiated for a new 3-year union contract with AFGE. **(C2)**
- ✓ Established Performance Management Teams Channel with resources such as UKG Step-by-Step Instructions. **(C2)**
- ✓ Created internal workforce dashboards utilizing newly acquired database system to deliver metric reports to executive leadership, and internal stakeholders. **(C5)**



Human Resources

Q1 & Q2 2026 PROJECTED HIGHLIGHTS

➤ **TRAIN** HCVP managers on Performance Management. **Q1**

➤ **UTILIZE** new department SOPs to determine technology needs and complete needs analysis. **Q1**

➤ **DEVISE** a customer centric training program for HR department. **Q1**



Office of the General Counsel

Office of General Counsel (OGC) provides legal oversight and advice, representing DCHA in litigation, real estate, contracting, personnel, and regulatory matters, including revisions to the public housing and Housing Choice Voucher occupancy policies. In each matter, OGC ensures compliance with applicable legal requirements and weighs risk management issues. During the second half of 2025, OGC used its added staff capacity and upgraded technology to respond to legal issues presented by recovery activities and DCHA's day-to-day operations.

D	Recovery Plan Objectives
D1	Determine the root causes for the volume of fair hearings and work with the program departments to implement initiatives that reduce the volume.
D2	Review staff caseloads and seek more equitable distribution of work.
D3	Engage in cross-departmental communications and protocols for responding to departments.
D4	Move the American with Disabilities Act (ADA)/504 function to OGC and establish a job description and operating procedures to confirm that reasonable accommodations for tenants are processed and implemented expeditiously.
D5	Update and fully implement a document management process and system.
D6	Develop and implement a case management process and system.

Q3 Achievements

- ✓ Selected document and case management software (Clio). **(D5/D6)**
- ✓ Continued work with HCVP to reduce volume of fair hearings work. **(D1)**
- ✓ Finalized SOP for subpoenas and records requests. **(D2/D3)**

Q4 Achievements

- ✓ Received board approval for the public housing admissions policy (ACOP) as final regulations. **(D3)**
- ✓ Executed contract for case management/document management software. **(D5/D6)**
- ✓ Received public comments for the Administrative Plan and working on revisions. **(D3)**
- ✓ Represented DCHA in financial closing for Barry Farm Hillsdale Flats **(D3)**



Office of the General Counsel

Q1 & Q2 2026 PROJECTED HIGHLIGHTS

- **IMPLEMENT** case management software/conduct training. **Q1 & Q2**
-

- **TRAINING:** Conduct agency-wide ADA/504 training. **Q1 & Q2**
-

- **MAJOR POLICY UPDATES:** Continue to advise HCVP and PMO on final adoption of the ACOP and the Administrative Plan. Finalize Administrative Plan for adoption by Board. **Q1 & Q2**
-

- **LEGAL COUNSEL:** Issue procurement for outside legal counsel. **Q1**
-

- **FINALIZE:** Case Management software for ADA/504 department. **Q1**
-



Office of Administrative Services

Office of Administrative Services (OAS) handles procurement and contracts for goods and services needed to support agency operations. OAS operates in compliance with procurement regulations and provides operational support to all departments by streamlining purchasing processes and enhancing vendor relations. In the second half of 2025, the Office of Administrative Services advanced procurement and contract administration reforms supporting agency operations. OAS managed electronic contract repositories and supported departments through aligned contract administration practices. The department implemented procurement tracking tools, trained staff to improve service to departments and reinforced compliance and oversight.

E	Recovery Plan Objectives
E1	Review and make changes to current Procurement Policy that aligns with business practices and allows for streamlining, increasing procurement thresholds and provides more autonomy at the department level.
E2	Develop and implement formal contract administration procedures that are in alignment with DCHA's goals and comply with HUD requirements and DCHA's Procurement Policy.
E3	Conduct annual Customer Service reviews of user departments and a random sample of vendors.
E4	Assign a Contract Specialist to high volume User Departments such as OCP, CC&D, PMO and IT.
E5	Monitor user department oversight by conducting quarterly reviews of all open contracts.
E6	Provide Department Heads with access and visibility into the software system to review and approve procurement requests, to check on status of those requests and to monitor obligations and expenditures against departmental budget.
E7	Host annual Opportunities Seminar with potential vendors/suppliers to educate companies on how to utilize the DCHA web site to register, certify and access solicitations and inform them of upcoming procurement opportunities.

