



District of Columbia Housing Authority

6-Month Progress Report

District of Columbia Housing Authority (DCHA)

Three-Year Recovery Plan

6-Month Progress Report

Covering Q1-Q2 CY2025

JULY 2025



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Executive Director Message





Update from the Executive Director

To Our Residents, Voucher Participants, and Community Partners—

We now have completed a year of our Three-Year Recovery Plan, launched in June 2024. DCHA has realized steady progress across core areas—from improved occupancy and voucher utilization, better financial reporting and timely audit completion, overall computer system upgrades continue, while we train and evaluate our staff to be better at their jobs and to continually improve service to residents and participants.

As we move forward, we continue to uncover broken systems and fix negative practices that developed over years of neglect. These improvements are beginning to show in our daily interactions with the people we serve and partners. Also critical, our team is taking shape and gaining momentum for the push into Year 2.

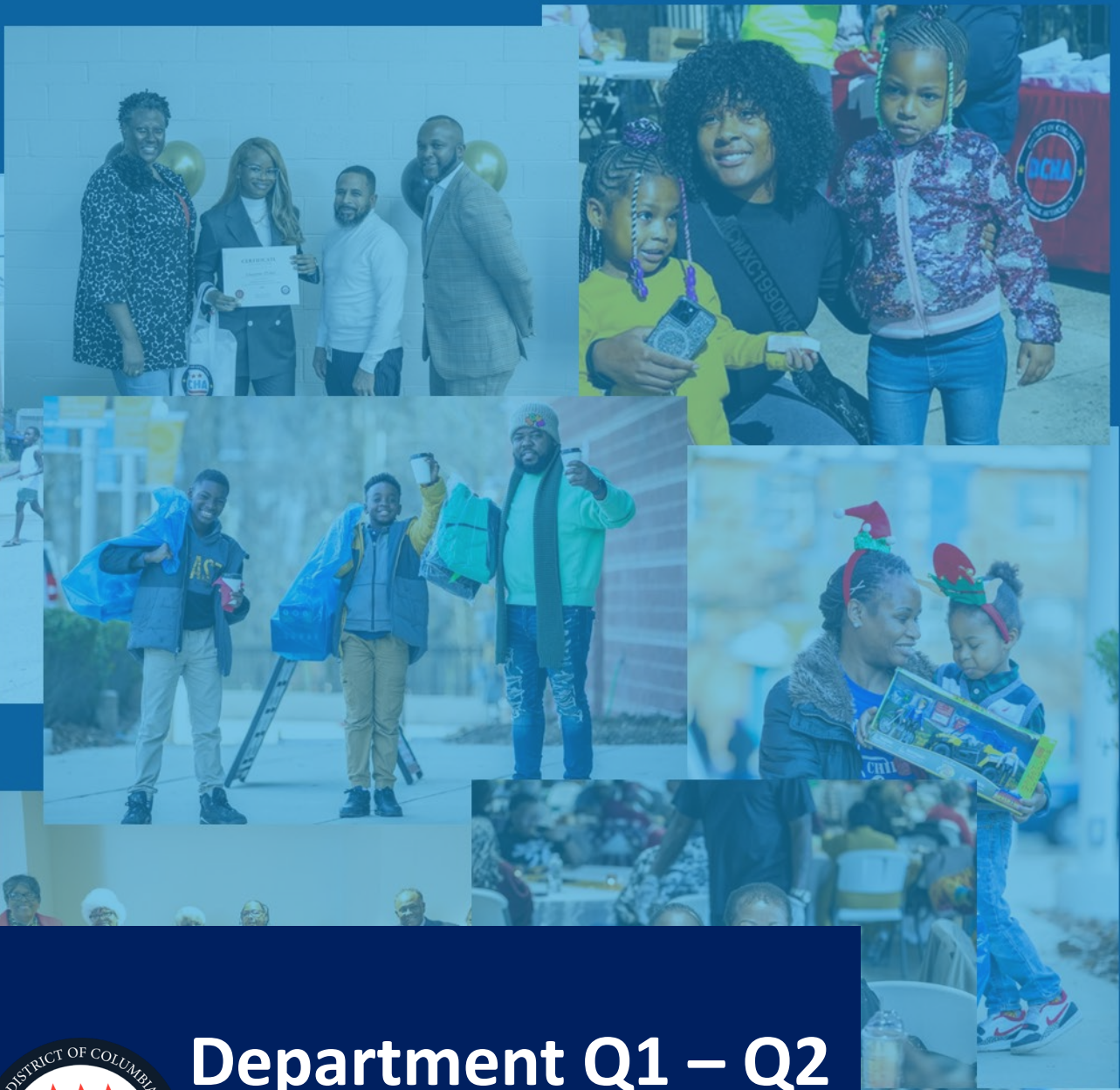
We are also preparing DCHA to meet potential significant shifts in federal and local policy and funding to support DCHA's housing mission. While the future is uncertain, we are planning for change by maximizing DCHA's performance, maintaining stability and exploring ways to expand our ability to serve more families.