Q3 Achievements

- ✓ Hosted Annual "Vendor Fair" with potential vendors/suppliers to educate companies on how to do business with DCHA. **(E7)**
- ✓ Automated contract administration process by procuring and implementing comprehensive contract compliance and administration software that tracks vendor information. (AirTable) **(E6)**
- ✓ Provided annual contract administration training to all COTRs. **(E5)**

Q4 Achievements

- ✓ Established and provided departments with procurement feedback survey. **(E3)**

*OAS was able to complete tasks early in Q3



Office of Administrative Services

Q1 & Q2 2026 PROJECTED HIGHLIGHTS

- **ESTABLISH** performance standards and timeframes for staff to improve service delivery. **Q2**

- **DEVELOP** reporting methods to measure staff performance against timeframes and standards. **Q2**

- **FINALIZE** policy and procedure internal manual. **Q2**

- **COMPLETE** User Department "Desk Reference" and "User Guides" and training for procurement. **Q2**

- **COMPLETE** Rollout of the new purchase order approval process to internal stakeholders. **Q2**



Information Technology

The Information Technology Department (ITD) leads the implementation, adoption, and integration of technology solutions for all departments to enhance efficiency, data security, and agency-wide digital transformation.

As recovery activities progressed in Q3 and Q4 2025, ITD focused on stabilizing and supporting core agency systems. ITD advanced use of Yardi, supported security requirements, and provided system access and technical support across departments. ITD prioritized improving system performance, user training, and adoption to support operational consistency and service delivery.

F	Recovery Plan Objectives
F1	Set priority level for all projects.
F2	Widen the Project Managers' area of responsibility and require each significant project to have a written project plan.
F3	Create a Data Committee to elevate the use of data across the agency.
F4	Create a Cybersecurity Incident Response Plan.
F5	Address the underutilization of Yardi Legal, Marketplace, RentCafe PHA Resident Portal, Utility Billing, VENDORCafé, and Yardi SharePoint Document Management modules.

Q3 Achievements

- ✓ Hired staffing recruitment (IT Network Engineer, Business Analyst, Systems Analyst) **(F2)**
- ✓ Obtained 70% Completion on Cybersecurity Staff training. **(F4)**
- ✓ Updated Community Room TV's. **(F5)**
- ✓ Added guest WiFi to Community Rooms. **(F5)**
- ✓ Implemented Keytrac System. **(F5)**
- ✓ Cleaned up elevator emergency phone lines. **(F5)**

Q4 Achievements

- ✓ Implemented Power BI executive dashboard. **(F2)**
- ✓ Implemented IT Change Control (communicate and review any changes to IT systems and equipment). **(F5)**
- ✓ Established Annual Project Review and Planning procedures. **(F5)**
- ✓ Developed current projects through process and created scopes, charters, timelines, etc. **(F5)**
- ✓ Instituted Annual Penetration Testing. (cybersecurity audit performed by an external vendor for technology and security) **(F5)**
- ✓ Updated Signage Display Network (to display agency messaging and information). **(F5)**
- ✓ Implemented Signage Display Management Software. **(F5)**
- ✓ Piloted kiosks at 702 location. **(F5)**
- ✓ Piloted WaitWhile Multi-site Bookings and Line Management software. **(F5)**



Information Technology

Q1 & Q2 2026 PROJECTED HIGHLIGHTS

➤ **DEVELOP** Departmental dashboards. **Q1**

➤ **PROVIDE** Recurring Technology Classes to Staff. **Q1**

➤ **IMPLEMENT** New Policy Management Software for Agency and Long-term camera system at *Degraded Properties. **Q1**

➤ **STANDARDIZE** Internet Service at all properties. **Q2**

➤ **IMPLEMENT** Case Manager for Call Center. **Q2**



Office of Customer Engagement

Office of Customer Engagement (OCE) leads DCHA's response to inquiries by voucher participants, residents and the public, including operating DCHA's central Call Center. OCE also manages walk-in services provided at two Customer Service Centers and supports the HCVP C.A.R.E. walk-in initiative. The department improved inquiry tracking, response times, and coordination with program departments. OCE focused on strengthening response consistency, escalation processes, and coordination with operating departments to support timely resolution.

G	Recovery Plan Objectives
G1	Reorganize the Call Center team to align with the housing programs separately (PMO, HCVP, general, etc.)
G2	Revisit current quality assurance practices for Call Center agents and CSC staff to develop new and/or additional performance standards.
G3	Develop protocols for communication with HCVP and PMO to ensure that OCE staff is up to date on program changes.
G4	Expand Yardi Access to Call Center and CSC Teams so that they can assist clients proactively, view information and make notes in the system.
G5	Train the leadership on how to pull reports from the Call Center software and CIS to measure department and staff performance.
G6	Review program forms and letters and ensure they are clear and do not ask for more information than is required.
G7	Translate all vital documents in top 6 languages (Spanish, Amharic, Chinese, French, Vietnamese, and Korean) and train customer-facing staff in Language Access policy/procedures.

Q3 Achievements

- ✓ Initiated collaborated with OPAC to market HELP program to landlords. **(G6)**
- ✓ Hired 3 call center staff. **(G1)**

Q4 Achievements

- ✓ Trained new employees on the LAP (language access plan). **(G1)**
- ✓ Trained OCE staff on new MTW plan and Inspire (Inspections). **(G1)**
- ✓ Hosted Customer Service Week 2025 (activities throughout the agency, reinforce the importance of providing a good customer experience, etc., training). **(G3)**
- ✓ Trained PMO Maintenance Staff on Customer Service, Office Decorum, Work Ethics and Language Access. **(G3)**
- ✓ Trained HCVP Landlords on the Language Access Policy. **(G3)**
- ✓ Collaborated with IT to upgrade call center software empowering call agents with the tools to track their own performance daily **(G2)**



Office of Customer Engagement

Q1 & Q2 2026 PROJECTED HIGHLIGHTS

- **SURVEY** HCVP and PMO customers to establish a baseline for customer improvements in 2026. **Q1**
- **COLLABORATE** with PMO to support the reopening of the public housing waitlist. **Q1**
- **COLLABORATE** with HCVP/ITD on addressing call response times and improving overall customer experience. **Q1**
- **DEVELOP** customer journey maps for key operational functions in PMO/HCVP based on Admin/ACOP plan changes. **Q2**
- **FINALIZE** SMART goals with staff in UKG. **Q2**
- **COLLABORATE** with PMO on RAD initiatives. **Q2**



Property Management Operations

Property Management Operations (PMO) oversees the management, maintenance, and modernization of DCHA's public housing portfolio to ensure safe and habitable living conditions. During the second half of 2025, Property Management Operations concentrated on stabilizing public housing operations while materially increasing occupancy. PMO emphasized lease enforcement, rent collection consistency, monitoring property conditions, and advancing unit turnarounds. PMO worked to accelerate unit turnover, strengthen work order oversight, and quality control, and coordinate with Capital Construction and Design to support safe, habitable housing.

H Recovery Plan Objectives

- | | |
|-----|--|
| H1 | Restructure the department to optimize operations. |
| H2 | Ensure vacancies and leasing staff remain focused on filling unit vacancies. |
| H3 | Implement comprehensive onboarding and continuing education training for staff. |
| H4 | Obtain support of HR to improve employee performance by helping leaders evaluate staff and enforce policies around employee improvement plans and other disciplinary measures. |
| H5 | Review and amend current workflows to create efficiencies and increase accuracy. |
| H6 | Establish a quality control plan for property management and maintenance. |
| H7 | Eliminate the use of spreadsheets in favor of system reports in Yardi. |
| H8 | Conduct monthly reviews of performance of each site against established benchmarks. |
| H9 | Coach managers on metrics-based management. |
| H10 | Create an urban landscaping crew by providing training to residents. |

Q3 Achievements

- ✓ OCCUPANCY: Continue to improve occupancy rate with a goal of 87% by the end of CY25. Q4 -As of Sept 25, 2025, occupancy rate is 86.47%. (Ongoing) **(H3)**
- ✓ LEDGER CLEAN-UP: Review the ledgers and recertification dates, making appropriate updates to ensure accuracy. (Ongoing) **(H5)**

Q4 Achievements

- ✓ Reestablished Systematic Alien Verification for Entitlements (SAVE) access: PMO and HCV participated in SAVE training during quarter four and a total of 11 employees (PMO AND HCVP) obtained SAVE access. **(H3)**
- ✓ Established SOP for internal audit finding on criminal backgrounds. **(H5)**
- ✓ Train staff on accessing reports and analyzing results for improved performance: VP for Operations is providing guidance to Area Managers and Property Managers so that they are efficiently analyzing data for effective outcomes. (Ongoing). **(H3)**
- ✓ Monthly audit of at least 10% of all completed work orders, inspections, and resident files. (Ongoing) **(H6)**
- ✓ Ensured maintenance staff receives Language Access LEP training. **(H3)**



Property Management Operations

Q1 & Q2 2026 PROJECTED HIGHLIGHTS

- **ACOP TRAINING:** PMO is creating training modules for Operations staff. First meeting to discuss **Q1**

- **WAITLIST:** PMO is continuing to reduce the number of applicants on the waiting list. Per the ACOP, the agency must exhaust the centralized waiting list prior to establishing a site-based waiting list. **Q2**