We know recovery takes time, and your feedback is essential. The real measure of our work is more residents housed with better conditions and better service across the board.

Thank you for your continued patience and partnership.

Sincerely,

Keith Pettigrew
Executive Director, DCHA



Department Q1 – Q2

2025 Updates





DCHA Department Index

Under the Three-Year Recovery Plan, DCHA's **departments** play critical roles, each fulfilling essential functions, that contribute to the agency's recovery efforts. These departments are all committed to the restoration of sound operations. Targets such as restructuring, quality control, staff development and cross-departmental communication are essential. To enhance performance and meet DCHA's mission, departments focused on improving customer service, streamlining policies, enhancing technology and standardizing procedures. The following department updates are for Q1 and Q2 calendar quarters of 2025. We also highlighted significant projected activity by quarter for the remainder of calendar year 2025.

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Office of Financial Management (OFM)

OFM oversees all of DCHA's financial operations, ensuring fiscal accountability, timely audits, budget management, and the modernization of financial systems to support all DCHA's functions. So far in 2025 OFM has focused on upgrading financial software and systems. OFM continues its revamping of standard procedures for more accurate financial management and reporting, including DCHA's fixed assets, its budget process and improved internal controls. Internal OFM organization alignment and staff training, as well as closer coordination with other DCHA departments also advanced during Q1 and Q2.

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. |

Q1 Achievements

- ✓ Implement the fixed asset module in Yardi. **(B1)**
- ✓ Developed and automated board reports- budget-to-actual reporting. **(B1)**
- ✓ Implemented DataRails (software for financial management and reporting). **(B1)**
- ✓ Hired 2 accountants. **(B6)**

Q2 Achievements

- ✓ Developed and automated reports to facilitate the annual audit process. **(B1)**
- ✓ Developed the system to track 3rd-Party managed properties: Notes Payable & Receivable, developer fees, etc. **(B1)**
- ✓ Partnered with Banks- Wells Fargo and Industrial Bank to ensure all cash is fully collateralized. **(B2)**
- ✓ Prepared and implemented a corrective action plan to improve deficiencies related to the OIG Audit findings. **(B2)**



Office of Financial Management (OFM)

Q3 & Q4 2025 PROJECTED HIGHLIGHTS

- **STANDARD OPERATING PROCEDURES (SOPs):** Develop SOPs that incorporate the new financial management and payroll systems. **Q3-Q4**

 - **PROCESS IMPROVEMENT:** Close the books monthly to enable transparent, accurate real-time reporting and streamline the year-end process to help meet future audit deadlines. Work with PMO department on disposition of assets and inventory management. Work with Asset Management Department to track and monitor third-party managed properties including tracking notes receivables and payable. **Q3-Q4**

 - **POLICIES :** Updating financial policies across the board including:
 - Financial Close and Reporting
 - Capitalization Policy
 - Disposition of Assets
 - Capital Assets and Fixed Assets
 - Revenue Cycle
 - Capital Fund Processing
 - Write-offs
 - Maintenance Inventory
 - Tenant Accounts Receivable Processing
 - Rent Collection, Investments
 - Notes Receivable & Impairment**Q3-Q4**
-



Human Resources (HR)

Human Resources (HR) manages talent acquisition, employee relations, performance management, training, and compliance to cultivate a skilled and customer-focused DCHA workforce. With new leadership, filled key HR managers' positions, including HRIS and benefits, HR upgraded its information systems and continued efforts to improve its internal operating procedures and HR staff capabilities.

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.

Q1 Achievements

- ✓ Hired a Human Resources Vice-President with DC Government knowledge and experience. **(C9)**

Q2 Achievements

- ✓ Hired a Benefits Manager, Chief Learning Officer, HR Assistant and an HRIS Manager. **(C9)**
- ✓ Added resources to assist with benefits, classification, filing system and labor relations. **(C9)**
- ✓ Completed internal Human Resources department position descriptions. **(C9)**
- ✓ Presented rollout of performance management program to leadership. **(C2)**



Human Resources (HR)

Q3 & Q4 2025 PROJECTED HIGHLIGHTS

- **SOPs:** Develop HR SOPs and associated guides for each HR functional area. **Q4**
- **AGENCY-WIDE RECRUITMENT:** Plan for recruiting and retaining skilled and experienced employees. **Q4**



Office of the General Counsel (OGC)

Office of General Counsel (OGC) provides legal oversight and advice representing DCHA in litigation, real estate, and personnel matters while ensuring compliance with federal and local regulations and risk management. OGC continued augmentation of its staff, procedures and legal software needed to support increased volume of litigation and policy changes aligned with all agency initiatives.

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.