- **WAITLIST** In the interim, LIPH will establish a homeless preference for its efficiency units through an amendment to the ACOP; LIPH will amend the ACOP so that applicants remaining on the waitlist could be placed on the site-based waitlist. **Q2**

- **CONDUCT** quarterly physical inspections of each community. (Ongoing) **Q1**

- **INCREASE** rental revenue by following processes for rent collection and for monitoring tenant payment agreements. (TPAs)**Q1**



Housing Choice Voucher Program

Housing Choice Voucher Program (HCVP) administers federal and local rental assistance programs, including offering landlord engagement and participant services in compliance with federal and local program requirements. In Q3 and Q4 2025, the Housing Choice Voucher Program and the Local Rent Supplement Program (LRSP) concentrated on sustaining utilization and improving program delivery. The programs continued issuing vouchers, completing annual recertifications, reducing inspection delays, and strengthening standard operating procedures, supported by expanded use of Yardi. HCVP and LRSP recorded notable improvement in customer walk-in service through the C.A.R.E. initiative and improved workflows, supporting more consistent service for participants and landlords.

I Recovery Plan Objectives

- | | |
|----|---|
| I1 | Restructure the department to optimize operations. |
| I2 | Implement annual leasing plan and ongoing monitoring to achieve agency MTW leasing levels. |
| I3 | Implement strategies to improve the effectiveness of the Local Rent Supplement Program. |
| I4 | Improve performance and achieve compliance on key program indicators including timely inspections and HQS enforcement, timely recertifications and PIC/HIP reporting. |
| I5 | Streamline policy and procedural documents and ensure internal consistency of MTW Plan, HCVP Administrative Plan and DC Municipal Regulations. |
| I6 | Improve accuracy and use of program data through comprehensive data clean up and development of new management reports and tools. |
| I7 | Implement comprehensive onboarding and continuing education training for staff. |
| I8 | Address and close out all remaining HUD report findings; enhance quality control mechanisms to improve program compliance using data analysis and targeted program reviews. |
| I9 | Streamline workflow and improve responsiveness to applicants, participants, and property owners. |

Q3 Achievements

- ✓ Updated leasing plan projections based on new leasing capacity due to FY2025 HUD funding updates. **(I6)**
- ✓ Performed Rent Reasonableness reviews for 100% of units for moves, rent increases, and rent determinations. **(I8)**
- ✓ Inspected units for moves, biennials, complaints, and quality control. **(I4)**
- ✓ Developed onboarding training plan for new employees and refresher for veteran employees. **(I7)**

Q4 Achievements

- ✓ Brought on a total of 15 new LRSP project-based projects. **(I3)**
- ✓ Pulled over 5,000 names from the Project-based waiting list and are currently reviewing applications submitted to fill the 300+ vacancies. **(I4)**



Housing Choice Voucher Program

Q1 & Q2 2026 PROJECTED HIGHLIGHTS

- **IMPLEMENT** a system to decrease the processing timeframes for eligibility applications and recertifications. **Q1**
- **RECERTIFY** 100% of families in accordance with the approved MTW policy regarding fixed income. **Q1**
- **REVIEW** MTW Plan to identify any approved MTW policies not yet described in Admin Plan and DCMR. **Q1**
- **UPDATE** Admin Plan and DCMR for consistency with MTW Plan and current regulations, and to resolve outstanding HUD findings from 2022 assessment related to the Admin Plan. **Q2**
- **UPDATE** Admin Plan on an annual basis to incorporate new MTW activities and regulatory changes, where applicable. **Q2**



Office of Public Safety

Office of Public Safety (OPS) operates the 24-hour DCHA police force and focuses on community engagement, crime prevention, and safety across public housing communities.

In the second half of 2025, the Office of Public Safety maintained continuous public safety coverage across DCHA communities. OPS advanced preparations for deployment of body-worn cameras and strengthened community engagement.

OPS focused on community relations, and coordination with residents and internal departments to support safe and secure communities.

J Recovery Plan Objectives

- | | |
|----|---|
| J1 | Implement comprehensive onboarding and continuing education program for staff. |
| J2 | Develop and implement standard operating procedures. |
| J3 | Equip officers with updated equipment to ensure the department is safely and efficiently performing their duties. |
| J4 | Restructure department to better service the public safety needs of the residents and employees. |
| J5 | Update technology to create departmental efficiency. |
| J6 | Enhance partnerships with federal and local law enforcement agencies to assist with crime solving and prevention. |
| J7 | Implement community policing strategies. |

Q3 Achievements

- ✓ Provided D.C. Code Training for new recruits. **(J1)**
- ✓ Implemented 2-year Obligation Service Agreement for Sworn Police Officers and Special Police Officers. **(J4)**
- ✓ Police Planner Position/Revising General Orders. **(J4)**
- ✓ Developed MOU with Metro Transit (for in place officers at Potomac Gardens Metro). **(J6)**
- ✓ Established partnerships with several organizations; National Organization of Black Law Enforcement (NOBLE), International Association of Chiefs of Police (IACP), Hispanic American Police Command Officer Association (HAPCOA). **(J6)**

Q4 Achievements

- ✓ Purchased Evolve System for Frederick Douglas Center. (OPS awaiting confirmation to proceed via HCVP office) **(J3)**
- ✓ Implemented direct patrol of DCHA properties with SPO's and Officers; Sibley, Claridge, and Horizon Apartment Complexes. **(J4)**
- ✓ Obtained DC Council Approval for body worn cameras. **(J3)**



Office of Public Safety

Q1 & Q2 2026 PROJECTED HIGHLIGHTS

- **TECHNOLOGY:** Install body cameras and implement training on OPS policy for their use. **Q1**

- **UPDATED EQUIPMENT:** Implementation of the Milo System; Electronic Tickets, Electronic Run Sheets; Electronic Policy and Procedures. **Q1**

- **PURCHASE** three (3) Non-lethal Pepperball Guns. **Q2**



Capital Construction & Design

Capital Construction & Design (CC&D) stabilizes and revitalizes DCHA's properties through capital improvements, unit turnarounds, and infrastructure modernization. During Q3 and Q4 2025, Capital Construction & Design advanced capital work critical to stabilizing DCHA's housing portfolio. CC&D coordinated with Property Management Operations to return vacant units to service and address priority infrastructure needs. The department supported technology-related improvements, sustainability initiatives, and strengthened project oversight to align capital work with operational priorities.

K	Recovery Plan Objectives
K1	Coordinate all activities with Development, Property Management, and Asset Management to ensure that DCHA is in compliance with all regulatory requirements and to create a healthy environment for the residents that we serve.
K2	Prepare a comprehensive tracking for all building units, systems, and public infrastructure so that DCHA can better project its capital investment and replacement strategies.
K3	Support PMO's initiative to eliminate the vacancy backlog and to support managers when operating budgets are unable to meet the repair needs.
K4	Together with the Asset Management department, create a system-wide tracking and evaluation system that will ensure the efficient operation of all DCHA properties.
K5	Create design and scope standards that will improve the quality of services provided by construction contractors.
K6	Improve the quality of construction managers so that scarce capital resources can be utilized effectively.

Q3 Achievements

- ✓ Updated Standard Operating Procedures. **(K1)**

Q4 Achievements

- ✓ Enhance data integrity by developing a sustainability database to track green technology installations and energy initiatives; establish a Capital Construction database to manage all ongoing and future projects; and improve tracking of vacant unit metrics to increase efficiency and utilization rates. (Ongoing) **(K2)**
- ✓ Developed comprehensive training programs for construction and project management staff. Training was conducted and completed. (ongoing as needed) **(K6)**



Capital Construction & Design

Q1 & Q2 2026 PROJECTED HIGHLIGHTS

- **PREPARE** Vacancy Turnaround workflow guides for property managers with goal of transferring to PMO all vacancy reduction activities. **Q1**

- **MANAGE** capital expenditures, submit reports to awarding agencies, ensure regulatory compliance, and manage schedules and budgets. **Q1**

- **BRIEF** the DCHA Board no less than annually on DCHA's capital plan and results. **Q1**

- **PROCURE** studies to catalog all building systems and private infrastructure including potential useful life, date of installation, and any designs that are available. **Q1**

- **COORDINATE** data with Asset Management and Development to inform reserve releases, financial forecasts for properties, and repositioning strategies and coordinate the design, construction, and management of all building systems and infrastructure on DCHA property. **Q1**

- **INPUT** data and documents into a tracking repository system to ensure access to infrastructure catalog. **Q2**

- **PROCURE** and manage all deferred maintenance and modernization programs and for projects that property-based projects are unable to pursue. **Q1**

- **PREPARE** and manage plans to retrofit DCHA units with sustainable energy programs such as alternative energy, energy consumption, and other such green technologies. **Q2**



Development Department

The Development Department secures funding, builds partnerships, and employs redevelopment strategies to expand and preserve affordable housing for those served by DCHA. In the second half of 2025, the Development Department advanced redevelopment and repositioning strategies aligned with long-term recovery goals. The department guided resident engagement efforts and coordinated with Capital Construction & Design and Property Management Operations to align development planning. Development coordinated DCHA projects with HCVP on project-based vouchers and advanced financing strategies to support long-term housing stability.