Q1 Achievements

- ✓ Implemented e-discovery, metadata cleaning, and document comparison software. **(D5)**
- ✓ ACOP posted for public comment. **(D3)**
- ✓ Hired two Mid-Level Attorneys and a Senior Litigation Attorney. **(D2)**

Q2 Achievements

- ✓ Procured case management and document management software. **(D5)**
- ✓ Procured and implemented legal research software. **(D5)**
- ✓ Hired two Associate General Counsels. **(D2)**



Office of the General Counsel (OGC)

Q3 & Q4 2025 PROJECTED HIGHLIGHTS

- **COMPLIANCE:** Conduct agency-wide fair housing and 504 compliance training. **Q4**

- **TRAINING:** Conduct staff training to improve internal processes, further support attorney work, and increase efficiency of staff. **Q3 and ongoing**

- **SOPs:** Draft updated SOPs for OGC legal workflows. **Q3**

- **STAFFING:** Hire a Paralegal and Records Manager. **Q3/Q4**

- **MAJOR POLICY UPDATES:** Continue to advise HCVP and PMO on final adoption of the ACOP and the Administrative Plan after making them available for public comment and Board adoption. **Q3 for final adoption (ACOP); Q3 for initial public comment, Q4 for final adoption (Administrative Plan).**

- **HUD FINDINGS:** Continue working closely with OED and HUD to fully close out the handful of remaining HUD findings, most of which pertain to finalizing the ACOP and Administrative Plan. **Q3/Q4**

- **INSURANCE ASSESSMENT:** Amid rising insurance costs and decreasing coverage throughout the country, re-assess insurance needs and determine if coverage modifications are necessary to strengthen risk management. **Q3**

- **LEGAL COUNSEL:** Issue procurement for outside legal counsel. **Q3**



Office of Administrative Services (OAS)

Office of Administrative Services (OAS) handles procurement of needed goods and services with compliant contract administration, and provides operational support for all departments to streamline purchasing processes and enhance vendor relations. OAS implemented a new web-based vendor registration, procurement guidance launched and an improved internal contract requisitions and tracking systems. Standard procedures and staff training were emphasized to strengthened compliance and streamlined vendor and internal interactions.

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.

Q1 Achievements

- ✓ Procurement guide has been developed. **(E1)**
- ✓ Continued refinement of contract administration procedures that measure and ensure the achievement of DCHA's goals and compliance with HUD, DCHA and DC government requirements. **(E2)**
- ✓ Adopted and implemented the Procurement Policy. **(E1)**

Q2 Achievements

- ✓ Created an electronic repository (Airtable) of all standard procurement and contract documents in a digital format that provides ability to quickly sort and search data. **(E6)**
- ✓ Realignment of Contract Specialist by department to enhance customer service. **(E4)**
- ✓ Implemented web-based vendor registration process that creates central repository of eligible vendors, provides vendors ability to manage/update profile online, provides for identification of DBE status and selection of commodity codes. **(E1)**



Office of Administrative Services (OAS)

Q3 & Q4 2025 PROJECTED HIGHLIGHTS

- ✓ **PROCUREMENT GUIDE:** Develop and implement procurement user guide for client departments to ensure understanding of procurement and compliance with policies and SOPs. **Q3**

- ✓ **WORKFLOW MANAGEMENT:** Implement new dashboards for all user departments to have visibility regarding contract management. The system allows for real time updates and automation to alert OAS staff and client departments. Roll out of dashboards. **Q3**

- ✓ **VENDOR FAIRS:** Host annual Vendor Fair with potential vendors and suppliers to educate companies on how to do business with DCHA; review how to register, certify and access solicitations; and inform them of upcoming procurement opportunities. **Q3/Q4**

- ✓ **POLICY UPDATES:** Update current policy(ies) and quality control measures related to procurement activity that allows for streamlining and provides more autonomy at the department level. **Q3**



Information Technology (IT)

Information Technology (IT) department leads the implementation, adoption and integration of technology solutions by all departments to enhance efficiency, data security, and agency-wide digital transformation. IT advanced the agency's digital transformation by expanding Yardi modules implementation, supporting the rollout, and improving system security and data integration. Cross-departmental tech support and improving automated customer support procedures were emphasized.

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.

Q1 Achievements

- ✓ Additional staffing positions established (IT Deputy Director, IT Trainer Manager, Technology Engineer, Technology Team Lead). **(F2)**
- ✓ Implemented Redlining Software for OGC. **(F5)**
- ✓ Provided technology training, Manager training, RentCafe & Desktop knowledge. **(F5)**
- ✓ Implemented Automated Service Level Agreements & Escalations In Ticketing System. **(F5)**
- ✓ Created IT Project Registry (Central repository). **(F3)**
- ✓ Implemented Case Manager portal for HCVP Landlord Liaisons. **(F5)**
- ✓ Digitized HCVP processes specifically *Line Triage Process (Software) and On Demand Kiosk* **(F5)**
- ✓ Migrated to Zoom for external engagement. **(F3)**
- ✓ Provide weekly reports on department specific projects. **(F2)**

Q2 Achievements

- ✓ Completed the reorganization of the desktop support team. **(F2)**
- ✓ Implemented lower priority department specific Aspire training curriculums. **(F5)**
- ✓ Improved Self Service Training (videos, instructions) for Customers. **(F5)**
- ✓ Implemented Case Manager portal for HCVP Federal & Local. **(F5)**
- ✓ Implemented MIQ for HCVP Fed. & Local. **(F5)**
- ✓ Implemented Vendor Café. (OAS & OFM) **(F5)**
- ✓ Migrated HCVP to Yardi Landlord Portal. **(F5)**
- ✓ Implemented Ocean10 Camera System at specific Properties. **(F5)**
- ✓ Updated Resident Council Office equipment and computer labs. **(F5)**
- ✓ Installed Main Office Phones at Properties. **(F5)**
- ✓ Acquired DCHA badging process from HR. **(F5)**
- ✓ Completed licensing for ChatGPT (scope writing assistance) and CoPilot (meeting note taking assistance). **(F2)**



Information Technology (IT)

Q3 & Q4 2025 PROJECTED HIGHLIGHTS

➤ **YARDI IMPLEMENTATION Q4:**

- Implement Yardi Case Manager for PMO, HCVP, ADA and OCE
- Implement Management IQ (MIQ) for HCVP Inspections (*This is 90% complete. Cannot move 2 schedulers due to bug*)
- Construction Manager

➤ **RESTRUCTURE IT:**

- Complete hiring and restructuring initiative.

➤ **IMPROVE IT GOVERNANCE:**

- Complete this initiative.
- Implement Change Control processes.

➤ **REPORTING:** Implement PowerBI for agency-wide standardized reporting infrastructure. **Q4**

➤ **CYBER SECURITY:** Procure a third-party cybersecurity oversight and management partner. **Q3**

➤ **PROPERTY UPGRADES:** Add free public Wi-Fi to public areas such as lobbies and community rooms. **Q3**

➤ **PARTNERSHIPS:** Improve collaborative processes with MPD. **Q3**



Office of Customer Engagement (OCE)

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 focused on quality assurance in call center responsiveness, enhanced tracking of customer inquiries, and coordinated with HCVP and PMO to improve resolution times by upgrading Yardi information access. OCE also helped triage walk-ins and supported new self-service platforms in HCVP C.A.R.E. initiative.

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 Customer Service Center (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. |

Q1 Achievements

- ✓ Developed new and/or additional performance standards for Call Center Agents. **(G2)**
- ✓ Expanded Yardi Access to Call Center and CSC Teams so that they are able to assist clients proactively, view information and make notes in the system. **(G4)**
- ✓ Trained the leadership on how to pull reports from the Call Center software and CIS to measure department and staff performance. **(G5)**
- ✓ Reassigned OCE (C.A.R.E.) staff to improve walk-in/appt process at 702 H St NW. **(G1)**

Q2 Achievements

- ✓ Established tracking systems for Ombudsman requests and HELP briefings. **(G1)**
- ✓ Collaborated with HR to ensure all DCHA job postings include "bilingual candidates welcome to apply" per the Biennial Language Access Plan (BLAP) Action plan. **(G2)**
- ✓ Collaborated with OPAC to send operational alerts to staff about the proper way to provide language access services to Limited-English proficiency and Non-English proficiency (LEP/NEP) customers (BLAP). **(G2)**
- ✓ Hired 2 staff to support customer service work (Ombudsman & CSC support). **(G1)**
- ✓ Reinstated the Language Access Task Force (LATF) to improve service delivery for LEP/NEP customers (BLAP). **(G2)**



Office of Customer Engagement (OCE)

Q3 & Q4 2025 PROJECTED HIGHLIGHTS

- Right-size Call Center to address staff shortage and improve service delivery at maximum capacity. **(Q3)**

- Replace the Customer Inquiry system with the new Customer Relations Management system to manage/escalate/resolve customer inquiries.**(Q3)**

- Review public housing forms and letters and ensure they are clear and do not ask for more information than is required. **(Q3)**

- Collaborate with OPAC to market the HELP program to our public housing residents under the PESTGUARD initiative. **(Q3)**

- Collaborate with PMO to open the public housing waitlist (*more tasks will be added under this initiative*). **(Q3)**

- Improve the average call handle time by 50% for all call agents (call agents should be on call for 3-5 minutes on average). **(Q4)**

- Survey HCVP and PMO customers to establish a baseline for customer improvements in 2026. **(Q4)**

- Train all new employees hired in 2025 on the Language Access policy. **(Q4)**



Property Management Operations (PMO)

Property Management Operations (PMO) oversees the management, maintenance, and modernization of DCHA's public housing portfolio to ensure safe and habitable living conditions. Under new leadership, PMO continues to explore increased occupancy through accelerated unit turnover and lease enforcement. Improved reporting accuracy of property conditions and quality control of work performed. An upgrade collaboration with construction teams for improved site performance are significant.