L Recovery Plan Objectives

- | | |
|----|---|
| L1 | Reposition the operating subsidy of all public housing units. |
| L2 | Procure partners who support DCHA's Development Principles to Redevelop and Preserve DCHA communities. |
| L3 | Create a dynamic resident engagement plan by connecting development staff to public housing residents. |
| L4 | Improve communication and cooperation between the Development Department and all other DCHA departments. |
| L5 | Expand the capacity to allow DCHA to develop its portfolio and grow the number of units that serve low- and very-income households in the District. |

Q3 Achievements

- ✓ Hired one Development Project Manager II candidates to fill vacant position. **(L5)**
- ✓ Shifted Senior Planners to critical organizational and planning roles for bond revitalization program. **(L3)**
- ✓ Submitted RAD applications for the 9 Phase 1 bond revitalization projects. **(L5)**
- ✓ Secured demolition/ disposition approvals for four properties in July 2025. **(L5)**
- ✓ Conducted 18 resident engagement meetings for bond revitalization Phase I properties. **(L3)**

Q4 Achievements

- ✓ Hired a second Development Project Manager II candidate to fill vacant position. **(L5)**
- ✓ Closed on Park Morton Phase 1 Restore Rebuild RAD conversion. **(L1, L2)**
- ✓ Closed on the third phase of the Barry Farm Redevelopment (Hillsdale Flats) **(L1, L2)**
- ✓ Attended resident council and property management meetings and held 8 hybrid (virtual/in-person) resident engagement meetings to answer resident questions about Phase I bond revitalization program. **(L3)**
- ✓ Implemented structure for core working groups for bond revitalization program, which involves regular communication with other DCHA departments. (Ongoing) **(L4)**



Development Department

Q1 & Q2 2026 PROJECTED HIGHLIGHTS

➤ **SUBMISSION** for RAD Concept Call checklist for Judiciary Square. **Q1**

➤ **DEVELOP** project information sheets for distribution to all residents living in Phase 1 bond properties.
Q1

➤ **CLOSE** on financing for Henson Ridge II recapitalization. **Q1**

➤ **SUBMISSION** for RAD Concept Call checklist for 9 Phase I bond properties. **Q2**



Office of Asset Management

Office of Asset Management (OAM) oversees all assets in DCHA's portfolio, including monitoring compliance and ensuring strategic planning, financial sustainability, and long-term asset preservation. During Q3 and Q4 2025, the Office of Asset Management focused on creating and implementing processes to track the financial health of the assets. OAM continued to strengthen interdepartmental coordination with HCVP, Finance, Development, and PMO to ensure each team handles their role to support residents and to ensure health of DCHA assets. OAM researched DCHA utility payment history at mixed-finance properties and executed proposals to ensure utility costs are paid out of property operations.

M	Recovery Plan Objectives
M1	Create systems and structures to preserve and protect all DCHA units.
M2	Create strategic and financial strategies for all DCHA properties.
M3	Monitor and manage all third-party property management contracts and co-developed properties to ensure that all roles, responsibilities, and obligations (regulatory and contractual) are being met.
M4	Conduct all investor and financial relations to ensure that DCHA is meeting its regulatory, contractual, and financial responsibilities for each repositioned and redevelopment properties (regardless of whether co-developed or self-developed).
M5	Advise on all project-based budgets, track operating subsidies for each property, and ensure compliance with all legal requirements for the various organizational structures created by DCHA for the redevelopment or repositioning of properties.
M6	Advise Executive Director on all development plans, agreements, and strategies related to the redevelopment, preservation, modernization, and expansion of DCHA's portfolio.

Q3 Achievements

- ✓ Drafted Policies & Procedures handbook. **(M2)**
- ✓ Gathered and saved copies of annual audits for all mixed finance properties. **(M4)**
- ✓ Conducted Regular Operational and Financial Reviews. **(M3)**
- ✓ Collected and review balance sheets and income statements from each property. **(M3)**
- ✓ Collected Annual Audit and Tax Returns from each property. **(M3)**
- ✓ Prepared Regular Reports. **(M3)**
- ✓ Created Property Watchlist criteria and complete an initial analysis. **(M3)**
- ✓ Created Annual Site Visit report template. **(M3)**
- ✓ Ensured OAM receives notification of NSPIRE inspections and begin attending NSPIRE inspections for mixed finance properties. **(M3)**
- ✓ Facilitated rent roll consolidation between HCVP and third-party property managers. **(M5)**