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. |

Q1 Achievements

- ✓ Updated rent collection policy in the ACOP, ensured that lease enforcement is consistent within each community. **(H8)**
- ✓ Reviewed and monitored the physical and fiscal condition of DCHA's properties and report monthly to the ED and leadership team. **(H8)**(Ongoing monthly)

Q2 Achievements

- ✓ Initiated training staff on use of enhanced technology and interpreting reports, SOPs, workflows and corresponding technology (Yardi). **(H2)**
- ✓ Confirming QC plan for property management and maintenance. **(H6)**
- ✓ Auditing at least monthly 10% of all completed work orders, inspections, and resident files. **(H6)**
- ✓ Updated ACOP to reflect any HUD policy changes and initiatives, *including Housing Opportunity Through Modernization Act of 2016 (HOTMA)*. **(H5)**
- ✓ Reviewed and updated PIC/EIV ensuring data accuracy. **(H5)**



Property Management Operations (PMO)

Q3 & Q4 2025 PROJECTED HIGHLIGHTS

- **ACOP:** In collaboration with OGC, continue efforts to adopt the final ACOP. **Q3**

- **IMPROVED PERFORMANCE STANDARDS:** Set improved performance standards of productivity for all managers and subordinates for all PMO activity. The updated standards will support efforts to eliminate backlogs while also managing daily volume of work orders, inspections, recertifications, lease up and other actions. **Q4**

- **TRAINING:** Continue leadership and management coaching for supervisors and for adoption of Yardi modules. Specific training will occur on PIC, Form HUD 50058, and EIV training will occur for AMs, HMs and HMAs. **Q3**

- **WORK ORDERS:** Continue to improve emergency work order responses and resolve emergency work orders with the goal being within 24 hours and lower the average time from response to close routine work orders. **Q4**

- **OCCUPANCY:** Continue to improve occupancy rate with a goal of 87% by the end of CY25. **Q4**

- **INVENTORY REPORTING:** Upgrade inventory control system that monitors inventory and provides reports monthly. **Q4**

- **LEDGER CLEAN-UP:** Review the ledgers and recertification dates, making appropriate updates to ensure accuracy. **Q3**

- **WAITLIST REOPENING:** Site-based waitlist reopening. **Q4**

- **PIC/EIV CLEAN-UP:** Review EIV and update PIC and Yardi to ensure HUD and DCHA's systems of record mirror one another. **Q4**



Housing Choice Voucher Program (HCVP)

Housing Choice Voucher Program (HCVP) administers federal and local rental assistance programs, including offering landlord engagement and participant services through technology and customer service in compliance with Federal and local program requirements. HCVP maintained high utilization, issued new vouchers, reduced inspection delays, and improved SOPs and Yardi systems for internal processes and client and landlord. It also created a detailed leasing strategy and began tracking KPI performance through executive dashboards.

I Recovery Plan Objectives

- | | |
|----|---|
| 11 | Restructure the department to optimize operations. |
| 12 | Implement annual leasing plan and ongoing monitoring to achieve agency MTW leasing levels. |
| 13 | Implement strategies to improve the effectiveness of the Local Rent Supplement Program. |
| 14 | Improve performance and achieve compliance on key program indicators including timely inspections and HQS enforcement, timely recertifications and PIC/HIP reporting. |
| 15 | Streamline policy and procedural documents and ensure internal consistency of MTW Plan, HCVP Administrative Plan and DC Municipal Regulations. |
| 16 | Improve accuracy and use of program data through comprehensive data clean up and development of new management reports and tools. |
| 17 | Implement comprehensive onboarding and continuing education training for staff. |
| 18 | Address and close out all remaining HUD report findings; enhance quality control mechanisms to improve program compliance using data analysis and targeted program reviews. |
| 19 | Streamline workflow and improve responsiveness to applicants, participants, and property owners. |

Q1 Achievements

- ✓ Implemented new Utility Allowance Schedule. **(I9)**
- ✓ Launched the new, transformative C.A.R.E. customer service initiative to provide high quality, seamless and efficient service to HCV participants, applicants and landlords. **(I9)**
- ✓ Completed integration of digital recertifications and interims and staff training of RentCafe Portal. **(I3)**
- ✓ Equip 702 H Street Customer Solution Center with scanners and computers to assist customers with RentCafe registrations and document uploads. **(I9)**

Q2 Achievements

- ✓ Developed action plan to address challenges and complete the necessary corrective actions to meeting leasing plan targets identified during monthly review. **(I2)**
- ✓ HCVP verified and correctly determined adjusted income and utility allowances for at least 98% of families in accordance with the regulations and Admin Plan policy. **(I4)**
- ✓ HCVP conducted quality control inspections on the appropriate sample size of units inspected within the last three months. **(I4)**
- ✓ HCVP calculated rent for 98% of families sampled in accordance with the regulations and their approved MTW policy. **(I4)**
- ✓ Reviewed and updated Standard Operating Procedures (SOPs) to ensure consistency with updated MTW Plan, Admin Plan & DCMR. **(I8)**
- ✓ Created a leasing plan with assumptions for attrition, voucher issuance, etc. **(I2)**



Housing Choice Voucher Program (HCVP)

Q3 & Q4 2025 PROJECTED HIGHLIGHTS

➤ **STAFFING:** Develop an onboarding and ongoing training plan for staff in partnership with ITD, HR, and OCE to help newly hired and current staff adjust to policy, regulatory and technology improvements and changes. **Q3**

➤ **DIGITAL INTEGRATION:** Complete integration of DCHA Applicant and Referral Portal for District Agency partners. Develop reporting dashboards to be readily available to leadership to track program updates and progress. **Q3**

➤ **QUALITY CONTROL:** Update and training staff on the approved Administrative Plan changes. Conduct a waiting list purge of the households on both the MOD waiting list and Federal Waiting lists. **Q4**

➤ **BACKLOG:** Integrate the vendors into HCVP to help with the review and processing of HCVP recertification backlogs. **Q3**



Office of Public Safety (OPS)

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. OPS opened a new Greenleaf substation, continued training of officers and officials and continued its community outreach efforts.

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. |

Q1 Achievements

- ✓ Opened and staffed the Greenleaf public safety substation. **(J7)**
- ✓ Conducted Special Police Officer training. **(J1)**
- ✓ Conducted Grant Writing course. **(J1)** (*Grant Writing training course outlined the most common types of grant awards and covered introduction on how to successfully write grant proposals*)
- ✓ Completed SPO's in training at the Consortium of Universities. **(J1)** (*3 SPO's participated in a nine (9) week professional law enforcement training academy; which provides Special Police Officers with basic law enforcement training*)

Q2 Achievements

- ✓ Provided Train the Trainer/De-escalation Training. **(J1)**
- ✓ Held Mock Trial Training/Court Presentation. **(J1)** (*A total of 14 members participated. The training was conducted by the U.S. Attorney's Office*) in Q1 & Q2
- ✓ Provided Leadership training. **(J1)**
- ✓ Received Board approval for body-worn cameras. **(J3)**
- ✓ Held Community Outreach – Education trip. **(J1)**
- ✓ Participated in the Nation Drug Take-Back event. **(J6)**



Office of Public Safety (OPS)

Q3 & Q4 2025 PROJECTED HIGHLIGHTS

➤ **TECHNOLOGY:** Install body cameras and implement training on OPS policy for their use. **Q4**

➤ **STAFFING:** Revising General Orders. Development of Police Planner position. **Q4**

➤ **UPDATED EQUIPMENT:** Evolve System (Frederick Douglas Center) second location. **Q4**



Capital Construction & Design (CC&D)

Capital Construction & Design (CC&D) stabilizes and revitalizes DCHA's properties through capital improvements, unit turnarounds, and infrastructure modernization. CC&D collaborates with Development and Property Management Operations to assess and stabilize DCHA properties, focusing on unit turn-arounds including unit interiors, common areas, and critical capital repairs. CC&D established a sustainability unit to oversee installation of green technology and energy saving initiatives.

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.

Q1 Achievements

- ✓ Streamlined Payment Process through a custom software platform known as *Minca*. **(K3)**
 - Created electronic forms that auto-calculate and include required HUD documentation.
 - Automated invoice checks against contracts and purchase orders.
 - Enabled real-time tracking and electronic signatures for both DCHA and contractors.
 - Gave contractors, for the first time, visibility into the status of their payments.
 - Built custom workflows to reduce errors, ensure accountability, and speed approvals.

Q2 Achievements

- ✓ Created a sustainability unit that manages the installation of green technology and energy consumption initiatives for DCHA. **(K1)**
- ✓ Finalized the Capital Construction & Design Contractor Performance SOP. **(K5)**



Capital Construction & Design (CC&D)

Q3 & Q4 2025 PROJECTED HIGHLIGHTS

- ✓ **DATA INTEGRITY:** 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. **Q4**

-
- ✓ **TRAIN:** Develop comprehensive training programs for construction and project management staff. **Q4**
-



Development Department

The Development Department secures funding, partnerships, and employs redevelopment strategies to expand and preserve more affordable housing for eligible low- and moderate-income residents served by DCHA. Continued oversight of long term development including lease and resident engagement. DCHA applied for Industrial Revenue Bond Authority to fund capital improvements and continued its pursuit on major repositioning and funding strategies to expand affordable housing.