Q4 Achievements

- ✓ Completed a review of mixed finance utilities payments and make a recommendation to leadership **(M3)**
- ✓ Collected, reviewed, and prepared all necessary documents from mixed finance properties for CY26 operating subsidy submission. **(M5)**
- ✓ Created methodology to establish loan loss allowance and maintain tracking system in collaboration with OFM. **(M5)**
- ✓ Created Real Estate Owned (REO) schedule to support financing applications and credit rating. **(M6)**
- ✓ Managed submission of due diligence materials for credit rating process that will allow DCHA to support future bond issuances. **(M6)**
- ✓ Supported DMPED bond fee developer RFP selection by serving on evaluation panel. **(M6)**
- ✓ Completed three deal restructure analyses and recommendations and present to DCHA leadership. **(M6)**



Office of Asset Management

Q4 Achievements Continued

- ✓ Coordinated CY2026 public housing operating subsidy submission for mixed finance properties in partnership with OFM. **(M5)**
- ✓ Managed and coordinated preparation for senior management meeting as part of agency credit rating process. **(M6)**
- ✓ Managed interdepartmental team to acquire investor limited partner interest in Capper Townhomes Phase I. **(M2 & M4)**
- ✓ Developed standard policies and procedures for acquisition of LP interest in LIHTC expiring use properties. **(M4)**
- ✓ Reconciled historical program income and receipts owed to stabilize cash flow per each DCHA property interests owned-with up to date budgets reviewed. **(M1)**
- ✓ Identified database software solution for long-term storage and maintenance of information. **(M1)**
- ✓ Collected and reviewed CY 2026 budgets for all mixed finance properties. **(M3 & M5)**
- ✓ Created monthly financial summary report template for traditional public housing portfolio and completed the first month. **(M2)**
- ✓ Reviewed terms of existing contracts and agreements and then ensured DCHA issued invoices to collect funds or paid invoices to fulfill contractual obligations in a timely manner. **(M4)**
- ✓ Created Balance Sheet and Income Statement Checklist template. **(M3)**

Q1 & Q2 2026 PROJECTED HIGHLIGHTS

- **Issue** Pre-Site Visit Questionnaire with property management companies. **Q1**

- **Create** Annual Portfolio Summary Template. **Q2**

- **Summarize** findings and complete Income Statement checklist. **Q2**

- **Summarize** findings and complete Balance Sheet checklist. **Q2**



Office of Resident Services

Office of Resident Services (ORS) provides direct support to improve the lives of residents and participants by offering workforce development, financial literacy, and social programs to strengthen economic mobility and well-being. In the second half of 2025, the Office of Resident Services delivered targeted programs supporting youth stability and economic mobility with educational support and professional advice. ORS advanced youth enrichment, entrepreneurship, and training initiatives that connected residents to employment pathways and supportive services.

N	Recovery Plan Objectives
N1	Undertake a comprehensive needs assessment of Public Housing and Housing Choice Voucher participants.
N2	Create and implement a comprehensive ORS strategic plan to include youth, senior, and family services.
N3	Realign staff structure to support new ORS plan.
N4	Seek out additional grants and other methods of financial support to assist with meeting the service needs of the clients.
N5	Develop a comprehensive employee training program for the department.
N6	Determine appropriate technology and implement to track and report on department metrics and outcomes.
N7	Update SOPs and ensure staff are fully informed of changes.
N8	Create partnerships with diverse local stakeholders.
N9	Implement programmatic activities year-round.

Q3 Achievements

- ✓ Updated Standard Operating Procedures. **(N7)**
 - ✓ Held youth outdoor recreation experience at Harper's Ferry Adventure park in West Virginia with partner Soultrak for 15 youth. **(N9)**
 - ✓ Organized Do Your Best (DYB)/Summer Youth Employment Program(SYEP) participants exclusive college tour at the University of Maryland for 24 youth. **(N9)**
 - ✓ Awarded DCHA 's Commitment To Excellence Scholarship Program (CESP) to 16 DCHA scholars.**(N9)**
 - ✓ Participated in Department of Disability (DDS) professional development and ITD training. **(N5)**
 - ✓ Held Youth Anti-Bullying poster contest. **(N9)**
 - ✓ Held Section (3) fall hiring/resource fair. **(N9)**
- DCHA partnered with Indochino suits in Georgetown to support the Apprenticeship Training program (ATP) custom suit fitting experience for 21 participants. **(N9)**