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. |

Q1 Achievements

- ✓ Greenleaf: Provided update to the Board and Greenleaf Resident Council on the new Greenleaf Revitalization plan. Plan total unit count will increase from 1,411 to 1,669, including 493 replacement units. **(L1)**
- ✓ Posted two developer manager positions to backfill vacant positions. **(L1)**
- ✓ Continued internal collaboration of long-term redevelopment projects at Barry Farm, Kenilworth Courts, and Park Morton communities with resident engagement and leasing efforts. **(L4)**
- ✓ DCHA applied for the Industrial Revenue Bonds issued by DMPED which will allow DCHA to renovate properties whose operating revenues after subsidy repositioning can support debt. In this way, DCHA can more rapidly renovate properties in a comprehensive way. **(L5)**

Q2 Achievements

- ✓ Achieved stabilized occupancy for the Barry Farm Asberry. **(L5)**
- ✓ Developed resident engagement plan. **(L3)**
- ✓ Developed resident engagement position description. **(L1)**
- ✓ Deputy Director PD created, reviewed, and approved. **(L1)**



Development Department

Q3 & Q4 2025 PROJECTED HIGHLIGHTS

- **PARTNERSHIP:** Procure partners who support our Development Principles to Redevelop and Preserve DCHA Communities. **Q4**

- **COMMUNICATION:** Establish monthly investment committee meetings to include all agency stakeholders. **Q4**

- **ORGANIZATION:** Reorganize department to reflect changed purpose and mission consistent with DCHA's strategic goals. **Q3**



Office of Asset Management (OAM)

Office of Asset Management (OAM) oversees DCHA's mixed-finance real estate portfolio, by overseeing compliance, ensuring strategic planning, financial sustainability, and long-term asset preservation. OAM tracked mixed-finance project compliance, monitored partner performance, and prepared long-term sustainability strategies. It collaborated with finance and construction teams to safeguard portfolio value.

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 is 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.

Q1 Achievements

- ✓ Created monthly financial tracker to capture financial health of all properties in portfolio. **(M5)**
- ✓ Created Asset Management Coordinator position and onboard staff member. **(M1)**
- ✓ Posted position openings for two Asset Managers and recruit candidates. **(M1)**
- ✓ Created development project analysis proforma template and compile real estate development pipeline analysis summary document with financing assumptions. **(M6)**

Q2 Achievements

- ✓ Recruited two Asset Managers and onboard them. **(M1)**
- ✓ Implemented an underwriting model to support a financing application for property repositioning and renovation. **(M6)**
- ✓ Maintained excel tracker with key information about each property and stakeholder contact information. **(M3)**
- ✓ Managed the public housing operating subsidy revision process for mixed finance properties for CY2025. **(M5)**
- ✓ Collected monthly occupancy information from each property. **(M5)**
- ✓ Created an internal working group to ensure smooth RAD conversions. **(M1)**
- ✓ Facilitated an internal working group to preserve DCHA properties with LIHTC that have reached the end of their compliance period. **(M1)**
- ✓ Established tracker template with loan information in coordination with OFM. **(M4)**



Office of Asset Management (OAM)

Q3 & Q4 2025 PROJECTED HIGHLIGHTS

- **DEAL BOOK:** Create Deal Book project summary for each property in mixed finance portfolio. **Q3**

- **LOANS:** Monitor all loans and mortgages DCHA or its affiliates have issued. Create methodology to establish loan loss allowance and maintain tracking system in collaboration with Office of Financial Management. **Q3**

- **DATABASE:** Identify potential database software solution for long term storage and maintenance of information. **Q3**

- **EXPIRING USE:** Close on one expiring use transaction to maintain DCHA's ownership interest and enable preservation of the property. **Q4**

- **HANDBOOK:** Establish Policies & Procedures handbook for department. **Q4**

- **PORTFOLIO ANALYSIS:** Complete portfolio performance analysis and financial review of all mixed finance properties and summarize findings. **Q4**



Office of Resident Services (ORS)

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 support economic mobility and well-being. ORS expanded youth programming, held homebuyer and financial literacy events, and partnered with UDC and other agencies to provide resident training. Services supported youth employment and family stability.

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.

Q1 Achievements

- ✓ Developed a comprehensive employee training program for the department. **(N5)**
- ✓ Commenced cohort # 8 of DCHA Apprenticeship Training Program. **(N9)**
- ✓ Launched the ATP page on the DCHA website in collaboration with OPAC and IT to continue buildout of the ORS landing page. **(N9)**
- ✓ Launched DCHA Cares Senior Initiative. **(N9)**
- ✓ Increased use of EnVision Center and Frederick Douglass Community Center by HCVP, PMO and IT for customer voucher briefings, lease up events, and technology trainings. **(N9)**

Q2 Achievements

- ✓ New Section (3) pilot launched "The Resident Work Exchange Initiative/RWEI" at Judiciary and Kelly Miller with 7 total residents in the pilot. **(N5)**
- ✓ Year-round program activities that include:
 - Section (3) hiring/resource event at the at the EnVision center featuring 18 section (3) employers and 118 attendees.
 - ORS "Empower U Initiative" partnered with a (Wider Circle) for their annual "Home Reimagined" day that supported three DCHA customers receiving in interior home makeover.
 - Family Self-Sufficiency (FSS) landing page officially live on the DCHA website (new) and brochure (new) released.
 - Credit Building & Rent Reporting brochure (new) released.
 - Youth Kayaking outing at Georgetown waterfront.
 - Girls only youth "Etiquette workshop" with partner (The Women in Me Initiative).
 - Fatherhood Initiative (1) year anniversary celebration.
 - Youth Fishing outing with partner SoulTrak and Fatherhood Initiative. **(N9)**