Q4 Achievements

- ✓ Created 2026 Office of "Resident Services Impact Events 2026". **(N9)**
- ✓ Held DCHA Halloween Event, DCHA Senior Thanksgiving luncheon and DCHA Annual Gift of Love 2025. **(N9)**
- ✓ Launched financial Empowerment series with partner Andrews Federal Credit Union **(N9)**
- ✓ Youth Anti-Bullying Peace Rally **(N9)**
- ✓ ATP cohort cohort #8 completion ceremony **(N9)**
- ✓ Fatherhood Initiative "Theatrical Experience" outing **(N9)**



Office of Resident Services

Q1 & Q2 2026 PROJECTED HIGHLIGHTS

- **PROGRAMMATIC** activities year-round:
 - ATP cohort #8 Certified Apartment Maintenance Training (CAMT) course with partner AOBA and exam
 - Empower U launches "Grindhouse Business Bootcamp"
 - Fatherhood Initiative sessions (3)
 - Youth Hygiene Huddles
 - Budgeting & Financial lunch and learn series with partner Andrews Federal Credit Union
 - UDC Medical Office Administrative Professional (MOAP) course
 - UDC IT Fundamentals course
 - Youth: "All Things Etiquette Brunch" with partner The Women In Me Initiative (young ladies only)
 - Youth: Soultrak Outdoor Hiking and Lunch (young gentlemen only)

Q1

- **ORS/OPAC** collaboration on the creation of new department and program webpages ex:(Office of Resident Services, Family Self-Sufficiency, Workforce Development Initiative, Credit Building & Rent Reporting, Youth Programs, and the Father Hood Initiative. **Q1**
-

- **PROGRAMMATIC** activities year-round:
 - Building Credit lunch and learn series with partner Andrews Federal Credit Union
 - Fatherhood Initiative sessions (4)
 - Commitment To Excellence Scholarship CESP (Opens)
 - Home Reimagined 2026 with partner A Wider Circle "One Day Interior Home Makeover"
 - UDC Medical Assistant (MA) course
 - UDC Micro-Entrepreneurship course
 - UDC Leasing for Property Management course
 - Do Your Best/MBSYEP begins
 - FSS..."Dream Big" Annual Homeownership event
 - Fatherhood Initiative 2nd Anniversary Celebration
 - Unlocking credit lunch and learn series with partner Andrews Federal Credit Union
 - Youth and Fatherhood Initiative (Fathers & Fishing event with partner Soultrak

Q2



Office of Audit and Compliance

Office of Audit and Compliance (OAC) conducts audits, investigations, and inspections to strengthen internal controls, prevent fraud and abuse in DCHA's expenditures and operations. During the second half of 2025, the Office of Audit and Compliance reinforced internal oversight, compliance monitoring, and accountability. These efforts identified control gaps and compliance risks. OAC coordinated corrective action tracking with management and monitored compliance with federal and District of Columbia requirements to support accountability and recovery.

o Recovery Plan Objectives

O1 Develop and implement FY25 Audit Plan.

O2 Establish and implement coordinated compliance and quality control plan for each program department identifying respective roles of OAC and end-user departments. Incorporate OAC technical assistance to internal departments.

O3 Finalize and implement departmental staffing plan.

O4 Assess Yardi reporting capabilities to support internal controls, compliance and quality improvements. Work with IT and program departments to implement enhanced Yardi reporting.

O5 Provide fraud, waste and abuse training.

Q3 Achievements

- ✓ Hosted Compliance Week 2025. **(05)**
- ✓ Continued to work with ORS to address Resident Council compliance monitoring. **(02)**

Q4 Achievements

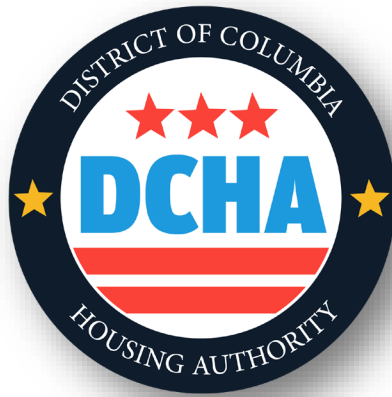
- ✓ Presented FY26 Audit Plan to the Committee on Budget, Audit & Finance. **(01)**



Office of Audit and Compliance

Q1 & Q2 2026 PROJECTED HIGHLIGHTS

- **DEVELOP** Principles of Responsibility guidelines to support the OAC technical assistance objective. **Q2**
- **CONDUCT** entrance and exit meetings for audit and review engagements. (Ongoing) **Q1 & Q2**
- **COMPLETE** peer review for the Office of Audit and Compliance. **Q2**



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DCHA Board of Commissioners

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