Office of Resident Services (ORS)

Q2 Achievements Continued

- ✓ Do Your Best (DYB)/SYEP summer youth employment program launched. **(N9)**
- ✓ Youth essay contest ceremony at the EnVision center. **(N9)**
- ✓ UDC Micro-Entrepreneurship course begins at the EnVision center. **(N9)**
- ✓ Youth of Highland community fashion show with partner (Righteous Ones Entertainment). **(N9)**
- ✓ Apprenticeship Trainees Program (ATP) & Do Your Best (DYB) summer youth employment program participated in an motivational/inspirational/ and enhancement workshop with NFL Hall of Famer Mr. Darrell Green at the EnVision center. **(N9)**

Q3 & Q4 2025 PROJECTED HIGHLIGHTS

- **TRAIN:** ORS participating in Department of Disability (DDS) professional development and ITD training . **Q3**
- **SOPs:** Update standard operating procedures and ensure staff are fully informed of changes. **Q3**
- **APPRENTICESHIP:** Custom suit fitting with partner Indochino and Apartment Maintenance course with partner (AOBA) Apartment & Office Building Association. **Q3-Q4**
- **WEBSITE:** Collaborate with OPAC and IT to continue buildout of the ATP/ORS/WDI/FSS/Credit Building/FHI landing pages. **Q3-Q4**
- **DCHA CARES:** Supporting DCHA's Rebuilding Our Communities events, Supporting DCHA's youth Halloween event, Supporting DCHA's Senior Thanksgiving Luncheon, and Gift of Love. **Q3-Q4**
- **PARTNERSHIP:** Continued partnerships with Credit Builders Alliance, ESUSU, C3 Cares, Lydia's House, Bennett Institute, Love More Movement, Leaders Lead, DC Maximus, Workforce Investment Council, DOES, UDC,AOBA, Indochino, Soultrak, Righteous Modeling agency, a Wider Circle, and others. **Q3-Q4**
- **SCHOLARSHIP:** Inform and encourage public housing residents and voucher families to apply for Commitment to Excellence Scholarship Program (CESP). **Q3**
- **PROGRAMS:** Continue to organize and oversee various programmatic events, opportunities, and activities. **Q3-Q4:**



Office of Audit and Compliance (OAC)

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. These broad functional areas encompass a wide range of activities included in OAC's charter including, but not limited to, assessing the strength of internal controls; investigating fraud, abuse and waste; conducting inspections and monitoring the quality of inspections across multiple program areas including lead-based paint testing and monitoring the use of tenant participation funds by Resident Councils. It tracked quality of lead inspections and resident council fund usage, helping DCHA strengthen internal controls.

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 training on fraud, waste and abuse.

Q1 Achievements

- ✓ Presented Audit Plan to ED and DED for review and the BAF Committee. **(01)**
- ✓ Created staffing plan outlining the need for additional staff. **(03)**
- ✓ Hired Senior Investigator to support current investigator role. **(03)**
- ✓ Worked with the ORS to address Resident Council compliance monitoring in relation to 24 CFR Part 964 Subpart B. **(02)**
- ✓ Partnered with HR to create virtual training schedule. **(05)**
- ✓ Partnered with HR to present training in LMS system. **(05)**

Q2 Achievements

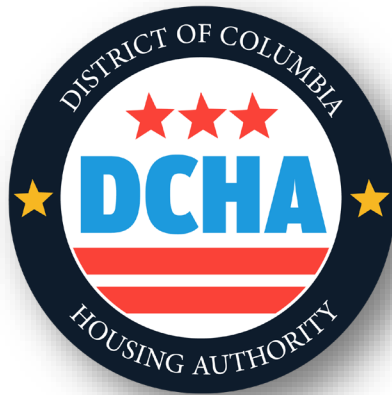
- ✓ Conducted Resident Council compliance reviews and monitoring. **(02)**
- ✓ Conducted entrance and exit meetings for audits & reviews. **(02)**
- ✓ Renamed Criminal Investigator to Compliance Investigator. **(03)**



Office of Audit and Compliance (OAC)

Q3 & Q4 2025 PROJECTED HIGHLIGHTS

- **PARTNERSHIP:** Continue to work with ORS to address Resident Council compliance monitoring. **Q3**
- **HIRING:** Hire Compliance Specialist. **Q3**
- **DATABASE:** Create tracking log to monitor progress of corrective action/quality control plan. **Q4**
- **TRAINING:** Report training progress in Budget, Audit & Finance Committee. **Q4**
- **COMMUNICATION:** Host Compliance Week 2025. **Q4**



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DCHA Board of Commissioners

Raymond Skinner – Denise Blackson – Leroy Clay
Rosa Burbridge – James Dickerson – Ronnie Harris
Katrina D. Jones – Christopher Murphy
Jennifer Reed – Theresa Silla

Keith L. Pettigrew, Executive Director